

# First Quarter Report 2018-19

FOR THE QUARTER ENDED 30 SEPTEMBER 2018



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## EXECUTIVE SUMMARY

Regional Facilities Auckland's (RFA) purpose is to enrich life in Auckland by engaging people in the arts, environment, sports and events. We work in partnership with key stakeholders to present exciting, engaging and accessible experiences to those who live in and visit our city. Our innovative and imaginative programming delights people – every single day – and our collections and venues are some of the best in New Zealand.

RFA's first quarter programme continued the attraction and delivery of a diverse array of exhibitions, shows and entertainment events across Auckland.

Highlights and key deliverables of the first quarter included:

- At the Auckland Art Gallery, Gordon Walters: New Vision opened on 7 July, the first comprehensive survey of the artist's complete body of work, and the contemporary art award Walters Prize 2018 exhibition opened 18 August;
- Auckland Conventions - The ANZ Viaduct Events Centre also saw close to 10,000 people attend NZ Fashion Week in August, which was followed by Auckland on Water Boat Show, New Zealand's largest on-water boat show, held late September 2018;
- Auckland Live held the multi-award winning Broadway and West End musical Chicago at The Civic in August/September. The Silo Theatre, supported by Auckland Live, presented the subversive comedy HIR at the Herald Theatre.
- Auckland Live – the NZ exclusive Aladdin the Musical went on sale in August and Auckland Live is working closely with Disney on the marketing and ticketing strategies also the National Theatre of Great Britain's Tony Award-winning production of War Horse went on sale which will open at The Civic next June.
- The Maritime Museum celebrated its 25th Anniversary, partnering with Ngāti Whātua Ōrākei, the event was attended by the Museum's Patron, the Governor General Rt. Hon Dame Patsy Reddy GNZM, QSO, who was welcomed to the Museum on a waka in a special ceremony.
- Auckland Stadiums - The Vodafone Warriors enjoyed a hugely successful season at Mt Smart Stadium during this quarter, with two sell-out games and an exceptional 49 percent year-on-year increase in average home-crowd numbers.
- Auckland Zoo – the Bug Lab exhibition concluded at the Zoo. It was the first exhibition of this type held at the Auckland Zoo in an effort to diversify offerings to visitors and to improve financial sustainability.
- Two key capital projects are well underway, which will transform the Aotea Centre and Auckland Zoo.

The unaudited operational result for the period shows a positive start to the year with a favourable variance to budget of \$0.2m. At the time of writing, RFA was undergoing formal forecast of the year end position. The preliminary forecast position confirms that the main challenges remain in the volatility of commercial external revenue, particularly around securing

major outdoor concerts, and the extent of business interruption due to major construction at the Aotea Centre and Auckland Zoo. Early indications are that budgeted external revenue will not be met by the end of the therefore further cost savings and efficiency initiatives will be required mitigate the short falls in revenue. This will continue to be monitored and managed throughout the remainder of the financial year.

Auckland Council formally approved RFA's \$20m funding deferral for the 2017/18 capital programme at its 17<sup>th</sup> October Finance and Performance meeting. This brings RFA's total capital programme for the year to \$121m. The capital spend to date is \$17.3m, which is behind budget by \$3.2m. The capital programme is currently being evaluated to determine the forecast spend for the full financial year.

## STRATEGIC THEMES AND FOCUS AREAS



RFA has four strategic priorities for 2018-2021 that address the challenges facing our business and continue our journey from transition to transformation.

### ENHANCE CUSTOMER EXPERIENCES

With over four million customers, visitors and fans to our venues every year, our customer experience initiatives are focused on delivering a better experience at all touchpoints of the

customer journey. The expected outcomes of increased visitor satisfaction and visitation to our venues and events will help maximise commercial returns.

During the first quarter:

- RFA venues and events attracted 869,000 visitors and patrons, 15% above Council expectations;
- Visitors and patrons showed an increased engagement with RFA venues and events, with a continued growth in Net Promoter Scores;
- New catering and venue hire facilities were completed at Auckland Zoo;
- On-line accessibility of RFA venues and events further improved line, with continued enhancements to on-line bookings and sales; and
- Price barriers to accessing Auckland Zoo were reduced, with new ticket pricing offering substantive reductions (up to 30% reductions for on-line bookings), with a consequent increase in visitor numbers.

## OPTIMISE SECTOR NETWORKS

The industry sectors we operate in – performing arts, culture & heritage, natural environment, sports and leisure – contribute to Auckland’s social, cultural and environmental wellbeing. Continuing to identify and leverage the strengths in these sectors and across the Council group will allow us to deliver greater opportunities for our customers, Maori and better returns and efficiencies for RFA and the community.

Work to further refine RFA’s business model continues, with savings realised from consolidating the RFA procurement process, and significant efficiencies realised through RFA’s internal corporate shared services model.

Work also continues in optimising Auckland’s stadiums network. Plans to develop the North Harbour as a specialised baseball venue in summer, and a year-round high performance training facility are progressing with full stakeholder support.

In addition, RFA has participated in Council’s Cultural Heritage Sector Review aimed at optimising governance arrangements for Auckland cultural heritage sector institutions.

## INVEST IN OUR VENUES AND SERVICES

RFA is the trusted steward of assets with a combined value of \$1.3 billion. The renewal of these assets and strategic redevelopment of the zoo’s infrastructure, Aotea Centre and the stadiums network is central to our vision to providing Aucklanders with fit-for-purpose venues and creating economic growth.

RFA’s capital investment programme currently includes approximately eighty renewals projects through our venues. The most significant of these are:

- The renewal of a substantial aging area within the Auckland Zoo to create a South East Asian precinct;
- A significant refurbishment project for the Aotea Centre, addressing long-standing weather-tightness issues and providing the first major internal refurbishment in 30 years; and
- Critical renewals work at Western Springs, Mt Smart and North Harbour stadiums.

## IMPROVE ORGANISATIONAL SUSTAINABILITY

The improved integration of our operations will contribute to efficiencies resulting in a more secure and viable future for RFA. We will progress the mayoral priority to generate sustainable long-term revenue growth through exploring strategic investment beyond 2020.

The Long Term Plan 2018-28 provides more sustainable long-term funding for operational and capital needs, including investment into Gallery's operations to ensure it continues the delivery of high-quality services, meeting increasing health and safety legislative requirements, and advancing visitor security initiatives.

New revenue opportunities are also being pursued through RFA decisions to diversify North Harbour Stadium use, to invest in upgrades to Aotea Centre conventions space and in the delivery of purpose built venue hire facilities at the zoo, which is the upgraded Old Elephant House restaurant, opened in September 2018. RFA also continues to focus efforts on sponsor acquisition to bolster an otherwise declining source of revenue.

## HIGHLIGHTS FOR THE LAST QUARTER

### AUCKLAND ART GALLERY TOI O TĀMAKI

Gordon Walters: New Vision opened on 7 July, the first comprehensive survey of the artist's complete body of work. The exhibition is accompanied by a rich public programme that expands on the exhibition and explores Walters' influence and legacy in New Zealand visual arts and design.

The contemporary art award Walters Prize 2018 exhibition opened 18 August, featuring works by Prize nominees Ruth Buchanan, Jacqueline Fraser, Jess Johnson and Simon Ward and Pati Solomona Tyrell.

Iris, Iris, Iris, a new project by Dane Mitchell, New Zealand's representative for the 2019 Venice Biennale, opened at the Gallery 1 September. The exhibition has been co-commissioned by Auckland Art Gallery and Mori Art Museum, Tokyo, with support from Creative New Zealand's Asia/New Zealand Co-Commissioning Fund.

The Gallery partnered with Auckland Museum to present the Cultural Festival 2018, a celebration of the vibrant art and culture of Auckland's local Asian communities over the weekend of 25–26 August. Over 70 free drop-in activities, demonstrations and performances across both venues attracted more than 13,000 visitors.

In September, the Gallery bid farewell to Director, Rhana Devenport ONZM, who has taken up the position of Director at Art Gallery of South Australia after five years at Auckland Art Gallery. While looking forward to an exciting new challenge across the Tasman, Devenport has said she remains “a strong and enduring advocate” for the Gallery.

## AUCKLAND CONVENTIONS, VENUES & EVENTS

The Auckland Conventions team staged 154 events during the first quarter. These included major events like Semi-Permanent in Aotea Centre and the NZDF Engineering Science & Technology Conference at QBE Stadium Function Centre.

The Bruce Mason Centre was the venue of choice for the Bauer Media Magazine Awards. This event attracted 300 delegates for a cocktail function in the foyer space and a gala dinner on the transformed theatre stage.

This year Auckland Conventions exhibited at The Office and PA Show for the first time. Held at ANZ Viaduct Events Centre in September, the tradeshow attracted top level executive assistants, office managers, administrators and executive support decision makers. It was an opportunity to showcase RFA's nine unique venues to this audience, along with the technical and catering services that they can provide.

The ANZ Viaduct Events Centre also saw close to 10,000 people attend NZ Fashion Week in August, which was followed by Auckland on Water Boat Show, New Zealand's largest on-water boat show, held late September 2018.

## AUCKLAND LIVE

The kids and families programme Pick & Mix celebrated its tenth anniversary, with more than 16,000 people attending events at the Bruce Mason Centre, Aotea Centre and Māngere Arts Centre over the 2018 season. This audience was also treated to the Aotea Square Ice Rink and school holiday shows the Big Bad Wolf and The Owl and the Pussycat; and the movie The Gruffalo screened to a live musical score in partnership with Auckland Philharmonia Orchestra.

The annual New Zealand International Film Festival celebrated 50 years in Auckland with a programme of cinematic classics and new releases hot off the international film festival circuit.

The multi-award winning Broadway and West End musical Chicago wowed audiences at The Civic during its August/September run. Silo Theatre, supported by Auckland Live, presented



the subversive comedy HIR at the Herald Theatre. Aladdin the Musical went on sale in August and Auckland Live is working closely with Disney on the marketing and ticketing strategies. The National Theatre of Great Britain's Tony Award-winning production of War Horse went on sale which will open at The Civic next June.

The free quarterly Sunday Town Hall Organ Concert Series continues to go from strength to strength with the August concert, performed by NZ organist Thomas Gaynor, the biggest one yet - attended by more than 1150 patrons.

Auckland Live was proud to present a season of visual art, music, theatre and talks celebrating Suffrage 125, Women 20-18. This included a photographic exhibition, a play in the Herald Theatre, a day of panel talks addressing the issues faced by women working in the performing arts; and the Sunrise Celebration where the Prime Minister led speeches and entertainment for hundreds in Aotea Square on Suffrage Day, in partnership with Auckland Council.

Auckland Live hosted the 21st annual conference of the Association of Asia Pacific Performing Arts Centers (AAPPAC) at the Aotea Centre in September. The three-day event attracted 96 delegates from over 30 performing arts centers from across the Asia-Pacific region.

Auckland Live continued its commitment to accessibility, lending its support to ensure the delivery of a number of high-profile shows and events to the disabled community. These included audio-described performances of NZ Opera's *La bohème* and Chicago; touch tours for sight impaired patrons attending Bright Star; NZ Sign Language interpreted talks at Speak Up!; and successful negotiations with Disney to ensure that Aladdin the Musical will have accessibility support.

## NEW ZEALAND MARITIME MUSEUM

In August the Maritime Museum celebrated its 25th Anniversary since opening as a national home for maritime history. The Museum partnered with Ngāti Whātua Ōrākei for a special celebration for supporters, stakeholders and volunteers to celebrate the Museum's history and achievements. The event was attended by the Museum's Patron, the Governor General Rt. Hon Dame Patsy Reddy GNZM, QSO, who was welcomed to the Museum on a waka in a special ceremony.

The exhibition World Builder: The Bob Gerrard Story, on loan from the Dowse Art Museum in Lower Hutt, closed at the end of September. The exhibition presented the life and work of an extraordinary self-taught artist whose work has rarely been outside Wellington and ran from May to the end of September.

Merchant Navy Day was commemorated with an annual service hosted by the Museum and record attendance of 150 guests.

The celebration of Matariki proved a popular theme for the July school holidays, with an opportunity for children immerse themselves in a world of stars, sea and waka kaupapa with

ocean navigators from Te Toki Voyaging Trust. The Museum's learning programmes continue to be very popular, with Term 3 fully booked.

The Museum acquired a significant collection of paintings and a small selection of models from the Museum of Wellington. The offer of items from the deaccessioned collection was large and generous and this has provided the Museum with an opportunity to selectively extend the maritime collection.

Ngāti Whātua Ōrākei are supporting the museum in contracting a mana whenua Kaiāko through waiata to broaden staff understanding of Te Reo and Tikanga Māori. The regular classes are popular, met with enormous enthusiasm and are important in contributing to biculturalism being reflected in workplace practices.

The Museum has been building meaningful partnerships with Ngāti Whātua Ōrākei and Te Toki Voyaging Trust through the support of our Pae Arahi in this last quarter. Ngāti Whātua Ōrākei partnered on the 25th Anniversary celebrations, Te Toki Voyaging Trust gifted a sacred Mauri stone and are partnering on a new digital interactive that will bring the voice of tangata whenua into the Hawaiki gallery.

## AUCKLAND STADIUMS

The Vodafone Warriors enjoyed a hugely successful season at Mt Smart Stadium during this quarter, with two sell-out games and an exceptional 49 percent year-on-year increase in average home-crowd numbers.

The Auckland Stadiums team has been working collaboratively with the Warriors to enhance the game-day experience for their fans. The Warriors have gone from being ranked last in the NRL for fan/membership experience, to number one in the space of 12 months and now sit second for overall game-day experience.

Two stadiums underwent significant capex projects, including a new chiller and plant room upgrade and new groundskeepers shed at QBE Stadium, and upper south stand strengthening and access way improvements to Mt Smart Stadium.

## AUCKLAND ZOO

The first quarter saw 172,817 visitors to the Zoo, up 20% on the same period in FY18 with online sales accounting for 16% of all ticket sales. General admission revenue (online and walk up) is up 6% on budget which can be attributed to the change in general admission prices halfway through the quarter.

To acknowledge the disruption to the visitor experience arising from of the construction of the South-East Asia project, the Zoo conducted significant research into its general admission ticket prices. The outcome has seen a significant reduction in ticket prices both online and at

the Zoo during the construction period and the new pricing has been a great success. Visitor numbers have increased sharply over July's results and the number of construction-related complaints has reduced to zero in the six weeks since the change.

Two male lions arrived from Wellington Zoo on loan in August. Malik and Zulu were born at Auckland Zoo 14 years ago and did not take long to settle into their new/old home and are already proving to be popular advocates for their species.

The fifth Zoo-led release of wētāpunga into the wild took place on the Noises Islands at the end of August. A further 300 animals were released on Otata Island, bringing the total released on this island by the Zoo to over 1600 and over 3200 to the Noises as a whole. A further 171 young giant wētāpunga, all bred and reared at Auckland Zoo, were released by Zoo staff onto Motuora Island in the Hauraki Gulf in July.

Zoo staff have again been extensively involved in the annual radio transmitter changes and health checks for the iconic Kākāpō on Whenua Hou/Codfish Island in partnership with the Department of Conservation. In July, the Zoo successfully bred the NZ black mudfish. This is believed to be the first ever breeding of this species outside of the wild.

Completion of the extended Pridelands paddock has enabled a more flexible approach to the care of the species in this area. This has included giving zebra and ostrich access to the area historically only been used by rhino and nyala. This integrated management approach provides these species with more diversity in their environment, as well as giving visitors an amazing viewing experience.

The South East Asia project is on target and on budget. The transplant of large trees from other areas of the Zoo to the new exhibit (to allow the trees enough time to flourish before animals are introduced) was a complex logistical project, a huge success and a key project milestone. The retaining walls for both halves of the enclosure are now complete and visitors can see the final form of the enclosure.

Construction of the new causeway that provides key access for visitors from the south-west side of the Zoo to the north-west is well underway and another highlight for visitors to see through purpose-built windows in the construction hoarding. Earthworks have begun on the new restaurant site which will overlook the central lake area.

## FUTURE OUTLOOK

### AUCKLAND ART GALLERY

The winner of the Walters Prize 2018 will be announced by international judge Adriano Pedrosa, Artistic Director at the globally renowned São Paulo Museum of Art, at a dinner on 2 November.

A new Head of Curatorial and Exhibitions, Sarah Farrar will join the Gallery in Quarter Two. She joins Auckland Art Gallery after eight years in the curatorial team at Te Papa.

## AUCKLAND CONVENTIONS AND EVENTS

Upcoming events include The Cuisine Awards and the NZ Television Awards at The Civic and AIMES Awards Gala Dinner at Bruce Mason Centre.

A new revenue initiative, A Very Merry Mixer, where small businesses can share a venue for their Christmas parties, will be held at QBE Stadium Function Centre in November and December.

## AUCKLAND LIVE

As an active participant in the working group of the UNESCO City of Music, Auckland Live is working on activities to help promote this initiative and the sector as a whole.

After a 10-year wait, Taste of Auckland lands on Queens Wharf in November with the perfect mix of food and entertainment. This partnership between Electrolux, Taste and Auckland Live is a perfect match, bringing this iconic Auckland landmark and equally iconic food festival together.

The Royal New Zealand Ballet will present the classic work *The Nutcracker* in the historic Civic and also Bruce Mason Centre in Takapuna, providing an even greater opportunity for Auckland audiences to be swept away by the magic of this work.

BBC Studio's acclaimed *Planet Earth II*, presented by Sir David Attenborough, is coming to Auckland thanks to a partnership between Auckland Live and Auckland Philharmonia Orchestra. On the big screen for one night only at the ASB Theatre, *Planet Earth II* will come to life to the beautiful Academy Award-winning musical score by Hans Zimmer, Jacob Shea and Jasha Klebe performed by Auckland Philharmonia Orchestra.

The Auckland Live Digital Stage is currently undergoing stress-testing and will be moved on to its Aotea Square site in November to commence delivery of its first phase of digital programming.

The Aotea Centre refurbishment is now underway, and until March 2019 all Auckland Live events and activities have been relocated to alternative venues across the city. BOX Café and Bar has been relocated to Aotea Square and will support activities planned for summer including the Digital Stage. Staff based at the Aotea Centre are now temporarily based at Auckland Council Office as well as other locations across RFA's property portfolios.

## AUCKLAND STADIUMS

A focus for the next quarter is to tell Auckland Stadiums' stories in an engaging way for fans and the wider public with proactive communications. A strategy is being implemented that will engage outside influencers to help tell these stories through their own personal social media channels and other networks.

Upcoming events include the Kiwis v Kangaroos triple header test match Mt Smart Stadium, the Kangaroos v Ma'a Tonga test match at Mt Smart Stadium, Taylor Swift's concert at Mt Smart Stadium, the Friday Jams concert at Western Springs Stadium and the motocross event Monster Energy S-X Open at Mt Smart Stadium.

Auckland Stadiums is improving customer experience ahead of the upcoming concert season with new initiatives such as dwell zones at concerts to create fan engagement, drive food and beverage activations and in turn increase per-head spend, and enhance overall fan experience with partner activations.

Other initiatives include improved end-to-end patron communications and improved venue wayfinding. Capex investments for the next quarter include moving into the design phase of QBE Stadium's high performance centre, a new LED replay screen for QBE Stadium, the replacement of the west stand and new lift installed at Mt Smart Stadium during the December-January break, and a new maintenance system installed for the grandstand roof at QBE Stadium.

## NEW ZEALAND MARITIME MUSEUM

Sculpture, music, poetry and topology will creatively collide in *Carving Water, Painting Voice* – an installation by Kazu Nakagawa with sonic composition by Helen Bowater, opening on 2 November - 31st March 2019. Conceived by Kazu Nakagawa, *Carving Water, Painting Voice* explores the themes of human migration and identity: "our journeys carve water, our languages paint voices". The exhibition will be supported by film screenings about Nakagawa's work on the 20th and 24th of November.

## AUCKLAND ZOO

The refurbished Old Elephant House will open as a bistro to the public in October. The RFA board were the first to try out the restaurant in the newly renovated historic building at the September board meeting hosted at Auckland Zoo.

In the second quarter, annual pass prices will be reconfigured to align with the new ticketing prices.

Additional works will begin to make the "domes" which housed the Bug Lab exhibition suitable as a multi-use space to help drive commercial revenues for the Zoo. The extension to the main administration building will be completed; and staff planning for the move in during Q2 is currently underway.

The catering village – the interim food and beverage offer while the main café is under construction – will move to the site of Darwin’s restaurant and be a focal point for families close to KidZone and the play area in summer.

## KEY DELIVERABLES

PRIORITY	DELIVERABLE	STATUS	PROGRESS
OPTIMISE SECTOR NETWORKS	<p><b>COLLABORATION ACROSS THE COUNCIL GROUP</b></p> <p>RFA works with numerous partners within the broader Council family. RFA, ATEED and Auckland Council work together to develop and deliver significant events for the region and where possible reduce ratepayer funded events and venues competing with each other.</p>	Ongoing	<p>RFA continues to work closely with the Auckland Council Group. The following are key initiatives occurred this quarter:</p> <ul style="list-style-type: none"> <li>RFA continues to work with ATEED to ensure that event planning is coordinated across the city. These activities range from cost effective management of large events, sharing of resources and reducing duplication of effort.</li> <li>Collaboration with Council and Panuku continues on the impact on the operations of the ANZ Viaduct Events Centre as this now becomes the home of Emirates Team NZ.</li> </ul>
	<p><b>CULTURAL HERITAGE REVIEW</b></p> <p>RFA will continue to work with Auckland Council and other cultural heritage sector stakeholders (including MOTAT, Stardome Observatory and Planetarium and Auckland War Memorial Museum) to effect greater value for money for ratepayers and better outcomes for the stakeholders.</p> <p>Specifically, RFA will provide input and advice to the Cultural Heritage Sector Review, provide Council with comment on the findings of the review, and will work with Council to assist with implementation of any</p>	Ongoing	<p>The review is led by Auckland Council with RFA participation.</p> <p>RFA management continues to assist Auckland Council and engage with the major museums in relation to the review as required.</p>

PRIORITY	DELIVERABLE	STATUS	PROGRESS
	recommendations subsequently adopted.		
	<p><b>NEW ZEALAND MARITIME MUSEUM</b></p> <p>NZMM was integrated into RFA's operations from 28 February 2018. RFA will work to expand the museum's impact as a key cultural heritage institution as it leverages the services and expertise that RFA offers in the museum sector.</p>	Ongoing	Phase 1 covering full legal and functional integration, has been completed. Phase 2, aimed at full benefits realisation has commenced. This will set efficiency and service improvement targets resulting from the integration, and outline a programme for realising and measuring these.
	<p><b>HAMILTON ZOO COLLABORATION</b></p> <p>RFA will continue to work with Hamilton Zoo on opportunities to collaborate more to improve wildlife conservation and customer experience.</p>	Ongoing	<p>Collaboration between the two Zoos has been the subject of a business case analysis on the potential mechanisms and benefits of closure collaboration.</p> <p>This work is close to completion, and is due for consideration by the Board</p>
	<p><b>LOCAL PLACE MAKING AND URBAN REGENERATION</b></p> <p>RFA's purpose is to advance the social and cultural wellbeing of Aucklanders. We do this by engaging people in the arts, environment, sports and events.</p> <p>Our transformational projects will ensure our venues, facilities and programmes are attractive locations and precincts with high amenity value for our communities.</p>	Ongoing	RFA continues to work collaboratively across the Council group including with Panuku and Auckland Transport. For example, the Civic Administration Building development, shared place making activities on Queen's Wharf, and establishment of new shared essential services between the Town Hall and Aotea Centre.
<b>INVEST IN OUR VENUES AND SERVICES</b>	<p><b>AUCKLAND STADIUMS –VENUE DEVELOPMENT STRATEGY</b></p> <p>RFA's Venue Development Strategy outlines strategic investment in Auckland's stadium</p>	Ongoing	Essential renewals are currently in progress in accordance with approved Asset Management Plans from 2018-28. These plans align with the final LTP 2018-28.

PRIORITY	DELIVERABLE	STATUS	PROGRESS
	<p>network to ensure it is fit-for-purpose, and able to provide for the full range of opportunities demanded of a city the size of Auckland.</p> <p>LTP 2018-28 includes investment into essential renewals at Western Springs, QBE North Harbour and Mt Smart Stadiums, with the aim of increase utilisation and financial sustainability.</p>		
	<p><b>AOTEA CENTRE</b></p> <p>Renewal of the exterior and interior of the Aotea Centre commenced in February 2018, and is due for completion in 2019. This will address the Centre's weather tightness issues, meet compliance requirements and significantly improve patron experience, this being the most significant upgrade provided to the Centre since its opening in 1989.</p> <p>The LTP 2018-28 also includes funding for initial stages of the proposed expansion of the Centre, with the addition of new studio, convention and administrative spaces as an expansion to the existing venue. It will address the need for high quality, centrally located, flexible and multi-purpose spaces designed to meet the needs of top professionals and emerging artists. The balance of the funding required will be sought as part of future Annual Plans or LTP processes after the completion of the detailed planning process.</p>	Ongoing	<p><b>Renewals</b></p> <p>Physical works are now in progress and will be completed by February 2019. The Aotea Centre has been closed to the public from 1 October 2018 until February 2019.</p> <p>The works will address weather tightness issues, bring internal and external facilities up to current compliance standards, and improve the customer experience.</p> <p><b>Aotea Studios</b></p> <p>An international firm, ARM, have been appointed to finalise the scope and further the design on the proposed Aotea Studios. This will inform the business case to the RFA for consideration and then to Auckland Council for consideration as part of future Annual Plans or LTP cycles.</p>
	<p><b>AUCKLAND ZOO</b></p> <p>Auckland Zoo infrastructure is aging and, in a number of areas, falls short of community standards. A significant renewals programme is underway at the zoo to address these issues across the site, in response to increasing international standards of animal care, health</p>	Ongoing	<p>The construction site is now established and the two-year programme of work for the South- East Asia precinct has in progress.</p> <p>This project significantly upgrades facilities for a range of species including orangutans</p>



PRIORITY	DELIVERABLE	STATUS	PROGRESS
	<p>and safety and improved visitor experiences.</p> <p>The current capital programme at the zoo, the largest in its history, involves a significant upgrade of the central zoo South East Asian precinct and restaurant area. Construction for this project commenced in February 2018, and is due for completion and opening in 2020.</p>		<p>and tigers, and improves the underlying utilities infrastructure.</p> <p>A range of initiatives are currently underway (or planned) to minimise business disruption and potential financial loss.</p>
ENHANCE CUSTOMER EXPERIENCES	<p><b>ENRICHED AND ENHANCED CUSTOMER EXPERIENCES</b></p> <p>RFA will deliver enhanced and enriched customer experiences of our collections, events and services.</p> <p><b>ONLINE TRANSACTIONS AND SERVICES</b></p> <p>RFA will make it easy for customers and clients to engage with us by investing in online services that digitise transactions, services and processes.</p>	Ongoing	RFA has a comprehensive strategy and implementation plan to improve customer experiences across all our businesses, encompassing redeveloped websites, customer insights programmes to drive improvements and engagement, enhancements to an existing business-to-business portal and other online services.
IMPROVE ORGANISATIONAL SUSTAINABILITY	<p><b>SECURE SUSTAINABLE FUNDING</b></p> <p>RFA were approved additional operational funding and capital funding as part of the Long Term Plan 2018-2028 to enable a more financially sustainable business model.</p>	Complete	<p>As part of the Long Term Plan 2018-28 RFA submitted changes to right size the annual operational funding from Auckland Council to reflect the operating environment.</p> <p>RFA's operations are funded primarily from external commercial revenue. The cyclical and volatile nature of the commercial markets RFA operates in remains an inherent financial and operational risk for RFA.</p>

PRIORITY	DELIVERABLE	STATUS	PROGRESS
	<p><b>OPERATING MODEL REVIEW</b>  RFA will complete a review of its various operating models and improve integration of business activities and services.</p> <p>Additional Annual Plan bids, supplemental to the Long Term Plan funding, will be made to Council in response to business cases as they arise.</p>	Ongoing	RFA aims to increase the value for money to ratepayers through cost savings and operational efficiencies through management and operational integration across all RFA business divisions. The review of the operating model for RFA is progressing and expected to be completed in this financial year.

## FINANCIAL PERFORMANCE

Operating budgets (\$million)	YTD Actuals	YTD Budget	Variance
	2018/19	2018/19	2018/19
<b>Revenue</b>	<b>12.3</b>	<b>15.6</b>	<b>(3.4)</b>
Fees and charges:	9.8	13.3	(3.5)
<i>Art Gallery</i>	0.4	0.8	(0.4)
<i>Zoo</i>	2.3	3.2	(1.0)
<i>Conventions</i>	2.7	2.9	(0.1)
<i>Auckland Live</i>	3.3	3.8	(0.5)
<i>Stadiums</i>	0.7	1.7	(1.0)
<i>Maritime Museum</i>	0.3	0.6	(0.4)
<i>Corporate</i>	0.1	0.2	(0.1)
Grants and subsidies	0.4	0.2	0.2
Other revenue	2.1	2.2	(0.1)
<b>Direct expenditure</b>	<b>22.7</b>	<b>24.6</b>	<b>2.0</b>
Employee benefits	10.5	11.2	0.7
Grants, contributions, sponsorship	0.3	0.3	0.0
Other expenditure	11.8	13.1	1.3
<i>Cost of sales</i>	4.6	5.5	0.9
<i>Facilities management</i>	1.9	2.2	0.3
<i>Marketing</i>	0.3	0.7	0.4
<i>Information systems</i>	0.5	0.5	0.0
<i>Travel and entertainment</i>	0.4	0.4	0.0
<i>Professional services</i>	0.5	0.5	(0.1)
<i>Rates</i>	0.8	0.4	(0.4)
<i>Other</i>	2.9	3.0	0.0
<b>Net direct expenditure / (income)</b>	<b>10.4</b>	<b>9.0</b>	<b>(1.4)</b>
Funding from Auckland Council	(9.1)	(8.9)	0.2
Revenue from vested assets			
Other non-operating expense (income)			
Net finance expense (income)	(0.6)	(0.1)	0.5
Depreciation and amortisation	7.8	8.2	0.4
Net losses (gains)			
Income tax			
<b>Net expenditure (income)</b>	<b>8.5</b>	<b>8.2</b>	<b>(0.3)</b>
Total capital expenditure	17.3	20.6	(3.2)

[1] Actual employee costs include direct payroll costs relating to event delivery. These are budgeted under 'other operating expenses'

[2] Donated artworks received by Auckland Art Gallery. These are not budgeted.

The format of this report differs from the statutory report in the RFA Annual Report for the year ended 30 June 2018.

## RFA OPERATIONAL

The operational results was \$0.2m favourable to budget. The operational result excludes non-cash revenue and expenditure items.

The “accounting” result shows a net direct expenditure of \$10.4m, which is \$1.4m / 16% unfavourable to budget.

Major variances to budget are explained as follows:

Direct external revenue is \$12.3m, which is \$3.4m / 22% is unfavourable to budget, is mainly due to:

- Auckland Zoo’s \$1.0m unfavorable variance to budget with revenue being below budget in the areas of food and beverage, membership fees, shop sales, and a timing variance. This has been caused by ongoing capital works and management are putting in new initiatives to mitigate this revenue reduction. This includes the introduction of a new pricing strategy to increase attendance numbers, new catering partners, and the opening of the refurbished Old Elephant house for functions and retail food sales.
- Auckland Stadiums’ \$1.0m unfavorable variance to budget is mainly due to a variance in the timing of events against budget. This will be resolved as the financial year progresses.
- Auckland Conventions’ \$0.1m unfavorable variance to budget resulted from less events held than budgeted, the budget was set on average events for past 5 years. This has arisen from a softening of the market and the disruptions from the significant renewals programme ;
- Auckland Live’s \$0.5m unfavorable variance to budget was impacted by a timing variance due to two shows that were budgeted in the month which have now shifted to later in the financial year (May 2019 - unconfirmed date);
- Other revenue has declined both at the Gallery and the Zoo due to softening in the sponsorship and donations from the corporate sector.

Direct expenditure \$22.7m, which is \$2.0m / 8% favourable to budget, is mainly due to:

- Employee-related costs are favourable to budget by \$0.7m / 6% due to recruitment freezes across the business required to offset the lower than budgeted revenue. This freeze is applied to areas which will not impact the organisation’s ability to generate revenue or will increase the health and safety risks.
- Cost of sales are also favourable to budget by \$0.9m, however this reflects the lower revenue incurred by RFA.
- Marketing expenditure is also favourable to budget by \$0.4m due to the timing of exhibitions and events and the savings when events have not been held.

At the time of writing, RFA was undergoing formal forecast of the year end position. The preliminary forecast position confirms that the main challenges remain in the volatility of commercial external revenue, particularly around securing major outdoor concerts, and the extent of business interruption due to major construction at the Aotea Centre and Auckland Zoo. Early indications are that budgeted external revenue will not be met by the end of the year therefore further cost savings and efficiency initiatives will be required to mitigate the short falls in revenue. This will continue to be monitored and managed throughout the remainder of the financial year.

## RFA CAPITAL

Capital expenditure for the quarter ended 30 September 2018 is \$17.35m, \$3.2m below budget. The main drivers for the lower spend are:

- Shared Services Facility for Auckland Town Hall and Aotea Centre (\$0.1m below budget): The building is now operational and all services are on line however the permanent switchboard being supplied by Vector Energy will only be installed in February 2019 (Vector have provided a temporary board in the interim). Still to be finalized is reshaping and sealing of the driveway and some landscaping work toward the Town Hall has been requested by Auckland Council. Delays in the work program have contributed to the lower spend year to date.
- Auckland Zoo's South-East Asia Precinct and Darwin's café (\$0.9m below budget): A large construction project over multiple years covering eight zones. The construction works on the Orangutan zone commenced in February 2018 and is expected to complete by February 2019. The consent for the new Darwin's cafe was lodged in late June 2018, with construction to commence this financial year. Temporary food outlets will operate during the construction period.
- Western Spring Renewals (\$0.5m below budget): This work is in preliminary design and peer reviews of the cost estimates are currently in progress and will form RFA's budget request for funding for the development of a National Cricket Ground as part of the Annual Plan 2019/20 process
- Other smaller projects are \$1.7m below budget.

The Auckland Zoo Old Elephant House and Jamuna Plaza, was completed in September 2018.

Auckland Council formally approved RFA's \$20m funding deferral for the 2017/18 capital programme at its 17th October Finance and Performance meeting. This brings RFA's total capital programme for the year to \$121m. RFA are currently evaluating the potential year-end forecast position, this will take into account the current market conditions and the capacity for the project teams to deliver. The outcome of this forecast will be reported in the next quarterly report.

## PERFORMANCE MEASURES

RFA has an agreed set of performance measures and targets, which form the basis for accountability to delivering our key strategic objectives and priorities. These will be reported on quarterly and will align to the measures agreed as part of the Long-term Plan 2018-2028.

RFA will continue to work internally and with Council on the development of meaningful performance metrics that measure our performance in alignment with the outcomes and focus areas in the Auckland Plan.

- On Target
- Substantially on target but will be met by the end of the year
- Not on target and requires management attention

WHAT WE DO (LEVEL OF SERVICE)	MEASURE	ANNUAL TARGET 2018/2019	Q1 RESULT	Q1 TARGET	PROGRESS	
RFA engage people in the arts, environment, sports and events in Auckland	How many people are experiencing RFA's arts, environment and sports venues and events	The number of people who experience Regional Facilities Auckland's arts, environment and sports venues and events	3.5 million	869,700	756,882	■
	<b>The includes the following specific targets:</b>					
		Total number of visitors to Auckland Zoo	680,000	172,817	151,499	■
		Total number of visitors to Auckland Art Gallery	500,000	110,052	122,200	■
		Total number of visitors to the NZ Maritime Museum	165,000	34,770	34,952	■
	How well is RFA engaging audiences and participants	The net promoter score for Regional Facilities Auckland's audiences and participants <sup>(1)</sup>	18	43	18	■
RFA delivers arts, environment, sports and event experiences efficiently	Contributing to the growth of the Auckland region	Percentage of operating costs funded through non-rates revenues	65% <sup>(2)</sup>	55%	65%	■
Through RFA's arts, environment, sports and events experiences, Auckland's environmental and cultural heritage is embraced by Aucklanders	Embracing environmental and cultural heritage	Percentage of Auckland residents surveyed who value RFA venues and events	Maintain or improve	66%	Maintain or improve	■
		Number of programmes contributing to the visibility and presence of Maori in Auckland, Tamaki Makaurau	14	20	4	■

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

(2) Reduction from 2017/18 due to additional operational funding received from Auckland Council.

## CONTRIBUTION TO MĀORI OUTCOMES

RFA's Māori Engagement Strategy aims to enhance existing relationships with iwi and enter into business relationships in order to create meaningful engagement. This may create employment, and be either cost neutral or generate a profit, while positively increasing the visibility of iwi and enhancing the RFA brands.

The increased visibility of iwi in terms of a business, tourism and reputational perspective is consistent with the focus of the Independent Māori Statutory Board and Council's Te Toa Takitini approach.

RFA is committed to continuing to develop programmes and initiatives to support Māori visibility at regional facilities, support Māori businesses to engage with RFA, and support tikanga Māori cultural expression.

As part of RFA's overall renewals and capital works programme, bi-lingual signage and incorporation of Māori identity and Te Aranga design principals are being incorporated where appropriate in accordance with Auckland Council Group's Te Reo Maori Framework.

RFA continues to build on our existing organisational capability in Te Reo and tikanga and to ensure that biculturalism is reflected in our everyday work practices.

These and other initiatives form part of RFA's operations rather than specific and discrete projects, and align with the goals of RFA's approved Māori Engagement Framework.

RFA is working with Auckland Council's Te Waka Anga Mua ki Uta through their work in supporting development of Māori responsiveness plans across the group.

INITIATIVE	CONTRIBUTION TO MĀORI OUTCOMES
<p>Auckland Zoo regularly consults with a range of iwi with respect to planned animal translocations, to gain support for the zoo's applications to receive or release native wildlife. The zoo also seeks iwi advice on, and assistance with, the appropriate tikanga associated such animal movements and exhibit openings at the zoo.</p> <p>Auckland Zoo launched its Matarangi Maori education programme 1st July 2017. So far 600 participants have discovered relationships and connections between Aotearoa's animals, plants, people, the things we do and our values, all from a Māori world view.</p> <p>Between December 2017 and August 2018, the Zoo hosted Te Papa's Bug Lab exhibition, which contains a number of stories and interpretation regarding native New Zealand insects and their significance from a mataranga Maori perspective. During the exhibition period, 120,000 visitors experienced Bug Lab.</p> <p>The Te Wao Nui New Zealand species precinct has developed Māori stories and is continuing to enhance this significant component of the experience. This precinct is actively promoted to international visitors and includes interpretation in both English and Te Reo.</p>	<p>Celebration of Auckland's Māori identity as its point of difference in the world for its visitors.</p>

INITIATIVE	CONTRIBUTION TO MĀORI OUTCOMES
<p>The Auckland Art Gallery Toi o Tāmaki Māori advisory group, Haerewa, was established in 1994 to assist with the implementation of those aspects of the Gallery's strategic plan relevant to Māori and to be an advisory and support group to Gallery management.</p> <p>Curator Māori Art, Nigel Borell, in conjunction with the Employee Engagement Forum has initiated and coordinated fortnightly waiata sessions for all staff with AUT Lecturer and Kaikōrero Dr. Valance Smith (Ngā Puhī, Waikato) to offer staff pathways into te reo and tikanga Māori. A highlight of the quarter has been the creation of a new waiata for the Gallery "Te Toi o Tāmaki".</p> <p>Learning and Outreach is continuing to support Māori with its activities. In the period Outreach have worked closely with Elam's Tuakana Teina group and Pillars charity and have worked with Curator Māori Art, Nigel Borell to provide insights for different tertiary groups into Contemporary Māori art currently on display and the history of the field. The Learning team have created new programmes for schools focused on the artists Arnold Manaaki Wilson and Wi Taepa and the Gordon Walters show.</p> <p>The gallery is committed to having on display art that reflects Aotearoa's bicultural identity including a range of work by Māori artists. Highlights on display in the period included the exhibitions: 'Wi Taepa : Retrospective' celebrating the art of senior Māori clay artist Wi Taepa (April-September 2018); 'Radical Beginnings' celebrating the first generation of contemporary Māori art and artists of the 1950s (June 2018 – August 2019); The Walters Prize 2018 (August – January) this year including two Māori finalists Jacqueline Fraser and Ruth Buchanan; and 'The Māori Portraits: Gottfried Lindauer: Te Hokinga Mai' featuring some of the collection's most celebrated Māori portraits which have toured the world (from April 2018). All exhibitions mentioned here are free to New Zealand residents.</p>	<p>As New Zealand's leading visual art institution, it is Auckland Art Gallery's Toi o Tāmaki role to showcase New Zealand art and culture.</p>
<p>Auckland Stadiums hosts a wide variety of major events each year. A number of these incorporate elements of Māori tikanga and kapa haka.</p> <p>Bi-cultural signage is being implemented at Auckland Stadiums as part of its regular renewals programme.</p> <p>Management have met with the Tūpuna Taonga o Tāmaki Makaurau Trust, with whom ownership of Rarotonga Mt Smart resides to develop and strengthen the formal relationship.</p> <p>Stadiums Management continue to work with Auckland Council to negotiate the potential hosting of the 2021 Te Matatini; Kapa Haka Aotearoa festival at either Mt Smart Stadium or QBE Stadium.</p>	<p>Celebration of Auckland's Māori identity as its point of difference in the world for its visitors.</p>
<p>Auckland Live key activities for Q1 included a focus on Matariki programme with Acclaimed te reo Māori production He Kura E Huna Ana. Drawn from traditional Ngāti Waewae kōrero, He Kura E Huna Ana tells of the origins of pounamu in Arahura Valley. The company Everybody Cools Lives here also featured in the Matariki programme with 'Big J Stylz' featuring artist Jacob Dombrowski (Ngāi Tūhoe, Ngāti Porou)</p> <p>Out at the Bruce Mason Centre in Takapuna, our Digital programme developed and presented Te Whāriki Kiokio, an interactive digital installation by Stacey Tangaere (Ngāti Porou and Ngāpuhi) and Luke McConnell, which is inspired by whareniui tukutuku panel designs from the East Coast of New Zealand. Touching the screen with your hands causes the intricate tukutuku panel designs to emerge, while activating sounds of pūrerehua and kōauau (Māori instruments), whaikōrero (Māori speech) and waiata (Māori chants).</p> <p>On Aotea Square, light sculpture Pou Rama was presented. Inspired by pouwhenua (land symbols of support), this series of free-standing light</p>	<p>Celebration of Auckland's Māori identity as its point of difference in the world for its visitors.</p> <p>Understanding and recognition of Te Ao Māori.</p> <p>RFA embracing the benefits arising from economic partnerships with Māori.</p>



INITIATIVE	CONTRIBUTION TO MĀORI OUTCOMES
<p>structures represents creative wairua (inspiration) generated from te taiao (the environment). The whakairo designs express cycles of creativity and connections to place.</p> <p>In August representatives of the Auckland Live and Auckland Convention teams, at the invitation of Ngati Whatura, headed up to Orākei Marae to perform waiata in a casual competitive environment against companies including Auckland Council Watercare, Air New Zealand and Spark. It was a fantastic opportunity for the team to build confidence in te reo and specifically waiata and network with other organisations.</p> <p>In September, Speak Up, a part of the Women 20:18 program invited a number of Maori speakers to engage in a range of topics focussed on creative industries priorities for women.</p> <p>In September Auckland Live hosted the Association of Asia Pacific Performing Arts Centres with representatives from over 40 countries. A powhiri in partnership with Ngati Whatua was delivered by the Auckland Live team with guests welcome onto Aotea Centre through the Waharoa on the square into Aotea Centre. Key note speakers included Hone Kouka (Ngati Porou, Ngati Raukawa, Ngati Kahungunu) an acclaimed Maori Playwright and the visitors were entertained at Auckland Art Gallery by Modern Maori Quartet.</p> <p>Our Auckland Conventions offsite technical team are in negotiations to provide the technical equipment and support for an event at the Orakei Marae in November.</p>	
<p>Hui Te Ananui A Tangaroa, the NZ Maritime Museum understands that engagement of iwi is essential to its integrity as a kaitiaki of Aotearoa's maritime heritage. This is reflected in our gifted Māori name, given to us by Ngāti Whātua-o-Ōrākei. We commit to weaving their perspectives and stories into the kete of the Museum. The Museum works with our Pae Arahai, Dr Haare Williams, and iwi, to develop understanding and connection to Te Ao Māori throughout the Museum programme and operations. Examples of this include the advisory committee for the entire Museum programme focused on Tuia Encounters 250 as well as regular hui to incorporate Māori values across our exhibitions and programming. Through our Education programme, we have delivered tailored programmes to Kura Kaupapa Māori. We work closely with the Te Toki Voyaging Trust to develop and deliver programmes beneficial to Māori education, and to provide a home for matauranga waka at the Museum; through our MOU the Museum provides a permanent home for the Trusts two waka hourua. Hui Te Ananui A Tangaroa recognises the need for increased engagement with Te Ao Māori and our obligations under Te Tiriti o Waitangi and looks for additional opportunities to increase this engagement.</p>	<p>Celebration of Auckland's Māori identity as its point of difference in the world for its visitors.</p> <p>Understanding and recognition of Te Ao Māori.</p>
<p>The IMSB and local Iwi are recognised as key stakeholders in RFA's Aotea Arts Quarter and will be consulted as part of any overall development.</p>	<p>Celebration of Auckland's Māori identity as its point of difference in the world for its visitors.</p>

## LOCAL BOARD ENGAGEMENT

RFA was represented at meetings of several boards in relation to the third quarter report. There was also a range of other communications around particular matters. It was not however, possible to engage with local boards in relation to performance and activities in the fourth quarter as receipt of that report was deferred by the Finance and Performance Committee of Council until October.

The CEO attended the August Local Board Chairs Forum to present an overview of RFA activities and developments and to respond to queries. The Director, Stadiums and the CEO visited the Maungakiekie-Tamaki Board to discuss issues with Waikaraka Park. A meeting was also held with Mangere-Otahuhu Board to address concerns around sporting facilities, and to clarify the roles of RFA and Auckland Council.

All board members received the September RFA Newsletter, and the press release concerning the closure of the Aotea Centre for refurbishment.

With seven of RFA's facilities located within the Waitemata Local Board area, regular liaison has continued, and full reports will be made to November workshops and meetings.

## RISK MANAGEMENT

RFA's Enterprise Risk Management Framework sets out the principles and process for risk management. Quarterly risk workshops are undertaken with each of RFA's business units, recorded in RFA's risk database and reported through to the RFA Board and the Health, Safety and Risk Committee on a quarterly basis. Any risks assessed as high are required to have mitigations identified and these are reported to the Board.

RFA's Capital Projects Sub-Committee also provides the Board with appropriate oversight of projects considered high public interest or risk.

RFA is working with Auckland Council on the requested enhanced reporting of risks to Council's Audit & Risk Committee.

No major changes have been made in the last quarter to RFA's risk management, internal audit and external audit approaches. No new risks assessed as high have been identified since the last quarter.

RFA management addresses improvements identified in internal and external audit findings, and progress is reported to RFA's Risk Committee. The current audit issues do not impose any significant financial implications on the Auckland Council Group. Further, in accordance with the continuous disclosure requirement, there are no material items in this period that would require disclosure.

On the 13 September 2018 RFA attended the Auckland Council Audit and Risk Committee meeting to present a paper on RFA's accounting and audit issues, as well as key risks, for the financial year ended 30 June 2018.

## APPENDIX A – DETAILED CAPITAL EXPENDITURE

A detailed revised capital programme will be provided in the next quarter report as, at the time of writing, RFA had only just received the confirmation of the amount of approved capital deferrals from 2017/18.

## APPENDIX B – OPERATIONAL

Analysis of the RFA Business Units, based on the revised budget:

Regional Facilities Auckland \$'000	YTD		
	Actual	Revised Budget	Variance
Auckland Art Gallery	(2,175)	(2,292)	117 ✓
Auckland Zoo	(1,748)	(1,785)	37 ✓
Auckland Stadiums	(878)	(757)	(121) ✗
Auckland Conventions	1,439	1,454	(15) ✗
Auckland Live	(859)	(819)	(40) ✗
Corporate	(5,518)	(5,732)	214 ✓
NZMM	(519)	(504)	(15) ✗
	<b>(10,257)</b>	<b>(10,435)</b>	<b>177</b> ✓

Auckland Art Gallery	Q1 2019		
	Actual	Budget	Variance
Revenue	0.9	1.0	(0.1)
Expenses	3.1	3.3	(0.2)
Net	<b>(2.2)</b>	<b>(2.3)</b>	0.1

Auckland Zoo	Q1 2019		
	Actual	Budget	Variance
Revenue	2.3	2.8	(0.5)
Expenses	4.1	4.6	(0.5)
Net	<b>(1.8)</b>	<b>(1.8)</b>	0.0

Auckland Stadium	Q1 2019		
	Actual	Budget	Variance
Revenue	1.3	1.3	0.0
Expenses	2.2	2.1	0.1
Net	<b>(0.9)</b>	<b>(0.8)</b>	<b>(0.1)</b>

Auckland Conventions	Q1 2019		
	Actual	Budget	Variance
Revenue	2.8	3.3	(0.5)
Expenses	1.4	1.9	(0.5)
Net	1.4	1.4	0.0

	Q1 2019		
<b>Auckland Live</b>	<b>Actual</b>	<b>Budget</b>	<b>Variance</b>
Revenue	3.7	4.5	(0.8)
Expenses	4.5	5.3	(0.8)
Net	(0.8)	(0.8)	0.0

	Q1 2019		
<b>Corporate</b>	<b>Actual</b>	<b>Budget</b>	<b>Variance</b>
Revenue	0.7	0.6	0.1
Expenses	6.3	6.4	(0.1)
Net	(5.6)	(5.8)	0.2

	Q1 2019		
<b>New Zealand Maritime Museum</b>	<b>Actual</b>	<b>Budget</b>	<b>Variance</b>
Revenue	0.7	0.7	0.0
Expenses	1.2	1.2	0.0
Net	(0.5)	(0.5)	0.0