

Auckland Unlimited

Quarter 1 Performance Report

For the period ending 30 September 2021

This report outlines the key performance of Auckland Unlimited, which includes regional facilities, economic development and visitor economy-related activities and investments

Auckland Unlimited Q1 summary





Highlights, issues & risks for the quarter

Highlights:

- Auckland was at **COVID-19 Alert levels 4 and 3** from August 18 meaning the closure of all Auckland Unlimited facilities and venues, the cancellation or postponement of a range of events and no visitation to Auckland.
- Funding for **Auckland Film Studios** expansion in Henderson was announced on 3 August – \$30m from the Government and \$5m from Auckland Council – for two sound stages, workshops and offices on site.
- As part of the **Pacific Skills Shift Initiative**, the first intake of employees from *The Comfort Group* cohort graduated with digital literacy micro-credentials.
- The **Auckland is Calling** campaign development continues in anticipation of the region being in Alert Level 2.
- **Auckland Zoo** completed its fourth consecutive year of **Toitū carbon zero certification** achieving a 36 per cent absolute reduction in greenhouse gas emissions since the 2016 baseline year.
- The Moana Pasifika Super Rugby Team announced Mt Smart Stadium as its new home base.
- **Elemental AKL 2021** ran successfully (14 Jul-1 Aug) with more than 50 events taking place across the region.

Issues/Risks:

1. Potential significant financial risk to revenue reflecting current uncertainties around: the red, amber, green framework definitions, period lengths and restriction impacts; event cancellations; uncertain visitor hesitancy/ behaviours; and also impacts of economic hardships on customers.
2. The ongoing impact of Auckland, New Zealand and Australian border closures and lockdowns on events and visitation, hospitality, tourism, accommodation, arts and culture and the city's reputation.
3. Disruptions to labour and construction material availability as a result of COVID-19 restrictions.
4. Identifying opportunities following the announcement by Amazon Studios it was moving production of its series based on *The Lord of the Rings* to the United Kingdom for season two.

Financials (\$m)	YTD actual	YTD budget	Actual vs Budget	
Capital delivery	6.9	16.2		9.3
Direct revenue	17.0	20.5		3.5
Direct expenditure	44.0	50.8		6.8
Net direct expenditure	27.0	30.3		3.3

Financial Commentary

The favourable variance is due to changes in the timing of planned expenditure in response to the lockdown driven adverse revenue result and ongoing uncertainties re future revenues.

Key performance indicators

	Previous Year	FY 22 Quarter 1		Status	Commentary
		YTD Actual	FY Target		
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)	New measure	166,066	1.44m	Not on track (against year-end target)	Year end result is now unlikely to be achieved due the extended COVID-19 restrictions and resulting venue closures.
The percentage of operating expenses funded through non-rates revenues (LTP measure)	50%	37%	44%	Not on track (against year-end target)	Result is below target due to the closure of all Trust facilities on 18 August 2021. This significantly impacted revenue generated by the Trust in all brands: Auckland Zoo, Auckland Live, Auckland Conventions, Auckland Stadiums, NZMM and Auckland Art Gallery.
Number of businesses that have been through an Auckland Unlimited programme or benefited from an Auckland Unlimited intervention. (LTP measure)	7,357	1,501	3,000	On track (against year-end target)	Based on economic development programmes across the Auckland Unlimited Investment and Industry, and Māori Outcomes rōpū.

Strategic focus area – Economic Development

Key commentary	Strategic context
<p>For the 3 months to 30 September 2021, total net direct expenditure of \$3.9m was spent on Economic Development against a budget of \$5.2m. (excluding corporate support).</p> <p>Highlights:</p> <ul style="list-style-type: none"> Funding for the Council-owned Auckland Film Studios expansion in Henderson was announced on 3 August – \$30m from the Government and \$5m from Auckland Council – for two sound stages and the development of workshops and offices on site. As part of the Pacific Skills Shift Initiative, the first intake of employees from <i>The Comfort Group</i> cohort graduated with digital literacy micro-credentials - upskilling the employees to become future-ready for work. The Auckland is Calling campaign development continues in anticipation of the region being in Alert Level 2 in November/December. Screen Auckland launched FilmApp – an Auckland-wide film permit application to streamline film permitting processes. <p>Issues/Risks:</p> <ol style="list-style-type: none"> Screen Auckland is identifying opportunities with potential productions following Amazon Studios’ announcement (13 August) it was moving production of its series based on <i>The Lord of the Rings</i> to the United Kingdom for season two. 	<p>Auckland Unlimited’s 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 sector – to support them to thrive in Auckland.</p>

Key programme of works	Status	Description	Outlook
Investment and Screen Attraction	At risk	Attracting high-value business and investment to the city to maximise economic opportunities associated with infrastructure investment for long-term impacts. Screen attraction, infrastructure, facilitation and talent	The AFS expansion build, scheduled to start 30 August was delayed due to COVID-19 and alert level restrictions. Indicators suggest screen production will decrease from recent highs due to current barriers of production employees not being able to access MIQ facilities.
Local Economic Development	On track	Providing guidance to support local initiatives and focusing future investment on economic outcomes for south and west Auckland.	Auckland Unlimited will support the revitalisation of the city centre by leading the coordination of activities to help the central city recover from the impact of COVID-19.
Innovation	On track	Leveraging our role to grow Auckland's innovation ecosystem, including the ongoing development of GridAKL.	GridAKL campus in Wynyard Quarter had 172 businesses, 875 individuals on site on average up to 30 September (note, it closed under Alert Level 4 from 18 August). A total of 92 events were held. Click Studio 1 is now at capacity – 15 businesses. Click Studio 2 has 9 companies in residence. GridMNK had 12 businesses and 73 individuals on site on average.
Business Growth	On track	A focus on existing small businesses, raising capability, encouraging business networking, connecting them to talent and facilitating access to export markets.	Regional Business Partner (RBP) Business Capability/Tourism Transition Funding: \$792,174 for August. \$460,764 for September. Capability Fund is available and requires co-funding. Demand has dropped accordingly.
Tourism	On track	Auckland Unlimited’s Tourism team focuses on leading and partnering in destination marketing and advocating or co-ordinating in destination management.	Go with Tourism: 214 Pledge a Placement requests have been received since launch and 68 businesses pledged a placement via the GWT website. Study Auckland: In a new partnership with Education NZ, Student Ambassadors aged 16 years+ will work closely with Study Auckland to organise and deliver targeted student activities, experiences and events across the region, via digital channels and in-person when alert levels allow.

Strategic focus area – Cultural Organisations

Key commentary

For the 3 months to 30 September 2021, total net direct expenditure of \$11.9m was spent towards Cultural Organisations against a budget of \$13.0m (excluding corporate support).

Highlights:

- **Auckland Zoo** completed its fourth consecutive year of **Toitū carbon zero certification** achieving a 36 per cent absolute reduction in greenhouse gas emissions since the 2016 baseline year. The South-East Asia Jungle Track won the ‘top exhibit’ award at the Australasian Zoo and Aquarium conference, and three new lionesses arrived in September.
- The collections galleries at the **Auckland Art Gallery** reopened on the ground floor with a key focus on the redisplay of the Goldie and Lindauer works. The gallery also received rainbow tick accreditation in September.
- **Maritime Museum: I Am Island and Sea**, the first exhibition in the refurbished Edmiston Gallery, is near completion with its launch delayed to the beginning of Level 2.
- Super Rugby team Moana Pasifika announced **Mt Smart Stadium** as its new home base at the end of September.

Issues/Risks

1. Revenue shortfalls and disruptions to labour and construction material availability as a result of border closures and COVID-19 restrictions.

Strategic context

Important and unique cultural institutions and visitor experiences now sit within the 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
Auckland Zoo	Delayed	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.	Upgrades to the Galapagos tortoise habitat are now complete with the addition of a creche area for the hatchlings and the installation of a solar water heating system for the main adult ponds. Redesign of the current elephant habitat to house southern white rhinoceros is underway, and the South-East Asia Jungle Track construction recommenced at Level 3.
Auckland Art Gallery	Delayed	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.	The Mary Quant exhibition opening has been delayed until 10 Dec. The event series for the exhibition has been deferred to February and March. Exhibition installation in September and book finalisation for the Manpower: Myths of Masculinity exhibition (changing attitudes to sexuality through art) will commence. Exhibition production is taking place on the Gilbert & George graphic-style photo-based artwork project for next year. The Vocabulary of Solitude (philosophical installation works) commission by Ugo Rondinone in the atrium is on track.
NZ Maritime Museum	Delayed	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.	The restoration of the Percy Voss shipyard by Eke Panuku is complete. The lease with Panuku is being finalised to take over operation/use of this heritage asset. The final design of the orientation plaza at the museum is complete, including a quantity survey. Resource consent has been lodged and work is expected to commence in spring. NZMM education programmes recommenced with museum educators joining classes virtually.
Auckland Stadiums	Delayed	Auckland Stadiums manages Western Springs, North Harbour Stadium and Mt Smart Stadium, and brings to Auckland world-class sport, live music, and entertainment.	The Moana Pasifika Super Rugby team and Auckland Stadiums have executed a VHA for Mt Smart Stadium to be their match venue. The contract is from 1 November 2021-31 October 2028 in line with the NZ Warriors agreement. Also, Mt Smart and North Harbour Stadiums have been made available to the community as COVID-19 testing stations since the Alert Level 4 lockdown commenced.

Strategic focus area – Arts, Entertainment & Events

Key commentary

For the 3 months to 30 September 2021, total net direct expenditure of \$1.1m was spent towards Arts, Entertainment & Events against a budget of \$3.3m (excluding corporate support).

Highlights:

- **Elemental AKL 2021** ran successfully from 14 July to 1 August with more than 50 events taking place across the region. Fifteen of these events sold out. Five events were impacted by the trans-Tasman bubble closure – only two were cancelled and the others were either postponed or swapped out for local artists.
- **City Centre Regeneration:** All activities across the Arts, Entertainment & Events Rōpū have been mapped through to the *Summer is Calling* marketing initiative and additional programming has been developed to support connected public programming across the council family during the festive season to encourage visitation to the region.
- Enhanced **digital initiatives** were delivered to support audience engagement and outreach including Auckland Live *Pick & Mix* programme for families and Auckland Live Education kits for schools to access performing arts focused learning content across the country, to support meeting curriculum requirements.

Issues/Risks

1. Ongoing Auckland, New Zealand and Australian lockdowns are heavily impacting events and visitation. Looking ahead, there are multiple scheduled ticketed international Auckland Live events at risk depending on future COVID-19 restrictions.
2. Availability of casual staff with specialist skill set in technical and visitor experience areas continues to be a risk as the business reschedules 2 months of postponed Auckland Live and Conventions events into a heavily utilised suite of venues for the remainder of FY22.

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
Auckland Live	At risk	A world-class arts and entertainment organisation that energises the Aotea Arts Quarter, Bruce Mason Centre and Queens Wharf with events and activities. Grows Auckland's international reputation as a viable market and attracts big shows to the city. Centre for performing arts development, education, enrichment and high-performance professional training.	International programme: Including short-run musicals, moved forward to secure 5 shorter multi-week musical runs from Australia for in 2022 calendar-year. Resident Hirer & Festival programme: Auckland Arts Festival, Auckland Philharmonia and Royal New Zealand Ballet 2022 programme and agreements finalised.
Major Events	At risk	Annual delivered events programme (e.g.: Pasifika). Winter Festival programme. Major Events programme. Partner programme / facilitation.	Cultural Festivals: <i>Diwali</i> full festival delivery cancelled – digital celebration to be executed. Auckland Showgrounds confirmed as Lantern Festival venue for 2022. Major Events programme: Women's World Cup team in place, <i>Elemental AKL 2022-2024</i> strategy/investment case developed, National Programme round 2 confirmed. Partner Programme/Facilitation: City Centre Activation and Programming project underway in collaboration with council, CCOs, and industry representative groups.
Business Events (ACE & ACB)	At risk	Secures and hosts conventions, meetings, commercial exhibitions, functions and dinners across suitable Auckland Unlimited venues and other venues. Provides technical equipment hire for conventions, meetings, commercial exhibitions, functions and dinners.	ACB confirmed four wins in August with events scheduled for Auckland between September 2022 – December 2024 to generate 50,660 visitor nights from a total of 8030 attendees. There are 16 international conference bids in progress for 2022–2028 with 3 of these bids made in August. APEC: Conference development to help in delivering this event continues with both live in-venue and digital options being explored for November, dependent on Alert Level settings.

CCO review implementation

Context

The *Review of Auckland Council's council-controlled organisations (July 2020)* made three specific recommendations related to ATEED and Regional Facilities Auckland. They were:

1. The council approves the merger of the two CCOs and appoints a steering group to implement the change.
2. The merged entity explores, at the council's direction, the critical need for joint management and operation of the city's four stadiums with the Eden Park Trust.
3. The council explores with the Auckland War Memorial Museum and MOTAT bringing both institutions into the merged entity and seeks such legislative change as is necessary.

In addition, it is expected that Auckland Unlimited will contribute to a range of other recommendations of the CCO Review related to Accountability and Culture.

Q1 implementation progress

Recommendation #1: ATEED – RFA Merger

- On 1 December 2020, ATEED and RFA formally merged to become Auckland Unlimited. This recommendation is complete.
- Since the merger, Auckland Unlimited has introduced a new target operating model and appointed a new Executive Leadership Team. Work continues on embedding the new operating model through a dedicated Change and Transformation function.

Recommendation #2: Single Stadium Operator

- Relationships are established between Auckland Unlimited and Eden Park Trust. At a confidential workshop with the CCO Oversight Committee on 7 July 2021, Auckland Unlimited presented progress on the exploration of joint operating models. A further update on this work was provided to the committee on 22 September 2021.

Recommendation #3b: Bringing MOTAT into Auckland Unlimited

- Auckland Unlimited is working with MOTAT to explore how this recommendation can be implemented in practise. It is anticipated an agreement on process will be in place by December 2021.

Other Recommendations

In addition, Auckland Unlimited staff have been inputting into a range of other recommendations, including the development of strategic priorities across the group, Local Board Engagement Plans and reporting, lead agency, quality advice, shared services, Māori responsiveness, no surprises and councillor induction.

Outlook

ATEED-RFA Merger and Transition Update:

Auckland Unlimited will continue to implement its new operating model over the coming months although the COVID-19 lockdown has resulted in some delays in structural changes.

Single Stadium Operator

A further update on this work is scheduled with the CCO Oversight Committee before the new year.

Bringing MOTAT into Auckland Unlimited

It is anticipated an agreement on process will be in place by December 2021.

Other Statement of Intent focus areas

Climate Change & Sustainability

- A governance group, chaired by the Mayor, has been formed in preparation of approaching central government for funding of the 9ha **Eco Park** in Mangere.
- **Auckland Unlimited's operational emissions** have been audited under the Toitū carbon reduce certification programme. AUL has received certification, in addition to Auckland Zoo's Toitū carbonzero certification outlined above.
- Auckland Unlimited has provided a high-level **Task Force on Climate-related Financial Disclosure (TCFD)** report for FY2020/21 that has contributed to the Auckland Council Annual Report FY2020/21 – Volume 4. In addition, a draft TCFD report from AECOM has been received that identifies the climate-related risk on AUL's assets based on RCP4.5, RCP8.5 and a disorderly transition scenario that will help to provide a more in-depth TCFD report for FY2021/22, in preparation for mandatory reporting by 2023.
- A project plan to launch the **Climate Innovation Hub** by June 2022 has been developed and a recruitment process to hire dedicated staff has started. The CE and Director Investment and Industry met with the Minister of Climate Change to provide an overview of the hub and seek endorsement and support of the planned hub from government.
- Phase 2 of the **Tāmaki Makaurau Economic Climate Change Risk Assessment** project has been formed into two technical reports; '[Tāmaki Makaurau economic climate change risk assessment](#)' and '[Climate change in Tāmaki Makaurau understanding risks and opportunities different for Māori businesses](#)'. Both are available on the Knowledge Auckland website.
- A draft report **Auckland's Visitor Economy: Towards a low-carbon, sustainable future**, has been completed in readiness for the development of recommended climate change and sustainability actions for the region's visitor economy.

Local Board Engagement

- The Chief Executive presented at the Local Board Chairs' Forum on 13 September on the support that Auckland Unlimited is providing for businesses.
- The Director of the Stadiums updated the Waitemātā Local Board on the proposed consent application for Western Springs Stadium and together with the Major Events Development Manager presented to the Upper Harbour Local Board on North Harbour Stadium and the potential to leverage major events in the local board area.
- The Director, Investment and Industry presented to the Chair and Deputy Chair of Waitemātā Local Board and to the Whau and Henderson-Massey local boards on local economic development in west Auckland.
- The Head of Climate Innovation and Sustainability presented to the Puketāpapa and Waitemātā local boards.
- The Event Development Manager met with Ōtara-Papatoetoe Local Board to discuss events leverage.
- The Head of Business and Strategic Planning Manager (LED) met with the Māngere-Ōtāhuhu Local Board members and BIDS to discuss AU support for local businesses.
- In addition, staff:
 - Participated in the last Council-led CCO Engagement Plan workshops with Henderson-Massey, Hibiscus & Bays and Aotea Great Barrier local boards.
 - Finalised the 21 Local Board Engagement Plans prior to official signing by CCO and local board chairs and continued conversations regarding reporting against the plans.
 - Published monthly local board newsletters providing content on the breadth of activities and events of Auckland Unlimited.

Contribution towards Māori Outcomes

- A **Te Matatini** business case was approved by the Māori Outcomes Steering Group in August. The event is expected to be delivered in February 2022 – pending COVID-19 restrictions.
- Following engagement with mana whenua, it was agreed to move the **Tāmaki Herenga Waka Festival 2022** to 2023, allowing time to co-design the event with mana whenua and have more certainty on event delivery.
- The **Toi Tū Toi Ora** exhibition programme is complete. Preparations continue to hold a symposium before June 2022, publish a book on contemporary Māori art in February 2022 and continue to develop online educational resources as a legacy of the exhibition and expression of ongoing commitment to Te Ao Māori. The pilot employment programme for kaiarahi – bilingual gallery assistants – was completed and evaluated by an independent kaupapa Māori researcher. New permanent roles are proposed as an outcome of the pilot.
- **Te Wiki o Te Reo Māori** ran across the organisation in September. Engagement was high and feedback positive. Ongoing organisational Māori capability development will be carried out as part of the new Auckland Unlimited Māori Outcomes Plan.
- The **bilingual wayfinding and signage** project continues in the Aotea Centre, the Civic and the Town Hall. A scoping exercise for costs to extend the project to Mt Smart and other stadia has started. This will contribute to a plan for future activities which will also utilise funding from the LTP allocated to CAPEX activities.
- The **Auckland Unlimited Māori Outcomes Plan** is being finalised. Next steps are to have the plan approved by the Auckland Unlimited Board, and engagement with mana whenua and IMSB to ensure that it delivers on desired outcomes for Māori.

Auckland Unlimited Q1 financials (does not include Auckland Film Studios)

Direct operating performance

(\$ million)	Notes	FY 21	FY 22 Quarter 1 YTD			FY 23
		Actual	Actual	Budget	Variance	Budget
Net direct expenditure	A	87.4	27.0	30.3	3.3	107.8
Direct revenue	B	81.7	17.0	20.5	(3.5)	88.0
Fees & user charges		24.3	4.3	7.5	(3.2)	39.5
Operating grants and subsidies		27.1	5.3	4.6	0.7	16.8
Other direct revenue		30.3	7.4	8.4	(1.0)	31.7
Direct expenditure	C	169.1	44.0	50.8	6.8	195.8
Employee benefits		75.8	21.1	21.4	0.3	80.8
Grants, contributions & sponsorship		9.3	1.8	2.7	0.9	12.6
Other direct expenditure		84.0	21.1	26.7	5.6	102.4
Other key operating lines						
AC operating funding		96.0	31.2	30.6	(0.6)	107.8
AC capital funding		46.4	6.9	16.2	9.3	56.7
Vested assets						
Depreciation		39.0	9.5	11.2	1.7	45.7
Net interest expense		0.2	0.1	0.0	0.1	(0.1)

Financial Commentary

A: The favourable variance is due to changes in the timing of planned expenditure in response to the lockdown-driven adverse revenue result and ongoing uncertainties re future revenues.

B: Direct Revenue is adverse due to a reduction in visitor and event revenues resulting from the COVID-19 lockdowns. Wage subsidy receipts in the Trust have offset timing differences in other grant receipts.

C: Direct expenditure is favourable due to, changes in programme timing as a result of trans-Tasman border restrictions and resurgence of COVID-19 domestically, delays in implementation of the organisational design/target operating model and further cost controls during lockdown.

Auckland Unlimited Q1 performance measures

Key performance indicators	Previous	FY 22 Quarter 1		Status	Commentary
	Year	YTD Actual	FY Target		
AUL has a total 11 SOI measures, of which 7 are LTP measures. Nine of the 11 measures are tracked quarterly. One measure is a six-monthly measure and one is an annual measure. In Q1, of the 11 measures, 1 was achieved, 5 are on track against the year-end target, and 2 are not on track as a result of COVID-19 restriction. Three have not been measured.					
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)	New measure	166,066	1.44m	Not on track (against year-end target)	Year end result is now unlikely to be achieved due the extended COVID-19 restrictions and resulting venue closures.
Percentage of Auckland residents surveyed who consider that Auckland Unlimited Trust's programmes, events and exhibition enrich their lives.	75.2%	No result	70%	Not applicable	Auckland Council's People's Panel surveying suspended as a result of COVID-19 restrictions.
The net promoter score for Auckland Unlimited's audiences and participants. ¹ (LTP measure)	53	53	20	On track (against year-end target)	Based on Q1 surveying across Auckland Art Gallery, Auckland Live, Auckland Conventions, Auckland Stadiums, Auckland Zoo and the New Zealand Maritime Museum.
Expand economic opportunities for all Aucklanders					
Number of businesses that have been through an Auckland Unlimited programme or benefited from an Auckland Unlimited intervention. (LTP measure)	7,357	1,501	3,000	On track (against year-end target)	Based on economic development programmes across the Auckland Unlimited Investment and Industry, and Māori Outcomes Rōpū.
Number of Māori businesses that have been through an Auckland Unlimited programme or benefitted from an Auckland Unlimited intervention (LTP measure)	665	113	150	On track (against year-end target)	Based on economic development programmes across the Auckland Unlimited Investment and Industry, and Māori Outcomes Rōpū.
Provide an effective social, economic, cultural and environmental return on investment.					
The percentage of operating expenses funded through non-rates revenues (LTP measure)	50%	37%	44%	Not on track (against year-end target)	Result is below target due to the closure of all Trust facilities on 18 August 2021. This significantly impacted revenue generated by the Trust in all brands, Auckland Zoo, Auckland Live, Auckland Conventions, Auckland Stadiums, NZMM and Auckland Art Gallery.

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.

Increase capital investment into Auckland for economic and cultural outcomes.					
Attributable value of private sector investment secured over the year.	\$438.7m	No result	\$200m	Not applicable	Results will be available at the end of Q2.
The contribution to regional GDP from major events and business events attracted or supported. (LTP measure)	\$14.3m	\$11.5m	\$34m	On track (against year-end target)	Results based on the <i>Lion King</i> , All Blacks vs Tonga and <i>The Iceberg</i> . On track to achieve YE result but this may be impacted by ongoing COVID-19 restrictions.
Build a sustainable future focussed organisation.					
Carbon emission reductions (year-on-year % change).	10.8%	No result	tbc	Not applicable	Annual measure only. Targets have been developed and Board sign off expected in November.
The number of programmes contributing to the visibility and presence of Māori in Auckland, Tāmaki Makaurau. (LTP measure)	127	23	20	Achieved	Based on results from Auckland Zoo, Auckland Live and New Zealand Maritime Museum.
Percentage of customer complaints resolved within 10 working days.	New measure	No result	Develop policy, process and benchmark	On track (against year-end target)	Work is underway to develop the Auckland Unlimited Complaints Policy.