

# Quarterly Performance Report

2023/2024 Quarter 3

For the 3 months ended 31 March 2024

# Tātaki Auckland Unlimited



## Q3 – At a glance

### Executive summary

TAU is experiencing a very strong start to the calendar year with the successful major events programme and patronage at Auckland Zoo, Auckland Art Gallery Toi o Tāmaki and New Zealand Maritime Museum at record levels. Some of Auckland’s most beloved festivals took place during Q3 - BNZ Auckland Lantern Festival and Pasifika Festival, as well as the inaugural Moana Auckland, New Zealand’s Ocean Festival, which proved to be a great success.

The Gallery opened a new exhibition, *Robertson Gift: Paths through Modernity* which recognises the extraordinary gift of 15 artworks from New York philanthropists Julian and Josie Robertson to the Auckland Art Gallery and showcases artworks from influential modern European artists, including Paul Cezanne, Salvador Dalí, Paul Gauguin, Henri Matisse and Pablo Picasso. The Zoo welcomed two tiger cubs at the beginning of the year, and its highly skilled zookeepers and veterinary specialists are again on show to New Zealand television viewers, as the second series of *Wild Heroes* started in February. The NZ Maritime Museum has been busy with cruise visitors and ran a successful programme for the Wooden Boats Festival as part of the Moana Auckland Festival.

Auckland Stadiums have been busy with concerts and sporting events, alongside Speedway coming back to Western Springs for a shortened season and One NZ Warriors starting the season at Go Media Stadium Mt Smart. In the business events space, two important events were secured for Auckland, with support from Auckland Convention Bureau (ACB) - a major education convention and a prestigious World Dairy Summit.

TAU’s Economic Development team worked closely with the Mayoral and council teams to support Mayor Wayne Brown’s industry leaders’ event on 17 February, to discuss the Auckland Manifesto, long-term city or regional deals and the relationship Tāmaki Makaurau Auckland has with central government.

### Financial performance

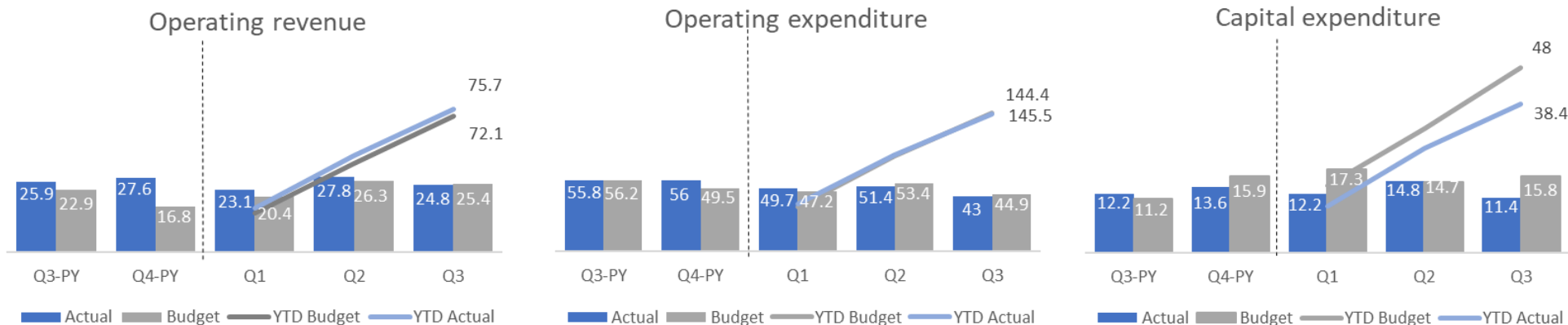
Net Direct Expenditure is favourable to budget due to a combination of strong visitation at Auckland Zoo and the New Zealand Maritime Museum (NZMM), and better than expected event revenues, this has been partially offset by additional costs including additional staff to support the increased event activity.

Revenue is favourable to budget due to continued strong visitation at the Auckland Zoo and NZMM and better than expected event revenues including performing arts and conventions.

Costs are slightly adverse to budget due to the timing of staff change implementation costs, additional casual staff being needed for revenue generating events, and the impact of deferral expenditure permitted from the underspend in prior year.

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.

Assets includes gifted artwork, particularly the Julian Robertson bequest.



Note: for more details, please refer to Financials section

## Highlights

Visitation to TAU’s venues and events remains high, driven by the Auckland Zoo’s highest January and February visitation numbers on record, NZ Maritime Museum cruise and tourist numbers and two popular exhibitions attracting art-loving visitors to the Auckland Art Gallery. As a result, ticketed attendance to the end of Q3 across TAU venues and events was 1.54m and is on track to meet the year-end SOI target. In addition, more than 155,000 children have participated in educational experiences through TAU venues and facilities over the year to date.

The inaugural Moana Auckland Festival ran from 24 February to 24 March. A snapshot of some of the festival highlights included the first ever Z Manu World Champs with dive-bombers from around the motu showing off their skills in Viaduct Harbour (estimated 10,000 spectators), the return of New Zealand’s largest boat show – the Auckland Boat Show (expected to generate \$4.1m in GDP for the region), and the inaugural Wooden Boat Festival celebrating New Zealand’s maritime heritage (estimated 11,700 attendees).

Auckland Convention Bureau team, alongside the NZ International Convention Centre (NZICC), the NZ Principals’ Federation and Tourism New Zealand, secured a major education convention for Auckland. An estimated 3,000 school principals from around the world will convene in Tāmaki Makaurau Auckland in September 2026 at the NZICC. Showing the value TAU help deliver for Auckland, the convention is expected to generate \$4.6 million for the regional economy.

The GDP contribution from major events supported by TAU was \$106.9m at the end of Q3 – based on 19 events assessed year to date out of a total portfolio of 33 events over the whole year, surpassing a record year-end SOI target of \$71m.

*Robertson Gift: Paths through Modernity* exhibition opened on 9 February. This new exhibition recognises the extraordinary gift of 15 artworks from influential modern European artists, including Paul Cezanne, Salvador Dalí, Paul Gauguin, Henri Matisse and Pablo Picasso, from New York philanthropists Julian and Josie Robertson to the Auckland Art Gallery.

As part of the TAU developed, industry funded, Destination Auckland Partnership Programme (DPP) a roadshow was conducted in Australia involving 15 DPP partners representing 25 companies visiting Sydney and Melbourne. Three trade marketing events collectively generated 390 appointments with 26 Australian trade partners and 25 Australian travel media attended a media event in Sydney.

The Auckland Art Gallery's decarbonisation project is complete, with the measurement and verification report showing a 99% reduction in gas usage. TAU's Capital Projects Committee also approved the solar business case for feasible sites, which will assist with sustainability targets and cost reduction initiatives.

The first M9 of the calendar year, Ka Tohe Au! Ka Tohe Au! I AM THE SOVEREIGN, was held at Aotea Centre | Aotea – Te Pokapū on 8 March, with 95.3% of attendees surveyed finding the event inspiring, and 95.4% considering it a positive example of valuing Mātauranga Māori.

## Issues / Risks

The future of North Harbour Stadium (NHS) remains a key issue for TAU. Three options for the stadium's future were part of Auckland Council's LTP public consultation process over Q3. Auckland Council's decision making will occur through the LTP finalisation process over Q4.

There remain ongoing delays to the Single Operator Stadiums Auckland (SOSA) work due to the process undertaken by the council political working group on investigating options for a "main stadium" for Auckland. Despite this, TAU is pursuing options for closer collaboration across Auckland's stadiums network with key providers.

Work continues on the potential future integration of Auckland's cultural institutions, with a focus on the Auckland War Memorial Museum and the Museum of Transport and Technology (MOTAT). This may impact TAU's operating model over the medium to long term.

The implementation of Group Shared Services across the council family remains an issue for TAU – both in terms of changes made to date (including impacts on digital user experience) and proposed future changes. We are continuing to be involved in the various workstreams and anticipate that this will require some changes for TAU once the scope of GSS services is fully understood.

## Key performance measures

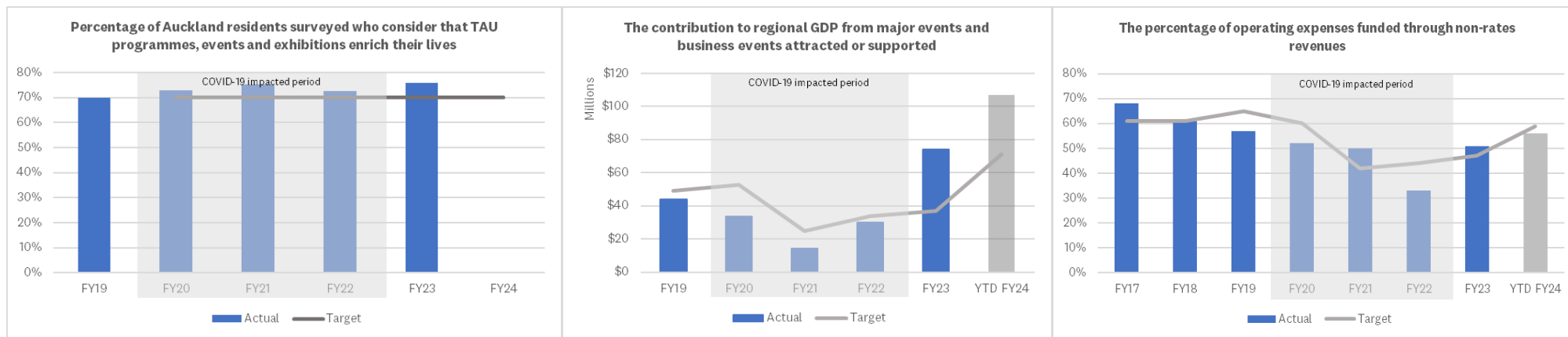
TAU has 13 SOI measures, of which 7 are LTP measures. Nine of the 13 measures are tracked quarterly; one is a six-monthly measure; and three are annual measures. At the end of Q3, ten KPIs were met or on track to be met and three are not reported this quarter.

Strategic performance priorities	On track/ met	Not on track/	Not reported	Total
<b>Experiences and events</b>				5
No. 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)	☑			
No. of children participating in educational experiences through TAU venues and facilities.	☑			
% of Auckland residents surveyed who consider that TAU's programmes, events and exhibitions enrich their lives.			☑	
No. of programmes contributing to the visibility and presence of Māori in Auckland, Tāmaki Makaurau. (LTP)	☑			
% of customer complaints resolved in 10 working days.	☑			
<b>Facilities</b>				5
The net promoter score for TAU's audiences and participants. (LTP measure)	☑			
% change in greenhouse gas emissions against 2018/19 baseline (Scope 1 and 2 only).			☑	
% of operating expenses funded through non-rates revenues. (LTP measure)	☑			
% of milestones completed as per TAU Board agreed capital programme.	☑			
% of critical TAU assets in acceptable condition.			☑	
<b>Investment and innovation</b>				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)	☑			
No. of Māori businesses that have been through a TAU programme or benefitted from a TAU intervention. (LTP)	☑			
<b>TOTAL</b>	10		3	13

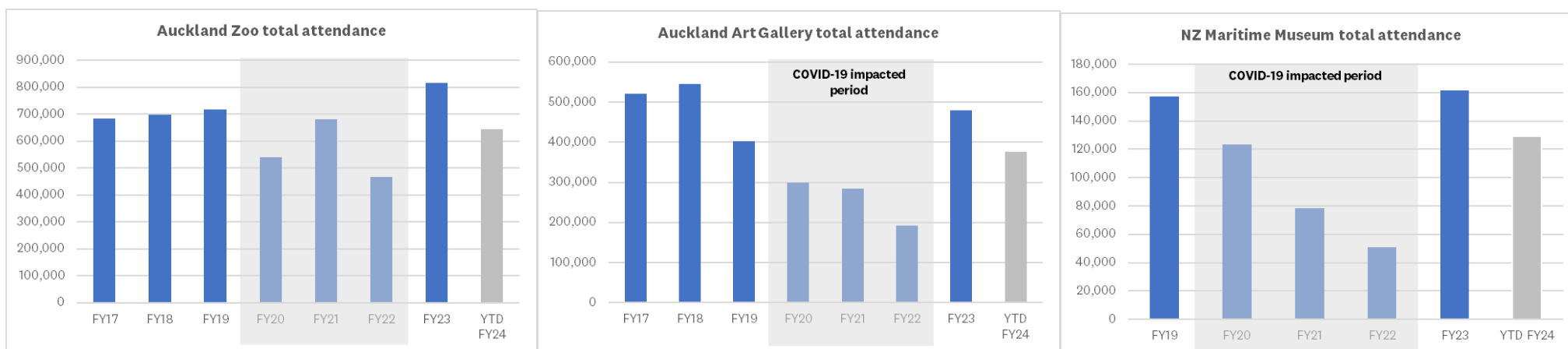
Note: Individual performance of facilities and venues is presented in the Performance of facilities and venues section in Appendix 2.

## Longer term KPI trends

The graphs below show longer term trends over time for selected KPIs. Contribution to regional GDP and the percentage of operating expenses funded through non-rates revenue were both impacted by COVID-19, but have improved in FY23 and YTD FY24.



The graphs below illustrate **total** (not ticketed, see note below) attendance trends for Auckland Zoo, Auckland Art Gallery and the New Zealand Maritime Museum. Attendance across these venues was impacted by COVID-19 but picked up again in FY23 and are expected to at least fully recover in FY24.



Note: The graphs above show total attendance, not ticketed attendance due to data availability. Ticketed attendance was introduced in FY21, while total attendance is available back to FY17.

# Strategic alignment and key policies

## Climate change and sustainability

The recently developed TAU *Climate Change and Environment Strategic Plan* was approved by TAU's Board and has been live on the website in Q3. The strategic plan guides kaimahi to embed climate change and environmental sustainability, with a focus on climate resilience, net zero emissions, zero waste, responsible water use, and by creating an empowered organisation.

**Climate resilience:** The re-assessment of climate physical risks is underway across TAU assets, and the adaptation planning for all TAU stadiums has started.

**Net zero emissions:** The Auckland Art Gallery's decarbonisation project is complete, with the measurement and verification report showing a 99% reduction in gas usage. TAU's Capital Projects Committee also approved the solar business case for feasible sites.

**Zero waste:** A monthly cross-organisation hui is in place to build a waste network, as well as engagement with the Queens Wharf working group regarding a waste sorting facility to enable better waste mitigation.

**Responsible water use:** An ongoing collection and review of monthly water usage and cost data for all facilities. Water efficient fixture replacements are being embedded into the planned maintenance schedule.

**Empowered organisation:** Staff guidance was developed to support a 'Climate Impact Statement' in TAU board papers, following the addition of this section in Q2. Delivery of targeted capability-building sessions for TAU's climate-related disclosure working group, and the start of a roadshow for the strategic plan.

## Māori outcomes

The first M9 of the calendar year, Ka Tohe Au! Ka Tohe Au! I AM THE SOVEREIGN, was held at Aotea Centre on 8 March. Held quarterly, M9 is a Ted Talk-type series featuring 9 influential Māori speakers who bring their unique perspectives to each theme. As a sponsor, TAU is able to distribute sponsor-benefit tickets to 200 Mana Whenua and Mataawaka, enabling them to experience this celebration of te Ao Māori in one of our iconic venues. The sold-out March event saw kaikōrero speak to why Te Tiriti o Waitangi is fundamental to our constitutional arrangements in Aotearoa. Audience research showed high levels of engagement and endorsement of this kaupapa: 95.3% found the event inspiring, 95.4% considered it a positive example of valuing Mātauranga Māori, 96.7% felt proud to witness te reo Māori on display, and 97.6% felt encouraged to learn more about te Ao Māori. Support of this kaupapa delivers on the Kia Ora Tāmaki Makaurau long-term priorities Kia ora te Ahurea (Māori culture and identity), Kia ora te Umanga (Māori Business, Tourism and Innovation), Kia ora te Whānau (Whānau and Tamariki wellbeing) and Kia ora te Reo (Te Re Māori).

Tātaki Auckland Unlimited's updated Māori Outcomes Plan, *Te Mahere Aronga*, was finalised in March. The updated framework reflects a fresh focus on those strategic pou and delivery areas that will have the most impact over the next few years.

The TupuToa internship programme is an employment pathway that provides professional opportunities for Māori and Pacific tertiary students in corporate, government and community organisations. Four TupuToa interns completed their 12-week internship with TAU in February, having worked on various initiatives across the organisation under the guidance of their mentors.

Iwi engagement on the Sites & Places of Significance to Mana Whenua (SPSMW) continues. An online hui with the SPSMW working group was held on 22 February. Seven Mana Whenua representatives attended, as well as three film industry reps and an observer from the New Zealand Film Commission. The working group reached agreement in principle that wider consultation and engagement with Iwi for the proposed plan change for filming on SPSMW can proceed. An engagement plan is being developed for this.

A project commenced in the quarter to design and implement a Māori Engagement Framework for TAU. The framework will enable TAU to deliver its mahi in line with Te Tiriti principles, its statutory obligations to engage with Mana Whenua and Mataawaka, requirements under the Accountability Policy and Statement of Expectations, and our Māori Outcomes Plan – *Te Mahere Aronga*.



# Statement of performance expectations

## Experiences and Events

### Highlights

- After a four-year hiatus due to the impact of the COVID-19 pandemic and weather events, TAU delivered BNZ Auckland Lantern Festival between 22 – 25 February, which was attended by 110,000 attendees. The official opening ceremony was attended by a range of dignitaries including Prime Minister Rt Hon Christopher Luxon, Leader of the Opposition, Rt Hon Chris Hipkins and China’s ambassador to New Zealand – His Excellency Dr Wang Xiaolong. The festival had a new home at the Manukau Sports Bowl and featured familiar and much-loved elements - traditional and contemporary cultural performances, over 500 illuminated lanterns, a newly commissioned zodiac animal lantern commemorating the Year of the Dragon, retail and craft stalls and the festival’s famous line up of food stalls.
- The Major Events seasonal investment strategy was in full effect with ASB Classic in January, Synthony in the Domain in February and P!NK in March, these three events alone contributed a combined \$10.9m in GDP and 78,000 visitor nights for the region. With the addition of Moana Auckland, BNZ Auckland Lantern Festival and Pasifika Festival, the Q3 events portfolio drove significant economic impacts for the region.
- Auckland Live Summer in the Square ran from 1 to 25 February in Aotea Square. Activities included String Symphony, a giant two-storey puppet by Australian company Spare Parts Puppet Theatre, outdoor cinema programming and partnership activities with Latin Festa, Auckland Pride, Stand Up Stand Out and Lunar New Year in the Square. Total attendance across the four weekends was approximately 30,600.
- The Auckland Convention Bureau team, alongside the NZ International Convention Centre, the NZ Principals’ Federation and Tourism New Zealand, secured a major education convention for Auckland. An estimated 3000 school principals from around the world will convene in Tāmaki Makaurau Auckland in September 2026 at the NZICC. Showing the value TAU helps deliver for Auckland, the convention is expected to generate \$4.6 million for the regional economy. Hosting the convention will expose New Zealand’s educators to the world’s leading researchers and top international speakers in this sector, while also providing the opportunity to showcase New Zealand’s own world- class researchers in the field.

### Issues and Risks

- Funding for major events continues to be a significant issue for Auckland. Internationally, events rights fees have significantly increased and competitor host cities and countries have escalated their levels of investment into and their pursuit of major events as a critical platform to assist with economic recovery since the pandemic.
- The Regional Events Fund, a COVID-19 relief package provided by central government to help the events industry, ends later this year. At the moment, there is no replacement national funding model in place specific for events. Currently, TAU receives funding to co-host global events alongside other regions (eg SailGP hosted by Auckland and Christchurch).
- TAU is engaging with key partners in the tourism, accommodation, and hospitality sectors to develop a sustainable national funding model for tourism and major events.

## 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, reputational 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>Major events either invested in and/or delivered by TAU over Q3 generated an estimated change in regional GDP of \$19 million and 111,000 visitor nights for the region, including ASB Classic, Red Bull Cliff Diving, Synphony in the Domain, P!NK, Moana Auckland, BNZ Auckland Lantern Festival and Pasifika Festival.</p> <p>Highlights over Q3 were:</p> <ul style="list-style-type: none"> <li>ASB Classic's attendance was 92,300 with 85% of sessions sold out.</li> <li>Red Bull Cliff Diving World Series finale took place in Wynyard Quarter on Auckland Anniversary weekend with around 52,000 spectators. A temporary 28m diving platform was built beside the Viaduct Events Centre, with stunning views of the city and harbour as the backdrop for the event's live coverage.</li> <li>Moana Auckland (24 February - 24 March) included the NZ Millennium Cup superyacht regatta, featuring six superyachts; Auckland Wooden Boat Festival, with 160 boats displayed; Z Manu World Championships; the Harbour Crossing swim; and well-known annual events Sculpture on the Gulf, SPLORE Music &amp; Arts Festival and Auckland Boat Show.</li> <li>Pasifika Festival, one of Auckland's longest-standing events, was held in Western Springs on 9 and 10 March attended by approximately 30,500 attendees, including P!NK, who attended the festival as a member of the public. MOTAT joined Pasifika Festival this year, offering free admission and a special Pasifika programme.</li> </ul>
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 and/or hosts more than 1800 events to the region annually. A centre for performing arts development, education, enrichment and high-performance professional training.	<p>Te Ahurei Toi o Tāmaki   Auckland Arts Festival ran from 7 - 24 March offering 200 experiences across Tāmaki Makarau, including the world premiere of Auckland Live commissioned work <i>The Valentina</i>. It was developed with investment from Auckland Live's commissioning and development fund and reflects Auckland Live's commitment to the development of new New Zealand live performance work for children and families.</p> <p>The Auckland Philharmonia, one of Auckland Live's key major presenters in-residence at the Auckland Town Hall, kicked off their first mainstage concert of the season on 15 February. Auckland Live are proud to work in close partnership with Auckland's orchestra to bring another sensational season of music to Tāmaki Makaurau. This year's programme boasts 45 concerts, including classical master works, cinematic favourites with live orchestra like Disney's 1994 classic <i>The Lion King</i>, kungfu masterpiece <i>Crouching Tiger, Hidden Dragon</i> and Matariki celebrations with Aotearoa's hip hop and R&amp;B icon, Ché-Fu.</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>At the end of Q3, there are 85 future business events confirmed for Auckland (to 2028) as a result of Auckland Conventions Bureau's support with an estimated future economic value of \$73m.</p> <p>Key business events held in Q3 were Bold Steps with 1100 attendees and NZ TV Awards with 1300 attendees, both held at the Viaduct Events Centre.</p> <p>Auckland won a prestigious World Dairy Summit after a bid by the New Zealand International Dairy Federation, with support from the TAU Auckland Convention Bureau and Tourism New Zealand. The summit, which will be hosted in Auckland in 2026, is the flagship event for the 120-year-old federation, which spans more than 40 member countries, representing more than 75% of the world's milk production. The event is anticipated to attract over 1000 industry leaders and scientific experts.</p>

## Facilities

### Highlights

- The NZ Maritime Museum staff and volunteers participated in the Wooden Boat Festival, part of Moana Auckland Festival. The visitors got to enjoy a village of over 160 wooden boats and participate in a variety of fun and informative museum-hosted activities at the Viaduct Events Centre, Jellicoe Harbour, and at the museum. Many of the speaker talks held at the museum were fully booked in advance. Visitor numbers exceeded expectations, and visitor feedback was overwhelmingly positive.
- *Robertson Gift: Paths through Modernity* exhibition opened on 9 February. This new exhibition recognises the extraordinary gift of 15 artworks from influential modern European artists, including Paul Cezanne, Salvador Dalí, Paul Gauguin, Henri Matisse and Pablo Picasso, from New York philanthropists Julian and Josie Robertson to the Auckland Art Gallery. The Robertson's extraordinary gift acknowledges the lasting connections the couple formed with New Zealand and their passion for modern art. An opening ceremony for exhibition was attended by the Robertson family, Prime Minister Rt Hon Christopher Luxon, the Minister for Arts, Culture and Heritage – Hon Paul Goldsmith and US Ambassador to NZ Thomas Udall.
- Both January and February were record months for visitation at Auckland Zoo. More than 100,000 visitors were welcomed at the Zoo in January for the first time in its 101-year history. The Zoo hoped to celebrate this milestone in its 100<sup>th</sup> year when it reached 98K visitors by 27 January 2023 before severe flooding impacted the whole of Tāmaki Makaurau Auckland. The ongoing support of the Auckland community to finally reach this milestone in 2024 has been fantastic.
- The Foo Fighters concert at Go Media Stadium Mt Smart on 20 January saw a number of operational changes to the way in which the venue was presented to the public, enabling greater 'free-flow' throughout the stadium. The concert was particularly well-received by the 32,000 attendees with a 94% satisfaction rating and many positive comments in relation to the venue, staff, and public transport.

### Issues and Risks

- The future of North Harbour Stadium (NHS) remains a key issue for TAU. Three options for the stadium's future were part of Auckland Council's LTP public consultation process over Q3. Auckland Council decision making will occur through the LTP finalisation process over Q4.
- Event activity at Western Springs remains constrained while remediation work continues following last January's flood events.
- There remain ongoing delays to the Single Operator Stadiums Auckland (SOSA) work due to the process undertaken by the council political working group on investigating options for a "main stadium" for Auckland. Despite this, TAU is pursuing options for closer collaboration across Auckland's stadiums network with key providers.

## 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><i>Always Song in the Water – Art Inspired by Moana Oceania</i>, continued in Q3 with its popular public programme and artist interactions. The exhibition was extended to run into the Moana Ocean Festival timeframe.</p> <p>The museum’s digitisation project has begun its next phase, focused on staff assisting smaller institutions with establishing their digitisation programmes. The digital team have begun their first tranche of external work, basing themselves at Warkworth Museum for 12 weeks.</p> <p>Work continued with collection storage move in Q3, with full design for the new space completed and lodged for consent. Preparations for the move at the current Avondale site were nearing completion with all vessels and large objects crated for move – a major milestone.</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><i>Guo Pei: Fashion, Art, Fantasy</i> 郭培：时装之幻梦 is popular and on target to hit visitation targets when it closes in early May. . The Gallery ran four ‘Guo Pei After Hours’ openings on every Wednesday evening in March and a successful Fashion Fantasy Ball on 16 March with around 300-400 attendees.</p> <p>The Gallery’s inaugural Lunar New Year Festival brought 6402 people through the doors – the Gallery’s highest single-day visitation number since 2015. Many Chinese families chose to celebrate new year at the Gallery and used our Mandarin-language flyers to get around.</p> <p>The Gallery has commenced a new partnership with the University of Auckland, delivering an honours year degree in arts writing and curatorship.</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>YTD visitation at the end of Q3 is 648,063, more than 30K ahead of target and revenue from all sources is \$11.8M, 9% higher than budget. The Zoo retail shop continues to exceed expectations with both gross revenue and net profit well ahead of target.</p> <p>More than 40,000 learners have engaged with Auckland Zoo, onsite, online and through community outreach.</p> <p>The work of the Zoo’s highly skilled zookeepers and veterinary specialists is again on show to New Zealand television viewers, as the second series of <i>Wild Heroes</i> started on Three and threenow.co.nz on 17 February. It follows the Zoo’s teams as they care for animals within the Zoo and undertake conservation mahi with partners out in the wilds of New Zealand, the Pacific islands, and jungles of Sumatra.</p> <p>The tara iti breeding programme is over for the Zoo team this season. The last hand-reared chick sighting at Te Arai was on 17 February, and since then we have had reports of three of the chicks making it to the tara iti winter grounds at Kaipara Harbour.</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>Juicy Fest at North Harbour Stadium on 6 January, was the first music event to be hosted in the main stadium since 2014. The nature of the event presented operational challenges, but it was well-received with a satisfaction rating of 80%.</p> <p>St Jerome’s Laneway Festival, held at Western Springs on Waitangi Day, marked the return of event activity to the main stadium, albeit with significant reliance on temporary power.</p> <p>February saw the return of speedway to Western Springs for the first time since the January 2023 floods. With the venue continuing to be under repair, the three events operated with a reduced capacity of 5600 people.</p> <p>One NZ Warriors supporters filled Go Media Stadium Mt Smart for their first home game of the season on 8 March.</p>

## Projects of focus

Project	Status	Description	Progress towards key deliverables
Single Operator Stadiums Auckland (SOSA)	On hold	In late 2022, the Eden Park Trust Board, Auckland Council and TAU developed a proposal for a Single Operator Stadium (SOSA) model for Tāmaki Makaurau 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>The timing of this work has 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 a high priority for Eden Park Trust.</p> <p>As per the Letter of Expectation, following conclusion of the 'main stadium' expression of interest process, TAU will further progress discussions with Eden Park Trust on a single operator for the region's four stadiums.</p> <p>In the meantime, TAU continues to work closely with Eden Park and support major events held at Eden Park that have strong outcomes for Auckland and Aucklanders. Over FY24 these have included the FIFA Women's World Cup 2023, the P!NK concert and the Coldplay concert later this year.</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 Makaurau 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.</p> <p>The scheduled meeting on 22 February, to include MOTAT, AWMM, Stardome Observatory and Planetarium and TAU, was cancelled due to the passing of Fa'anānā Efeso Collins, and a new date will be scheduled in due course.</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>As agreed in the SOI, work continues on the Western Springs precinct concept.</p> <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>



## Economic Development

### Highlights

- As part of the TAU developed, industry funded Destination Auckland Partnership Programme (DPP) a roadshow was conducted in Australia involving 15 DPP partners representing 25 companies visiting Sydney and Melbourne. Three trade marketing events collectively generated 390 appointments with 26 Australian trade partners and 25 Australian travel media attended a media event in Sydney. In addition, a Destination industry presentation was held in Auckland on 13 March.
- TAU's Economic Development team worked closely with the Mayoral and council teams to support Mayor Wayne Brown's industry leaders' event on 17 February, advising on context, attendees, format and support for on-the-day logistics. Our Economic Development staff helped identify key industry leaders with long-term interests in the region, to discuss the *Auckland Manifesto*, the opportunity presented by long-term city or regional deals and the relationship Tāmaki Makaurau Auckland has with central government.
- TAU supported SyncPosium 2024 (23-25 February), a music-for-screen event that provided a rare opportunity to gain insights, knowledge and inspiration from some of the most influential voices in the entertainment industry. The event showcased the best in the business from the US and Aotearoa's screen music industries, bringing together Grammy and Oscar-winning composers Pasek and Paul (*La La Land*, *The Greatest Showman*, *Only Murders in the Building*), top Hollywood television and movie executives, and a group of Aotearoa's best music talent. Music for screen is a multi-billion dollar industry as a subset of the global screen business.
- TAU, alongside NZTE, Callaghan Innovation and University of Auckland, supported a New Zealand cleantech trade mission to the US on 22-26 January. Seven Auckland cleantech firms participated in the mission, which included a cleantech forum in San Diego, visit to Silicon Valley, and two investment pitch breakfasts to present the businesses to US investors. The mission resulted in excellent follow-up potential and interest in Auckland companies.
- The Te Puna Establishment Group (16 members) formed and started series of 5 'sprints' to guide the development of a creative innovation precinct in Henderson, named Te Puna. Penny Hulse and Robin Taua-Gordon, of Te Kawerau ā Maki, are the co-chairs of the Group. Two sprints were held and a further 3 will take place in Q4.

## 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 coordinating in destination management.	<p>The Destination Auckland Partnership Programme (DPP), an interim solution to fund tourism marketing and business event attraction activities in key markets, had more than 140 financial partners and contributions totaled just under \$2m at the end of Q3. The DPP undertook a full review and changes have been recommended to the DPP Advisory Group. These include a CPI increase across all categories and the introduction of new categories to maximise revenue.</p> <p><i>Iconic Auckland Eats</i> top 100 dishes for 2024 were announced on 21 February. Nominated by the public, this annual list initiated by TAU is a culinary celebration, highlighting unique and beloved dishes that can only be savored in Auckland. With 1800+ submissions the competition had more than double last year's entries.</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>A quarterly update on the <i>State of the City</i> report by the Committee for Auckland, supported by TAU, got significant media coverage, with stories by 11 outlets including 1News, New Zealand Herald, Newshub Live and Newstalk ZB.</p> <p>The City Centre Action Plan has progressed well in Q3. The investment proposition is in the stakeholder engagement stage of development with meetings with DPO, Plans and Place, Eke Panuku and within TAU.</p>
Investment & Screen Attraction	On track	Attracting high-value businesses and investment to the city to maximise economic opportunities associated with infrastructure, businesses and talent. Screen Auckland includes attraction of screen productions, management of screen infrastructure and ensuring Auckland is a 'film friendly' region.	<p>A new Screen Auckland website launched on 15 February. It provides content to showcase Auckland's 1.6-billion-dollar industry to target audiences.</p> <p>Screen Auckland hosted an exclusive behind-the-scenes tour of Kumeū Film Studios for its Auckland Council Group whānau, particularly our screen facilitation team's stakeholders who approve film permit activity or provide advice on locations. TAU team wanted to thank operational partners and Local Board film leads for their work, with a close-up look at how the big film productions work and how their roles as location or public space approvers play an important part in the bigger screen picture in Auckland. In 2022, that bigger picture was a sector worth more than \$1.5 billion to the region, with 2300 businesses employing an impressive 8400 people.</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>The 18-month pilot with Tāmaki Regeneration Company to establish the <i>Reserve</i>, Māori and Pacific innovation hub in Glen Innes was successfully completed. The hub has now moved into the emergence phase of growth, continuing to build the Reserve community and increase Māori and Pacific entrepreneurship.</p> <p>TAU partnered with Callaghan Innovation, NZTE, and Ara Ake to support 12 cleantech start-ups interested in entering the US market to engage with investors and corporates in California, USA. The delegation presented at the Cleantech Forum North America in San Diego, developed relationships in the San Francisco Bay area, and engaged with international investors at a session organised by Invest New Zealand. Companies in the delegation focused on areas of renewable energy, waste to value, carbon capture, fusion energy, and water treatment.</p> <p>TAU partnered with Ministry of Awesome and CreativeHQ to launch a new national programme called 'Startup Aotearoa'. Funded by Callaghan Innovation, the programme connects founders in Auckland with a GridAKL Startup Advisor who provides entrepreneurship guidance and mentoring. Events delivered in Q3 to build the tech and innovation ecosystem were: Entrepreneur Enablers (110 participants), Migrants in Tech (100), Startup Aotearoa launch (100) and Women in Tech (120).</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>The energy sharing challenge has been rescoped, connecting with community service providers as the recipients. The source no longer includes the Franklin Centre due to roof maintenance requirements, but there is enough existing energy generation from the Counties Energy Headquarters and in the community to test the concept.</p> <p>The CCA / TAU Green Jobs pilot for construction and infrastructure (built environment challenge) is underway with our delivery partner. They will be focused on research, engagement, and co-design while bringing cultural expertise. A project group is nearly established, and two big construction and infrastructure businesses have confirmed their involvement. This also supports Actions E1 &amp; E4 in <i>Te Tāruke-ā-Tāwhiri: Auckland's Climate Plan</i>.</p> <p>A successful decarbonisation breakfast was held for small and medium-sized enterprises (SMEs) at Go Media Stadium Mt Smart, with speakers from EECA and DETA outlining clear steps for getting started. This event follows on from last year's research identifying barriers and opportunities for SMEs.</p> <p>The SME adaptation platform co-design phase has now commenced. A project group with external stakeholders has been formed and invitations have gone out to SMEs for the co-design workshops.</p> <p>It was confirmed that the Mātauranga Māori and Climate Innovation Hui, will take place in early June at Te Mahurehure Marae in Pt Chevalier. Several speakers are already confirmed.</p> <p>Exploration of revenue options with TAU's sponsorship and grants team continued over Q3, including alternative options to the TAU Trust.</p>



## Performance measures

Performance measure	Previous year result	Year end Target	Q3 Actual YTD	Status	Commentary
<b>Experience and events</b>					
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	1.54m	On track	Highlights in Q3 included record visitation at the Zoo over January and February (including exceeding 100,000 visitors in a month for the first time ever), strong attendance at Stadiums and NZMM and the popularity of Auckland Art Gallery's <i>Guo Pei: Fashion, Art, Fantasy</i> exhibition.
The number of children participating in educational experiences through TAU venues and facilities.	New measure	163,000	157,684	On track	Results include 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. Surveying due to take place in May.
The number of programmes contributing to the visibility and presence of Māori in Auckland, Tāmaki Makaurau. (LTP measure)	88	40	52	Achieved	KPI target achieved. Key activities that contributed to the result over Q3 included internal capability building programmes and support for event showcasing te ao Māori and Māori arts and culture.
Percentage of customer complaints resolved in 10 working days.	86%	80%	95%	On track	There were 69 complaints received by the of Q3, with 63 resolved within 10 working days.
<b>Facilities</b>					
The net promoter score for TAU's audiences and participants. (LTP measure)	45	40	48	On track	Based on results available across Auckland Live, Auckland Stadiums, Auckland Art Gallery, Auckland Zoo and NZ Maritime Museum. The KPI is on track to meet the target of 40.
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 as part of annual reporting.

Performance measure	Previous year result	Year end Target	Q3 Actual YTD	Status	Commentary
The percentage of operating expenses funded through non-rates revenues. (LTP measure)	51%	59%	56%	On track	
Percentage of milestones completed as per TAU Board agreed capital programme.	New measure	80%	74%	On track	The Board has approved a programme that includes 38 milestones. To the end of Q3, 28 of these milestones have been achieved.
Percentage of critical TAU assets in acceptable condition.	New measure	Benchmark set	No result	No result	Methodology has been developed and benchmark to be reviewed by Board in April.
<b>Investment and innovation</b>					
Attributable value of private sector investment secured during the year.	\$325m	\$100m	\$10.8m	On track	On track based on in excess of \$100m of screen deals in the pipeline that are expected to be confirmed before year-end.
The contribution to regional GDP from major events and business events attracted or supported. (LTP measure)	\$74.2m	\$71m	\$106.9m	Achieved	The year-end target has already been achieved. The main contributor to this KPI, FIFA Women's World Cup 2023 (FWWC 2023), contributed \$87.1m to regional GDP.
Number of Māori businesses that have been through a TAU programme or benefitted from a TAU intervention. (LTP measure)	101	50	116	Achieved	Year-end target has been met. Majority of the interventions year to date were associated with GridAKL activities including tenants at GridAKL, GridMKN and Reserve in Glen Innes.

## Financials – overview

(\$ million)	Notes	FY 23	FY 24 Quarter 3 YTD			FY 24
		Actual	Actual	Budget	Variance	Budget
<b>Net direct expenditure</b>	<b>A</b>	<b>114.8</b>	<b>68.7</b>	<b>73.4</b>	<b>4.6</b>	<b>93.0</b>
<b>Direct revenue</b>	<b>B</b>	<b>116.2</b>	<b>75.7</b>	<b>72.1</b>	<b>3.5</b>	<b>95.3</b>
Fees & user charges		53.1	41.2	43.7	(2.5)	56.9
Operating grants and subsidies		33.0	11.7	7.4	4.3	25.6
Other direct revenue		30.1	22.7	21.0	1.7	12.8
<b>Direct expenditure</b>	<b>C</b>	<b>231.3</b>	<b>144.4</b>	<b>145.5</b>	<b>1.1</b>	<b>188.3</b>
Employee benefits		85.7	65.3	63.8	(1.5)	80.5
Grants, contributions & sponsorship		31	6.1	4.6	(1.5)	7.8
Other direct expenditure		114.3	73.1	77.2	4.1	100.0
<b>Other key operating lines</b>						
AC operating funding		119.3	68.7	73.4	4.6	93.2
AC capital funding	<b>D</b>	43.4	38.4	47.8	9.5	64.5
Depreciation		54.8	42.9	41.8	(1.1)	55.7
Donated Artworks	<b>E</b>	184.0	1.6	0.0	1.6	0.0
Net Income Tax expense (benefit)		(1.3)	0.2	0.0	0.2	0.0
Net interest revenue (expense)		0.9	0.8	0.0	0.8	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, 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 continued strong visitation and better than expected event revenues including performing arts, conventions. Operating Grants and subsidies are favourable to budget due to Major Events, and Regional Events Fund funded activities taking place earlier than had been planned.
- 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 – this, however, is largely a timing issue that is expected to be rectified in the next three months. There are two specific projects where planned spend for the current year will not be completed before year end, however these are committed projects that are already underway, therefore the unspent FY24 planned spend will be requested to be deferred into FY25 year, with no change to project costs overall.
- 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
<b>Auckland Art Gallery</b>						
Direct revenue		7.4	4.6	5.0	(0.4)	6.2
Direct expenditure		25.7	17.9	17.8	(0.1)	23.5
<b>Net cost to serve</b>		<b>18.3</b>	<b>13.3</b>	<b>12.8</b>	<b>(0.5)</b>	<b>17.2</b>
<b>Auckland Zoo</b>						
Direct revenue		13.7	11.8	10.9	0.9	13.6
Direct expenditure		27.6	22.1	21.0	(1.1)	28.3
<b>Net cost to serve</b>		<b>13.9</b>	<b>10.3</b>	<b>10.1</b>	<b>(0.2)</b>	<b>14.7</b>
<b>NZ Maritime Museum</b>						
Direct revenue		3.1	2.6	2.0	0.6	2.5
Direct expenditure		8.0	6.5	6.0	(0.5)	8.1
<b>Net cost to serve</b>		<b>4.9</b>	<b>3.94</b>	<b>4.0</b>	<b>0.0</b>	<b>5.5</b>
<b>Auckland Stadiums</b>						
Direct revenue		12.5	11.0	13.6	(2.6)	15.5
Direct expenditure		18.1	13.3	16.1	2.8	19.0
<b>Net cost to serve</b>		<b>5.6</b>	<b>2.3</b>	<b>2.5</b>	<b>(0.2)</b>	<b>3.5</b>

#### Economic development

\$ million	Notes	Previous Year Actual	Actual	2023/24 YTD Budget	Variance	Full year Budget
<b>Economic development</b>						
Direct revenue		29.1	11.9	11.9	0.0	18.2
Direct expenditure		44.4	18.5	19.5	0.9	25.6
<b>Net cost to serve</b>		<b>15.3</b>	<b>6.6</b>	<b>7.6</b>	<b>0.9</b>	<b>7.3</b>
<b>Visitor economy</b>						
Direct revenue		3.4	2.1	0.8	1.3	1.2

\$ million	Notes	Previous Year Actual	Actual	2023/24 YTD		Full year Budget
				Budget	Variance	
Direct expenditure		6.7	6.5	6.5	0.0	8.2
<b>Net cost to serve</b>		<b>3.3</b>	<b>4.4</b>	<b>5.8</b>	<b>1.3</b>	<b>7.1</b>
<b>Climate</b>						
Direct revenue		0.0	0.0	0.1	(0.1)	0.2
Direct expenditure		1.6	0.8	1.0	0.3	1.6
<b>Net cost to serve</b>		<b>1.6</b>	<b>0.7</b>	<b>0.9</b>	<b>0.2</b>	<b>1.4</b>

### Arts, entertainment and events

\$ million	Notes	Previous Year Actual	Actual	2023/24 YTD		Full year Budget
				Budget	Variance	
<b>Auckland Live &amp; Conventions</b>						
Direct revenue		28.4	21.7	21.4	0.3	28.7
Direct expenditure		38.6	27.1	26.6	(0.5)	35.8
<b>Net cost to serve</b>		<b>10.2</b>	<b>5.4</b>	<b>5.2</b>	<b>(0.2)</b>	<b>7.2</b>
<b>Destination (incl Major and Business events)</b>						
Direct revenue		14.5	7.0	4.9	2.1	6.9
Direct expenditure		44.5	20.7	19.8	(0.9)	24.9
<b>Net cost to serve</b>		<b>30.0</b>	<b>13.8</b>	<b>14.9</b>	<b>1.1</b>	<b>18.0</b>

### Other (including Governance)

\$ million	Notes	Previous Year Actual	Actual	2023/24 YTD		Full year Budget
				Budget	Variance	
<b>Other (including Governance)</b>						
Direct revenue		1.9	1.7	0.2	1.5	0.2
Direct expenditure		8.8	6.1	5.9	(0.2)	8.2
<b>Net cost to serve</b>		<b>6.9</b>	<b>4.4</b>	<b>5.8</b>	<b>1.3</b>	<b>8.0</b>

## Partnerships

\$ million	Notes	Previous Year Actual	2023/24 YTD			Full year Budget
			Actual	Budget	Variance	
<b>Partnerships</b>						
Direct revenue		2.0	1.3	1.3	0.0	2.0
Direct expenditure		6.9	5.3	3.9	(1.3)	5.2
<b>Net cost to serve</b>		<b>4.9</b>	<b>3.9</b>	<b>2.6</b>	<b>(1.3)</b>	<b>3.1</b>

## Capital performance

\$ million	Notes	Previous Year Actual	2023/24 YTD			Full year Budget
			Actual	Budget	Variance	
Auckland Zoo		9.4	5.3	8.7	3.4	11.8
Auckland Art Gallery		5.3	9.7	12.2	2.5	16.4
New Zealand Maritime Museum		1.4	1.8	2.4	0.6	3.3
Auckland Stadiums		10.5	8.5	7.8	-0.7	10.6
Arts, Entertainment and Events		9.9	6.5	9.5	3.0	12.8
Security		1.9	2.5	3.3	0.8	4.4
Digital		3.4	1.3	2.2	0.9	3.0
Partnerships (TAU+)		1.7	1.4	1.3	-0.1	1.7
Property		1.7	1.3	0.2	-1.1	0.2
Investment and Industry		11.1	0.0	0.2	0.2	0.2
<b>Total</b>		<b>56.1</b>	<b>38.4</b>	<b>47.8</b>	<b>9.5</b>	<b>64.5</b>

## Appendix 2: Performance of facilities and venues

Outlined below are operational metrics for TAU facilities and venues. 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		Facility/venue	Operating metrics	
	Full year target	Q3 YTD		Full year target	Q3 YTD
<b>Auckland Art Gallery</b>			<b>Auckland Zoo</b>		
Total attendance	500,000	375,834	Total attendance	808,000	643,536
Ticketed attendance	159,000	56,738	Ticketed attendance	808,000	643,536
No. school children	8,000	4,257	No. school children	60,000	34,393
Net Promoter Score (NPS)	45	54.7	Net Promoter Score (NPS)	45	65.2
No. programmes contributing to visibility/presence of Māori	15	20	No. programmes contributing to visibility/presence of Māori	10	16
% opex funded through non-rates revenue	28%	37%	% opex funded through non-rates revenue	51%	76%
<b>New Zealand Maritime Museum</b>	<b>Full year target</b>	<b>Q3 YTD</b>	<b>Auckland Live</b>	<b>Full year target</b>	<b>Q3 YTD</b>
Total attendance	190,000	128,980	Total attendance	620,000	507,310
Ticketed attendance	101,000	80,483	Ticketed attendance	508,000	347,074
No. school children	8,000	4,236	No. school children	68,000	94,449
Net Promoter Score (NPS)	45	55.8	Net Promoter Score (NPS)	40	45.2
No. programmes contributing to visibility/presence of Māori	10	4	No. programmes contributing to visibility/presence of Māori	10	12
% opex funded through non-rates revenue	34%	55%	% opex funded through non-rates revenue	72%	83%
<b>Stadiums Auckland</b>	<b>Full year target</b>	<b>Q3 YTD</b>	*Auckland Stadiums have more than entirely self-funded their Opex by their non-rates revenue in Q2		
Total attendance	700,000	597,958			
Ticketed attendance	504,000	412,424			
No. school children	19,000	20,349			
Net Promoter Score (NPS)	20	7.6			
% opex funded through non-rates revenue	79%	144%*			