

Board Meeting Agenda



8.00 a.m. Tuesday 4 March 2025

Limelight Room, Level 3 Te Pokapū Aotea Centre, 50 Mayoral Drive, Auckland

Item	Subject	Action	Trust/Co.	Start Time	Duration
CONFIDENTIAL MEETING OPEN					
PROCEDURAL					
1	Agenda and Apologies	To Note	T & C	8.00 a.m.	45 mins
2	Confidential Minutes 29 January 2025 and Action Tracker, Vicki Salmon	To Approve	T & C		
3	Board Agenda Discussion, Vicki Salmon	To Discuss	T & C		
CE CONFIDENTIAL UPDATE					
4	CE Confidential Update, Nick Hill	To Note	T & C	8.45 a.m.	1 hour 30 mins
BREAK				10.15 a.m.	15 mins
5	Draft 2025 – 28 Statement of Intent, Nick Hill and Justine White	To Approve	T & C	10.30 a.m.	30 mins
CONFIDENTIAL MEETING CLOSED AND PUBLIC MEETING OPEN					
PROCEDURAL					
6	Register of Directors’ Interests and Rolling 12-Month Board Work Programme, Vicki Salmon	To Note	T & C	11.00 a.m.	5 mins
7	Public Minutes 29 January 2025, Vicki Salmon	To Approve	T & C		
CE REPORT AND PERFORMANCE REPORTS					
8	CE Report, Nick Hill 1. Financial Performance Report 2. Capital Programme Update ¹ (RC) 3. Current Operational Risks ¹ (RC) 4. CRM Board Update ¹ (RC)	To Note	T & C	11.05 a.m.	55 mins
PUBLIC MEETING CLOSED AND CONFIDENTIAL MEETING OPEN					
LUNCH				12.00 p.m.	30 mins

¹ S7(2)(f)(i),(h),(i) LGOIMA 1987

Board Meeting Agenda

Item	Subject	Action	Trust/Co.	Start Time	Duration
APPROVAL PAPERS AND BOARD COMMITTEE UPDATES					
9	Board Committee Updates: <ul style="list-style-type: none">Capital Projects Committee, Alastair Carruthers 19 February 2025Remuneration Committee, Vicki Salmon 20 February 2025	To Note	T & C	12.30 p.m.	1 hour
10	New Zealand Maritim Museum Masterplan Adoption ² , Vincent Lipanovich	To Approve	T		
11	Aotea Precinct HVAC Programme Business Case ² , Justine White	To Approve	T		
12	Q2 Performance Report ² , Nick Hill	To Approve	T & C		
COMMITTEE RECOMMENDED, COMPLIANCE, AND NOTING PAPERS					
13	ASB Waterfront Theatre ² , Justine White	To Note	T	1.30 p.m.	50 mins
14	GridAKL 10-Year Review – Economic Impact Assessment ³ , Pam Ford	To Note	C		
15	Health and Safety Report ⁴ , Lynn Johnson and Jade Strampel	To Note	T & C		
ANY OTHER BUSINESS					
16	Any Other Business, Vicki Salmon	To Note	T & C	2.20 p.m.	10 mins
	Close of Meeting			2.30 p.m.	

² S7(2)(f)(i),(h),(i) LGOIMA 1987

³ S7(2)(f)(i),(h) LGOIMA 1987

⁴ S7(2)(f)(i),(d) LGOIMA 1987

Board Meeting Agenda

Local Government Official Information and Meetings Act 1987 Section 7(2)

Subject to sections 6, 8, and 17, this section applies if, and only if, the withholding of the information is necessary to—

- (a) protect the privacy of natural persons, including that of deceased natural persons; or
- (b) protect information where the making available of the information—
 - (i) would disclose a trade secret; or
 - (ii) would be likely unreasonably to prejudice the commercial position of the person who supplied or who is the subject of the information; or
- (ba) in the case only of an application for a resource consent, or water conservation order, or a requirement for a designation or heritage order, under the Resource Management Act 1991, to avoid serious offence to tikanga Maori, or to avoid the disclosure of the location of waahi tapu; or
- (c) protect information which is subject to an obligation of confidence or which any person has been or could be compelled to provide under the authority of any enactment, where the making available of the information—
 - (i) would be likely to prejudice the supply of similar information, or information from the same source, and it is in the public interest that such information should continue to be supplied; or
 - (ii) would be likely otherwise to damage the public interest; or
- (d) avoid prejudice to measures protecting the health or safety of members of the public; or
- (e) avoid prejudice to measures that prevent or mitigate material loss to members of the public; or
- (f) maintain the effective conduct of public affairs through—
 - (i) the free and frank expression of opinions by or between or to members or officers or employees of any local authority, or any persons to whom section 2(5) applies, in the course of their duty; or
 - (ii) the protection of such members, officers, employees, and persons from improper pressure or harassment; or
- (g) maintain legal professional privilege; or
- (h) enable any local authority holding the information to carry out, without prejudice or disadvantage, commercial activities; or
- (i) enable any local authority holding the information to carry on, without prejudice or disadvantage, negotiations (including commercial and industrial negotiations); or
- (j) prevent the disclosure or use of official information for improper gain or improper advantage.

Draft Statement of Intent 2025-28

Report to the Board of Tātaki Auckland Unlimited

Meeting date	4 March, 2025
Author	James Robinson, Head of Strategy and Planning
Approved by	Nick Hill, CE
Purpose of paper	For feedback
Company and/or Trust paper	Company and Trust
Proposed resolution	That the Board: <ul style="list-style-type: none"> 1. Note the draft Statement of Intent 2025-28 and provide feedback for incorporation into a final draft SOI to be approved at the March board meeting for delivery to Auckland Council on or before 1 April 2025.

PURPOSE – Te Pūtake

The purpose of this paper is to provide the board with an early draft of the TAU Statement of Intent 2025-28 for comments and feedback. This will be incorporated into a final draft Statement of Intent 2025-28 to be approved at the March board meeting for delivery to Auckland Council on or before 1 April 2025.

BACKGROUND – He Whakamārama

The Local Government Act requires all CCOs to prepare a Statement of Intent (SOI) each year. The Tātaki Auckland Unlimited SOI states our activities, intentions, financials and KPIs over the next three years according to our strategic priorities and the Auckland Council objectives to which those activities contribute. As such, it provides the strategic link between the Auckland Plan 2050 and Tātaki Auckland Unlimited's operational activities.

On 20 February 2025, we received the Mayor's Letter of Expectation (LoE) based on his proposal for the Auckland Council Annual Plan and decisions made as part of the CCO Reform process (Attachment 1). The letter sets out a number of common expectations across all CCOs and 7 specific key expectations of Tātaki Auckland Unlimited. These are that Tātaki:

- pause on any work to refresh the current DestinationAKL 2025 strategy or the Auckland Major Events Strategy 2015-2025 until further direction from council.
- actively support and contribute to the development of advice on the consolidation of events and activation activity, plus advise on how Tātaki can develop and inform the

public on a comprehensive calendar of all events in Auckland, particularly those with any council involvement.

- c) focus on cost benefit analysis to evaluate decisions about major events funding on the basis of net regional benefits.
- d) account for a potential budget gap of \$7 million for 2025/2026 for the funding of major events and the associated potential need to reduce the 2025/2026 major events portfolio (as a result of final Annual Plan 2025/2026 budget decisions).
- e) ensure that any further decisions on the future of Western Springs (following the expression of interest process currently being conducted) come before the Governing Body and involve adequate engagement with the Governing Body.
- f) engage regularly with council staff on Go Media Stadium master planning and progress with the expression of interest process for operation of some or all of the activity at North Harbour Stadium and Domain Precinct.
- g) lead discussions with the cultural organisation in the recently formed alliance to agree shared key performance indicators (KPIs) to allow the council to understand how its funding is being utilised to achieve key outcomes, better measure impact and provide stronger accountability for the investment council makes on behalf of ratepayers. The Tātaki board is expected to report back to council in time for the KPIs to be included in the cultural organisations' Annual Plans 2025/2026.

In response to the common and specific expectations set out in the Letter of Expectation, we are due to deliver a draft 2025-28 SOI (Attachment 2) to Auckland Council on or before 1 April 2024. This will go through a process of shareholder feedback, and we will then be required to submit a final SOI by 31 July 2025. This is a one-month extension on the usual (statutory) deadlines.

The attached draft Tātaki Auckland Unlimited SOI 2025-28 has been developed based off the current (2024-27) SOI, but updated to reflect:

1. substantive decisions on CCO Reform and specifically the decision to move economic development functions from Tātaki to Auckland Council
2. the content of the Mayor's Letter of Expectation (LoE).
3. discussions held with the Board at the Strategy Day held on 19 February 2025.
4. consultation with the Executive Leadership Team.
5. other updates to reflect progress and development over the last 12 months.

It is of note that a number of elements of the SOI cannot be finalised until further decisions have been made through the CCO Reform and the Auckland Council Annual Planning processes. Specifically, final decisions related to:

- the migration of specific economic development functions into council
- the development of a consolidated Auckland Council Events function within Tātaki
- the funding of Destination and Major Events activity in the 2025/26 Annual Plan and the currently \$7m funding gap resulting from the previous inclusion of an anticipated bed levy enabled reduction of council funding.

FINANCIAL – Ngā take pūtea

Updated SOI financial forecast data at both a consolidated level and separately for the company and trust has not been incorporated into the attached draft. A number of decisions are yet to be made which will impact on this data, in particular, it is still uncertain if and how the current bed levy driven ratepayer funding shortfall of \$7m for major events in the Long-Term Plan will be addressed, similarly the specificity of transitioning Economic Development

and associated support functions and its consequential financial impacts have not yet been agreed to enable inclusion.

It has been discussed with council that the financial data will be finalised to align with the Auckland Council Annual Plan 2025/26, when these final decisions are made, and will be included in the final SOI at the end of July.

RISK – Ngā Tūraru

No significant risk

LEGAL – Ngā take ture

The draft SOI remains consistent with the legal advice received on the structuring of our first SOI following the merger. This advice recommended that the SOI should include:

- A preamble describing the new entity and the relationship between the company and the trust.
- A merged section describing activities and operations.
- Separate KPIs/performance measurements for the company and the trust. These are presented in a single table but with company and trust KPIs identified via a footnote.
- Consolidated financials for the merged entity followed by separate financials for the company and the trust. As above, the financial forecasts are not included in this draft but will be included in the final SOI in July.

CLIMATE CHANGE AND SUSTAINABILITY – Hurihanga Āhuarangi me te Toitūtanga

The Climate Change and Sustainability team will be consulted and provide input into the draft SOI, before it is presented back to the board at the end of March.

MĀORI OUTCOMES – Ngā Aronga Māori

The draft SOI covers Tātaki Auckland Unlimited's alignment with Auckland Council's Māori Outcomes Performance Measurement Framework, Kia Ora Tāmaki Makaurau. It has also been drafted to ensure alignment with the Tātaki Auckland Unlimited Māori Outcomes Plan: *Te Mahere Aronga 2024-26*. The content of the draft SOI to be presented to the board at the end of March will be developed in consultation with the Māori Outcomes Ropu.

MARKETING, COMMS, GROWTH & LEVERAGE – Whakatairanga. Pāpāho. Whanaketanga. me te huanā

The Marketing, Communications, Growth and Leverage team will be consulted and provide input into the draft SOI, before it is presented back to the board at the end of March.

RECOMMENDATION – Ngā Tūtohunga

It is recommended that the Board:

1. **Note** the draft Statement of Intent 2025-28 and provide feedback for incorporation into a final draft SOI to be approved at the March board meeting for delivery to Auckland Council on or before 1 April 2025.

Written by:



James Robinson
Head of Strategy and Planning

Reviewed by:



Justine White
COO

Approved by:



Nick Hill
CE

ATTACHMENT SCHEDULE

Attachment 1	Mayors Letter of Expectation 20 February 2025
Attachment 2	Draft Tātaki Auckland Unlimited Statement of Intent 2025-28

S7(2)(f)(i) LGOIMA 1987

20 February 2025

Vicki Salmon
Chair
Tātaki Auckland Unlimited

By email - v.salmon@xtra.co.nz

Tēnā koe Vicki

Letter of Expectation for Statement of Intent 2025-2028

This letter of expectation sets out the council's priorities and expectations to inform the development of the draft Statement of Intent (SOI) 2025-2028 of Tātaki Auckland Unlimited (Tātaki).

It sets out common expectations across all council-controlled organisations (CCOs), and expectations specific to Tātaki. It also reflects decisions made by Governing Body in December 2024 regarding CCOs (GB/2024/179).

The content of this letter was approved by the CCO Direction and Oversight Committee on 11 February 2025, with delegation to me, the Deputy Mayor (as your Lead Councillor) and Councillor Henderson as the Chair of the Committee to finalise and issue this letter of expectation.

The CCO Direction and Oversight Committee has also approved extensions of the statutory deadlines for the SOI process, as is allowed in the Local Government Act 2002, Schedule 8, section 4. This means the due dates for the process are:

- date of submission of the draft SOIs is on or before 1 April 2025
- date for final submission of SOIs is on or before 31 July 2025

Council looks forward to receiving a draft of the Tātaki SOI no later than 1 April 2025. We invite CCO Chairs to attend the April 2025 meeting of the CCO Direction and Oversight Committee to present their draft SOIs and discuss how they have responded to the expectations set out in their letters. A calendar invitation will follow.

Please liaise with CCO Governance staff about ensuring these dates can be met. Council will likely consider its shareholder feedback on draft SOIs (except for Auckland Transport) at the CCO Direction and Oversight Committee meeting of 13 May 2025.

Part 1. Expectations of all CCOs

i. Focussing CCOs on delivery

The CCO reform package approved by the Governing Body on 12 December 2024 seeks to realign and reinvigorate the CCO model, strengthen council's ability to support elected members to make integrated decisions, and ensure the Auckland Council Group is set up in the best way to deliver on its long-term plan and broader vision for Auckland.

In line with structural change decisions on CCO reform for Tātaki Auckland Unlimited (bringing economic development functions in-house), disestablishment of Eke Panuku and bringing all functions in-house and pending transport legislative reform led by the Government for Auckland Transport, council will be assuming a greater role in setting strategy, planning and policy and these CCOs will be refocussed on service delivery. For Eke Panuku and Tātaki Auckland Unlimited, these structural changes are expected to be in place by 1 July 2025.

Council will also be pursuing a range of non-structural changes (such as reforming the existing CCO board appointment and performance review process) to support the reset of the CCO model as it applies to all substantive CCOs. Advice on these non-structural change options has been requested in early 2025 and any additional requirements or changes arising from this will be communicated to CCOs.

CCOs are expected to work positively and collaboratively with council to effectively implement the structural and non-structural change decisions on CCO reform. CCOs are also expected to support and actively engage in any section 17A, value for money and other reviews council may commission, as well as supporting integrated development decision-making, delivered by departments in council.

Attribution and branding

CCOs deliver services on behalf of council. However, it is not always clear to Aucklanders the correlation between activities and functions of the CCO and the council parent to which they pay their rates. In line with the overall desire to refocus CCOs on service delivery, CCOs are expected to provide greater attribution to the council as the policy maker and funder in their public facing services, assets, amenities, communications and branding.

For Tātaki I expect a clear name that reflects what you actually deliver for Aucklanders.

ii. Accelerate implementation of group shared services

As part of decisions on the Long-term Plan (LTP) 2024-2034, the Group Shared Services (GSS) board agreed the high-level scope of the functions including; technology services, people services, procurement services, corporate support services, data services, customer experience and digital services.

Tātaki should be active participants in Group Shared Services.

CCOs are expected to actively support the GSS board with accelerating the transition of functions to the GSS model. Council's chief executive has been tasked assessing the benefits (through business cases) for all eligible functions within Auckland Council and CCOs, with as many as possible to be completed by 1 July 2025. Thereafter, where business cases are favourable, the expectation is that all functions are shifted to GSS as soon as possible. Demonstrable progress must be evidenced through the movement of functions to GSS through 2025, noting that, as part of the business case approval process, the operating model for these functions is agreed at the GSS Board.

In some cases where there is a good reason for part of a function to stay within a CCO, it is still expected that CCOs will utilise common technology platforms or systems and be supported by GSS wherever possible. The expectation is that no new technology platforms or arrangements will be introduced or entered in to by Council or any CCO without the appropriate oversight and approval within GSS.

iii. Delivering year two of the Long-term Plan 2024-2034 and alignment to final Annual Budget 2025/2026

CCOs are expected to focus on delivering year two of the LTP 2024-2034. This includes \$47 million of savings, on top of other savings targets agreed through previous plans and decisions.

Council will commence public consultation on the draft Annual Budget 2025/2026 in late February 2025. Following consultation and deliberations, the final Annual Budget will be adopted in June 2025. Once this occurs, final SOIs (including financial information and performance measures) should be aligned with the final Annual Budget and the strategic priorities contained within.

iv. Planning, delivery and paying for growth

As outlined in the Mayor's Proposal for the draft Annual Budget 2025/2026, council continues to face issues around planning, delivery and paying for growth. Council will be developing a framework to support decision-making on growth related issues which takes an integrated group approach. This framework will help to identify necessary trade-offs and prioritisation. We are also increasing oversight over CCO planning and delivery to regional growth plans. CCOs are expected to actively support and contribute advice and expertise to the development of this framework and its associated implementation.

v. Procurement and effective spending

Improving how council group procures and effectively spends ratepayers' money (particularly on capital projects) is an area of focus in 2025/2026. Effective delivery of capital works requires right sized and cost-effective solutions that will deliver outcomes for Aucklanders who will ultimately benefit from the investment. Suppliers find it hard to work with council and the processes are too lengthy. To support improvements, CCOs are expected to align closely with a group approach to procurement where there are clear efficiencies and benefits to be gained, noting the existence of the group procurement function in GSS as an enabler for this.

Council's chief executive has established a team to drive improvements and will report back to the Revenue and Expenditure Committee by March 2025. CCOs are expected to actively contribute to and implement these improvements once agreed.

vi. Continue upholding Auckland Council Group's Te Tiriti o Waitangi-derived obligations

Auckland Council Group is committed to upholding its obligations derived from Te Tiriti o Waitangi and to achieving better outcomes for Māori. CCOs are expected to share this commitment and contribute to its delivery, including through (but not limited to):

- reporting on the delivery of Achieving Māori Outcomes (AMO) Plans as part of the Quarterly Performance Report. The reporting should include Key Performance Indicators (KPIs) to track progress over time.
- working with Ngā Mātārae regarding the review of the Māori Outcomes Fund and to implement the refreshed Kia Ora Tāmaki Makaurau framework and strategy. This includes contributing to the design of measures and preparing to align with the rest of the Auckland Council Group on AMO Plan development, monitoring and reporting for FY27 onwards.
- building strong partnerships with mana whenua and mataawaka. This includes aligning with Council's Mana ki te Mana approach to Māori engagement, where relationships take precedence over issues or projects. This approach respects the unique mana motuhake of each iwi and mataawaka entity by prioritising their needs and aspirations.
- work collaboratively with Ngā Mātārae and other Māori Outcomes specialists across the Council Group to take a whole-of-Council-Group approach to delivering outcomes for Māori. This includes continuing to participate in Auckland Council-led activities and hui such as the Kia Ora Tāmaki Makaurau Programme Delivery Board.

vii. Quality timely advice to Local Boards

CCOs should provide timely, delivery focused, quality, concise advice to local boards and ensure local boards are engaged early on projects and decisions directly impacting their local area. This supports the More Empowered Local Boards proposal, consistent with council's shared governance model.

viii. Climate change

CCOs should continue to be guided by *Te Tāruke-ā-Tāwhiri: Auckland's Climate Plan* by incorporating climate change considerations (whole of life greenhouse gas emissions and resilience) into work programmes and decisions.

ix. Compliance with Statement of Expectations of substantive CCOs

CCOs should adhere to the Statement of Expectations of substantive CCOs, which explains how CCOs should conduct their business and manage their relationships with council and other interested groups (including matters such as the 'no surprises' principle). This document will be reviewed and updated in 2025 to reflect decisions on CCO reform.

As such, CCOs should work with the government, only where interests are aligned and messages are consistent with those of Auckland Council. CCOs should inform council of any conversation with the government on any new proposal or legislative reform. These engagements should be summarised in your quarterly reporting.

In responding to council's requests or initiating new programmes, CCOs should consider their role in the group and not just activities that benefit their purpose. CCOs are part of the Auckland Council group and are expected to operate in ways which contribute to the success of the group as a whole and do not create risks for the council group. This extends to the open and sharing of information where that is required to achieve outcomes or for legal purposes.

x. Asset Management Planning in preparation for the LTP 2027-2037

CCOs are expected to deliver a draft asset management plan (AMP) covering existing and planned assets to inform the development of the LTP 2027-2037. The draft AMP should be available in February 2026 to contribute to the development of the LTP 2027-2037.

Key expectations for the draft AMP are:

- planning covers at least 30 years and is based on whole-of life costings.
- group alignment on population assumptions.
- delivery of your risk appetite is a base assumption of planning
- demonstration of a sustainable approach to renewals and maintenance
- cost forecasts are linked directly to existing levels of service
- spatial presentation of asset condition data (key asset groupings and asset criticality), and growth capex need (identifying location of investment and/or catchment of benefit) is included
- strategic alignment is demonstrated as set out in the Strategic Investment Framework for Infrastructure 2024
- participation in the Investment Impact Assessment for each Annual Budget and the 2027 LTP

Further detail and guidance on the AMP expectations above will be provided in early 2025. CCOs are expected to work with Auckland Council's Infrastructure Strategy and Asset Management System teams on the development of AMPs.

ix. Investment area office

Auckland Council has established an investment area office to assist it with delivering outcomes for Aucklanders in priority investment areas in the Long-Term Plan. Economic and cultural development is a key investment area for Auckland Council. I expect Tātaki to work constructively with the economic and cultural development investment area office.

Part 2. Key expectations of Tātaki Auckland Unlimited

In summary, the council's key expectations of Tātaki are as follows:

i. Destination and major events strategy and policy sits with council

Structural change decisions on CCO reform agreed by the Governing Body on 12 December 2024 see the retention of the destination and major events function with Tātaki. However, the Governing Body was clear that strategy and policy for this function is a council responsibility, with clear priorities and metrics to be set for the delivery agency (Tātaki). As such any plans for Tātaki to lead a refresh of the current DestinationAKL 2025 strategy or the Auckland Major Events Strategy 2015-2025 should be paused until further direction from council. Tātaki's expertise will be sought in any refresh of these documents.

ii. Consolidation of events and activation activity

As part of the future operating model arising from CCO reform decisions, advice is sought from council's chief executive on the consolidation of all group events and major activation functions to remove any duplication and build a dedicated Auckland events delivery function within Tātaki. Careful thought will be given to local events and how we continue to enable that activity to be delivered the way local communities and local boards expect.

Options are also sought on how Aucklanders can be provided with greater clarity and focus on council's role as policymaker and funder of major events. This should include a potential name change for Tātaki, so that Aucklanders can better understand what you deliver. A sensible suggestion would be 'Auckland Council Events'.

Tātaki is expected to actively support and contribute to the development of this advice and its associated implementation, plus advice on how Tātaki can develop and inform the public on a comprehensive calendar of all events in Auckland, particularly those with any council involvement.

iii. Evaluation of major events

Any refresh of the Auckland Major Events Strategy (led by council) will need to consider key questions such as why council seeks major events, the outcomes desired from them, how much risk council wishes to take and the measures and targets by which Tātaki should be held to account as the delivery agency.

Tātaki should focus on cost benefit analysis to evaluate decisions about major events funding on the basis of net regional benefits. This is a move away from traditional economic impact assessment approaches. Council notes that cost benefit analysis is also utilised by New Zealand Major Events to evaluate performance.

iv. Funding of destination and major events activity

On 4 December 2024, through the draft Annual Plan 2025/2026, council agreed to publicly consult in principle on a bed night visitor levy to fund major events and destination marketing activity, subject to necessary legislation being enacted.

It was agreed that public consultation material should include details of a proposed regionally applied bed night visitor levy of 2.5 to 3 per cent, to raise around \$27 million per annum to fund major events and destination marketing activity. The consultation material will outline the alternative options as included in staff advice and Budget Committee agenda report.

As you are aware, without the introduction of a bed night visitor levy there will be a budget gap of \$7 million for 2025/2026 for the funding of major events. Pending outcomes of the consultation process and decisions on the final Annual Plan 2025/2026, Tātaki may need to reduce its 2025/2026 major events portfolio and this will consequentially need to flow through into your final Statement of Intent 2025-2028.

v. Council oversight on stadiums

One of the non-structural initiatives outlined in the CCO reform staff advice was to provide strategic and policy direction in key areas where there are gaps. In the case of stadiums, it is important for council to assume greater responsibility for strategic direction and stakeholder management.

There are several stadium related matters (including main stadium feasibility studies and a stadium investment plan that council will be considering in 2025 and as such timing and sequencing of these will be important. Tātaki has existing knowledge, relationships, and expertise that can support council to develop a more strategic approach to the use of our regional stadium and venue network.

In line with earlier resolutions of the Governing Body (30 October 2024), council expects that any further decisions on the future of Western Springs (following the expression of interest process that Tātaki has conducted) come before the Governing Body and involve adequate engagement with the Governing Body.

Tātaki is expected to engage regularly with council staff on Go Media Stadium master planning and progress with the expression of interest process for operation of some or all of the activity at North Harbour Stadium and Domain Precinct.

vi. Alliance of council funded cultural organisations and Tātaki

On 26 September 2024 the Governing Body endorsed the recommendations of the Arts, Sports, Social, and Community Political Working Group. Amongst these recommendations was an alliance of council funded cultural organisations, acknowledging that Tātaki has already been providing leadership in this area to achieve efficiencies and improved outcomes for the sector.

The Political Working Group recommendations tasked Tātaki with leading discussions with the relevant cultural organisation to agree shared key performance indicators (KPIs). This is to allow the council to understand how its funding is being utilised to achieve key outcomes, better measure impact and provide stronger accountability for the investment council makes on behalf of ratepayers. The Tātaki board is expected to report back to council in time for the KPIs to be included in the cultural organisations' Annual Plans 2025/2026.

Staff are available to expand aspects of this letter if required. Please contact Alastair Cameron, Manager CCO Governance and External Partnerships to discuss.

Ngā mihi,



Wayne Brown
MAYOR OF AUCKLAND

Copy to:

<i>Deputy Mayor Desley Simpson</i>	<i>Lead Councillor</i>
<i>Councillor Shane Henderson</i>	<i>Chair, CCO Direction and Oversight Committee</i>
<i>Nick Hill</i>	<i>Chief Executive, Tātaki Auckland Unlimited</i>
<i>Alastair Cameron</i>	<i>Manager CCO Governance and External Partnerships</i>



Register of Directors Interests

Name	Position	Directorships/Trusteeships	Other Interests	Possible Conflicts
Vicki Salmon	Chair	<ul style="list-style-type: none"> Coopers Creek Vineyard Ltd (Director and Shareholder) Salmon and Partners Ltd (Director and Shareholder) Remuera Golf Club (President) Greenhills Forest GP Limited (Shareholder) 		<ul style="list-style-type: none"> Prior to Vicki Salmon's appointment as Chair of Tātaki Auckland Unlimited, Vicki was a member of the Eden Park Trust Board (EPTB). Vicki resigned as a member of the EPTB on 27 March 2023 and no longer has any interest in EPTB or the Eden Park organisation.
Jennah Wootten	Deputy Chair	<ul style="list-style-type: none"> Perpetual Guardian Holdings Limited (Director) Perpetual Trust Limited (Director) Generate Global (Director and Shareholder) 	<ul style="list-style-type: none"> Aktive – Auckland Sports & Recreation (CEO) 	
Alastair Carruthers	Non-Executive Director	<ul style="list-style-type: none"> Homeland NZ Enterprises Ltd (Director and Shareholder) Homeland NZ Trading Ltd (Director and Shareholder) Carruthers Consulting Ltd (Director and Shareholder) Television New Zealand Ltd (Chair) Cornwall Park Trust Board (Trustee) Auckland University of Technology (AUT) Foundation (Trustee) Ringa Hora Services – Workforce Development Council (Director) Auckland Regional Amenities Funding Board (Board Member) Auckland War Memorial Museum Trust Board (Deputy Chair) Museum of Transport and Technology Board (Director) 		<ul style="list-style-type: none"> The ARAFB provides operating funding to some entities who occupy and perform in AU facilities. Homeland hosts events for Auckland Convention Bureau and other Tātaki Auckland Unlimited funded entities from time to time.
Carol Cheng	Non-Executive Director	<ul style="list-style-type: none"> Teaching Council New Zealand (Governing Council Member) Hong Consulting Limited (Director and Shareholder) CYWE Trustee Limited (Director and Shareholder) Eastland Property Services Limited (Shareholder) Auckland International Airport Limited (Shareholder) Spark New Zealand Limited (Shareholder) Comvita Limited (Shareholder) SkyCity Entertainment Group Limited (Shareholder) Microgem International Plc (Shareholder) The Asia New Zealand Foundation Te Whītau Tūhono (Trustee) 		<ul style="list-style-type: none"> Asia New Zealand Foundation provided sponsorship for Auckland Culture Festivals Asia New Zealand Foundation provided sponsorship for Guo Pei Exhibition at the Auckland Art Gallery.

Hinurewa Te Hau (Hinū)	Non-Executive Director	<ul style="list-style-type: none"> • Tamaki Makaurau Matariki Festival Trust (trading as Matariki Cultural Foundation) (Trustee) • Matariki Global Holdings Limited (Director) • Taamaki Records Limited (Director) • Otamatea Pioneer & Kauri Museum Board (Chair) • Ringa Hora Services – Workforce Development Council (Director) • Harbouview Properties Limited (Shareholder) 	<ul style="list-style-type: none"> • Co-ordinator of WOMEX (World Music Expo) Pan Indigenous Network 	
Graeme Stephens		<ul style="list-style-type: none"> • New Zealand Hotel Holdings (Director) (this interest includes directorships of several further entities connected with New Zealand Hotel Holdings) • Kamari Consulting Limited (Director and Shareholder) • Marama Hua Trustee Limited (Director) • Rakaunui Property Limited (Director) • Rakaunui Property Holdings Limited (Director) • SkyCity Entertainment Group (Shareholder) 		
Dan Te Whenua Walker	Non-Executive Director	<ul style="list-style-type: none"> • New Zealand Māori Tourism Society (Deputy Chair) • Korowai Hikuroa Consulting Limited (Director and Shareholder) • Ringa Hora Services – Workforce Development Council (Director) • Pou Tuarā o Te Rūnanga o Ngāti Ruanui Trust (Shareholder) • Ngati Ruanui Tahua Limited (Shareholder) • Ngati Ruanui Fishing Limited (Shareholder) • Te Topuni Ngarahu General Partner Limited (Shareholder) • Māori Creative Foundation (Trustee) • Meremere Marae Charitable Trust (Trustee) • Hikuroa Whanaungatanga Charitable Trust (Trustee) • Nga Whaotapu o Tamaki Makaurau Trust - Trustee • Stanmore Bay Primary School (Chair) • Massey University Executive Education (Advisory Board Member) • University of Auckland Māori Alumni (Trustee and Chair of Executive Committee) • Sarcoma Foundation NZ (Board member) • Child Cancer Foundation (Board member) • Ronald McDonald House (Board member) 		

12-Month Work Programme

Month	Shareholder Accountability	Operations & Business Planning	Strategy and Business Focus	Board and Committee Dates
Jan-25	<ul style="list-style-type: none"> Financial reporting for the ½ Year ended 31 December 2024 Q2 Risk Report 	<ul style="list-style-type: none"> CEO Report H&S Report 	<ul style="list-style-type: none"> Western Springs Stadium EOI Workshop 	<ul style="list-style-type: none"> Risk and Finance Committee – 24 Jan (½Y Accounts) Board Meeting – 29 Jan (½Y Acts)
Feb-25	<ul style="list-style-type: none"> Letter of Expectation Q2 Performance Report 	<ul style="list-style-type: none"> CEO Report H&S Report 	<ul style="list-style-type: none"> Board Strategy Session – 19 Feb Workshop: New Zealand Maritime Museum Masterplan 	<ul style="list-style-type: none"> Capital Projects Committee – 19 Feb Remuneration Committee – 20 Feb
Mar-25	<ul style="list-style-type: none"> 2025 – 27 Statement of Intent Amendments Draft 2025 -2028 Statement of Intent 	<ul style="list-style-type: none"> CEO Report H&S Report 		<ul style="list-style-type: none"> Board Meeting – 4 March (Feb meeting) Māori Engagement Committee – 14 March Risk and Finance Committee – 19 March Board Meeting – 26 March
Apr-25	<ul style="list-style-type: none"> Q3 Risk Report to Council Q3 Performance Report 	<ul style="list-style-type: none"> CEO Report H&S Report Board Evaluation (biennial – next due: 2026) 	<ul style="list-style-type: none"> Workshop: Auckland Art Gallery Toi o Tāmaki Strategy 	<ul style="list-style-type: none"> Capital Projects Committee – 16 April Board Meeting – 30 April
May-25		<ul style="list-style-type: none"> CEO Report H&S Report Annual insurance renewal Auditor engagement and fees 		<ul style="list-style-type: none"> Risk and Finance Committee – 14 May Māori Engagement Committee – 15 May Board Meeting – 27 May
Jun-25		<ul style="list-style-type: none"> CEO Report H&S Report 		<ul style="list-style-type: none"> Capital Projects Committee – 24 June

12-Month Work Programme

Month	Shareholder Accountability	Operations & Business Planning	Strategy and Business Focus	Board and Committee Dates
Jul-25	<ul style="list-style-type: none"> Public Board meeting - shareholder feedback on SOI SOI FY 26 TAU End of Year Financial Reporting Packs Q4 Risk Report to Council 	<ul style="list-style-type: none"> CEO Report H&S Report 		<ul style="list-style-type: none"> Board Meeting – 2 July (Public Board Meeting) Māori Engagement Committee – 17 July Risk and Finance Committee – 23 July Board Meeting – 30 July
Aug-25	<ul style="list-style-type: none"> Q4 Performance Report TAUL and TAUT Annual Report Financial reporting for the year ended 30 June 2025 Climate Related Disclosures 	<ul style="list-style-type: none"> CEO Report H&S Report 		<ul style="list-style-type: none"> Remuneration Committee – 12 August Capital Projects Committee – 13 August Risk and Finance Committee – 21 August (FY25 Statements) Board Meeting – 26 August
Sep-25		<ul style="list-style-type: none"> CEO Report H&S Report 		
Oct-25	<ul style="list-style-type: none"> Public Board meeting - performance against SOI targets for Year Ended 30 June 2025 Q1 Performance Report 	<ul style="list-style-type: none"> CEO Report H&S Report 		<ul style="list-style-type: none"> Capital Projects Committee – 14 Oct Board Meeting – 29 Oct (Public Board Meeting)
Nov-25	<ul style="list-style-type: none"> Q1 Risk Report to Council 	<ul style="list-style-type: none"> CEO Report H&S Report 		<ul style="list-style-type: none"> Risk and Finance Committee – 12 Nov
Dec-25		<ul style="list-style-type: none"> CEO Report H&S Report 		<ul style="list-style-type: none"> Board Meeting – 2 Dec

BOARD MEETING

HELD ON: Wednesday 29 January 2025 at 8.00 a.m.

AT: Waihorotiu Room, L4 Te Pokapū Aotea Centre, Auckland

PRESENT:

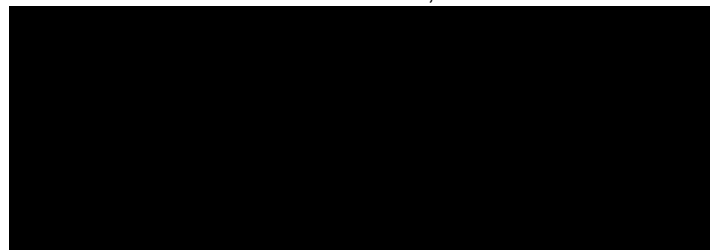
Vicki Salmon	Chair
Jennah Wootten	Deputy Chair
Alastair Carruthers	
Carol Cheng	
Graeme Stephens	
Hinurewa Te Hau	
Dan Walker	

APOLOGIES:

Desley Simpson	Deputy Mayor and Lead Councillor
Sarah Johnstone-Smith	CCO Governance Auckland Council

ATTENDED:

Executive Team	Nick Hill Chief Executive, Kevin Buley Director Auckland Zoo, Daniel Clarke Director Performing Arts, Annie Dundas Director Destination, Pam Ford Director Economic Development, Lynn Johnson Chief People Officer, Mandy Kennedy Chief Digital Officer, Kirsten Lacy Director Auckland Art Gallery, Vincent Lipanovich Director NZMM, Scott Couch (on behalf of James Parkinson Director Auckland Stadiums), Helen Te Hira Director Māori Outcomes, Shelley Watson Director Marketing, Comms & Growth, Justine White Chief Operating Officer
Sir Bob Harvey	Te Puna, Consultant
Jasmine Millet	Head of Creative Industries
Delwyn Corin	Te Puna, Principal Advisor
Malcolm Lawry	GM Commercial and Business Development
Peter Ashdown	Director, Price Waterhouse Coopers (Teams)



S7(2)(f)(i),(h),(j) LGOIMA 1987

Melanya Burrows	Strategic Relations Manager
Tim Kingsley-Smith	Company Secretary & Legal Counsel
Hutch Wilco	Exhibitions & Project Manager Auckland Art Gallery

Nick Hill, Justine White, and Tim Kingsley-Smith joined the meeting.

1. AGENDA AND APOLOGIES

The Chair opened the confidential meeting and a karakia was recited.

The Chair noted the apology of Deputy Mayor Desley Simpson and Sarah Johnstone-Smith.

2. 3 DECEMBER 2024 CONFIDENTIAL MINUTES AND ACTION TRACKER

Subject to one amendment to the confidential minutes (removal of recently retired director from attendance list) the Board:

1. **Approved** the 3 December 2024 confidential minutes as an accurate record of the meeting; and
2. **Noted** the Action Tracker.

3. BOARD AGENDA DISCUSSION

The Board discussed the agenda for the meeting.

4. CE CONFIDENTIAL UPDATE

Nick Hill spoke to the paper.

Sale of Auckland Film Studios

- Management updated the Board on the sale of Auckland Film Studios (AFS). [REDACTED]

Waikaraka Park Upgrade Project

S7(2)(f)(i),(h),(j) LGOIMA 1987

- Management provided an update on the Waikaraka Park critical works project. Tenders for the agreed works have started to come in and works on the ground will begin shortly. [REDACTED]

S7(2)(f)(i),(h),(j) LGOIMA 1987

- The Board noted that there has been public discussion and criticism of one of the support letters provided as part of the 24 October 2024 Council Governing Body meeting. The letter – purportedly from the *TQ Midget Club* – was withdrawn from the pack of materials at the start of the Council Governing Body meeting on 30 October 2024. Although the letter in question was not part of the 18 October 2024 Tātaki Auckland Unlimited Board decision-paper on the Waikaraka Park upgrade project, the allegations around the provenance of the letter are serious. The Board requested that Management undertake an internal review of the letter and report its findings to the Board. (**ACTION POINT**)
- The Board requested that Management provide a summary of recent attendance at Western Springs Speedway events at the next Board meeting. (**ACTION POINT**)

SailGP and America's Cup

- Management noted that the recent SailGP event was successful on all fronts. Russell Coutts and SailGP are keen to come back to Auckland and are proposing a longer-term agreement. [REDACTED]
- [REDACTED]

Pam Ford joined the meeting.

S7(2)(f)(i),(h),(j) LGOIMA 1987

CCO Reform Process

- Management provided an update on the CCO reform process. David Rankin has been appointed to lead the transition across the Council Group and planning for the integration of TAU's economic development team into Council is underway. [REDACTED]

S7(2)(f)(i),(h),(j) LGOIMA 1987

[REDACTED]

- [REDACTED]

S7(2)(f)(i),(h),(j) LGOIMA 1987

- The Board noted that it remains positive about the potential opportunities that will be unlocked by transitioning the TAU economic development team into Council. A 'centre of excellence' that combines urban regeneration with the other aspects of economic development investment could be attractive to a range of investors. However, it is vital that right structure is put in place to facilitate this.

Sir Bob Harvey, Jasmine Millet, and Delwyn Corin joined the meeting.

Te Puna Creative Innovation Quarter Update

- Management showed the recent *One News* story on the Te Puna Creative Innovation Quarter and noted that the Te Puna project remains one of the economic development team's biggest opportunities. [REDACTED]

[REDACTED]

- [REDACTED]

S7(2)(f)(i),(h),(j) LGOIMA 1987

Sir Bob Harvey, Pam Ford, Jasmine Millet, and Delwyn Corin left the meeting. Malcolm Lawry joined the meeting.

The Chair closed the confidential meeting and opened the confidential workshop.

5. WESTERN SPRINGS STADIUM EXPRESSIONS OF INTEREST WORKSHOP

Nick Hill spoke to the paper.

- Management updated the Board on the Western Springs Stadium (WSS) Expressions of Interest (EOI) process. TAU Board members and senior management have constructively engaged and met with the [REDACTED] remaining EOI participants. Each participant is attending the WSS EOI workshop to present and meet with the Board [REDACTED].
- Management noted that the [REDACTED] EOI participants represent a broad range of potential activities at WSS. [REDACTED]

[REDACTED]

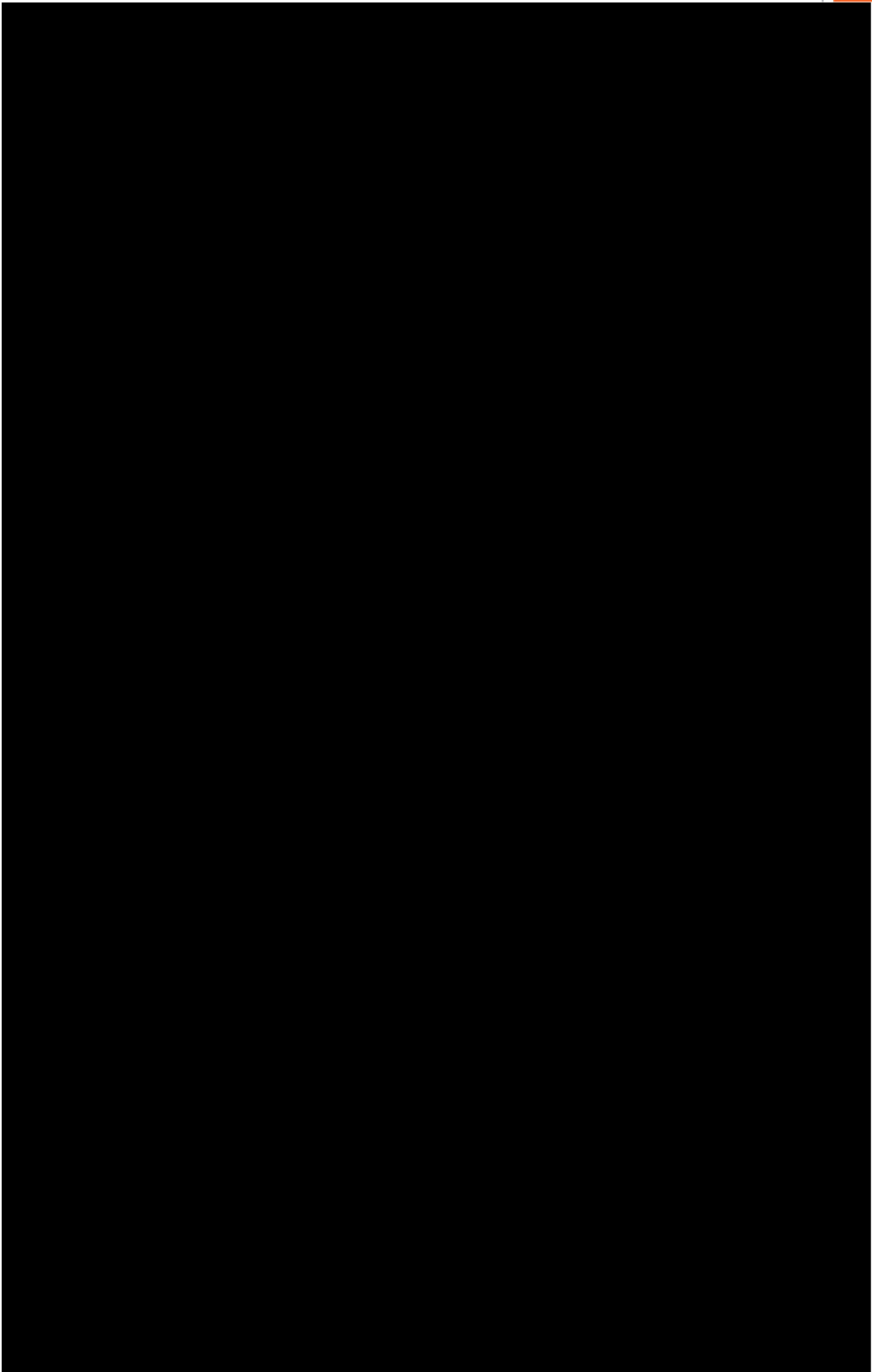
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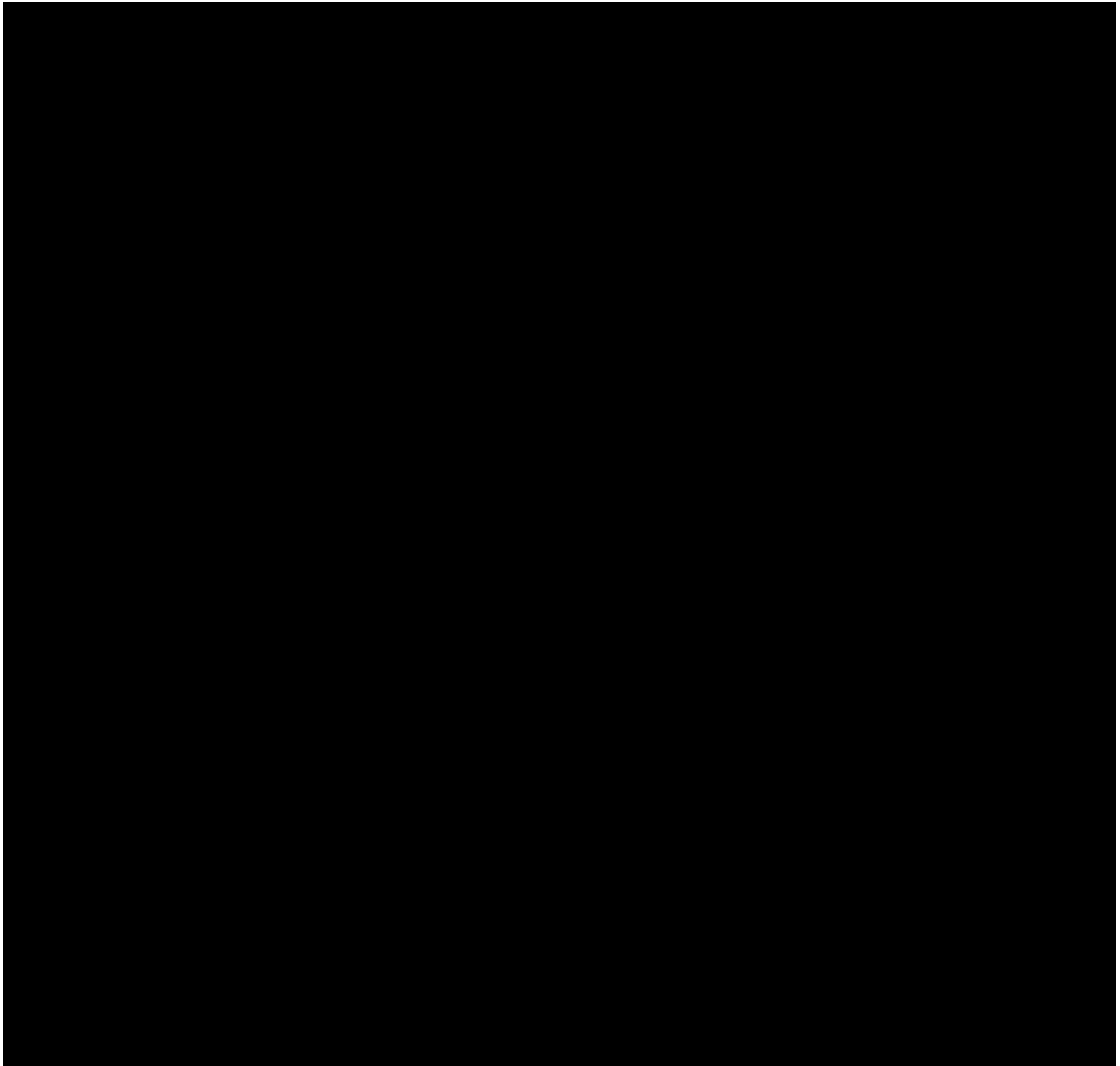
Peter Ashdown, [REDACTED] joined the meeting at 10.25 a.m.

- The Chair noted that Peter Ashdown, Director Price Waterhouse Coopers, has been contracted by TAU as an independent probity expert to monitor and advise on the WSS EOI process.

[REDACTED]

S7(2)(f)(i),(h),(j) LGOIMA 1987





- Peter Ashdown noted that each of the [REDACTED] EOI participants had presented for a similar amount of time and thanked Management and the Board for the constructive and fair EOI workshop.

The Board **thanked** all EOI participants for their presentations.

S7(2)(f)(i),(h),(j) LGOIMA 1987

Peter Ashdown left the meeting.

The Chair closed the confidential workshop and opened the public meeting. The Executive Team and Melanya Burrows joined the meeting.

6. REGISTER OF DIRECTORS' INTERESTS AND ROLLING 12-MONTH BOARD WORK PROGRAMME

The Board **noted** the Interests Register and the 12-Month Board Work Programme

7. PUBLIC MINUTES 3 DECEMBER 2024

Subject to the amendment to the confidential minutes discussed at Item 2, the Board **approved** the 3 December 2024 open minutes as an accurate record of the meeting.

8. CE REPORT

Nick Hill and the Executive Team spoke to the paper.

- The Board and Management discussed the performance of TAU over the Christmas / New Year break and January.
 - Auckland Zoo had a steady month with visitation in January close to target.
 - Auckland FC continues to perform well in the A-League and continues to enjoy excellent crowds at its home games at Go Media Stadium.
 - Auckland Art Gallery Toi o Tāmaki visitation is on target, but the conversion rate to memberships is down on last year. Upcoming cruise ships coming to Auckland should provide a boost to the current exhibitions.
 - The New Zealand Maritime Museum is tracking well for the year and had a busy January including very good visitation over Anniversary Weekend. The mix of visitors has changed slightly with international visitation down and domestic visitation up. School visitation is also up on last year which is good to see.
 - International arrivals to Auckland are increasing and international spend is also starting to increase. Analysis of the economic impact of the recent SailGP event is underway.
- The Board noted that the SailGP event and the launch of the Moana Festival were extremely well received by the local community and visitors to Tāmaki Makaurau. The events helped activate and 're-boot' the city after the summer break.

The Board **noted** the update.

The Executive Team (apart from Justine White and Kirsten Lacy) left the meeting. Hutch Wilco joined the meeting.

The Chair closed the public meeting and opened the confidential meeting.

9. AUCKLAND ART GALLERY TOI O TĀMAKI

Kirsten Lacy and Hutch Wilco spoke to the paper.

- Management provided a presentation on a potential exhibition [REDACTED]

Exhibition Business Case – [REDACTED]

- Management summarised the proposed [REDACTED] exhibition and business case and noted that the Auckland Art Gallery Advisory Committee is supportive of it.
- The Board noted that the exhibition is an exciting opportunity and recommended that Management engage with key potential sponsors early.

The Board **approved** the expenditure required to develop the [REDACTED] exhibition for Auckland Art Gallery Toi o Tāmaki and **delegated** authority to sign the exhibition agreement to the CE.

Kirsten Lacy and Hutch Wilco left the meeting.

S7(2)(f)(i),(h),(j) LGOIMA 1987

Graeme Stephens and Jennah Wootten left the meeting at 2.34 p.m.

10. TAU HALF YEAR REPORTING

Justine White spoke to the paper.

- The Chair of the Risk and Finance Committee noted that TAU's auditor is yet to provide final audit clearance but has not raised any significant issues. The Board can approve the half-year reporting subject to audit clearance being provided.

Subject to final audit clearance being provided by Audit New Zealand, the Board:

1. **Noted** the report.
2. **Confirmed** that Tātaki Auckland Unlimited Limited and Tātaki Auckland Unlimited Trust remain public benefit entities for reporting purposes.
3. **Approved** the Fraud Questionnaire for Tātaki Auckland Unlimited Trust and delegated authority to the Chair of the Risk and Finance Committee to sign it.
4. **Approved** the Tātaki Auckland Unlimited Limited 31 December Reporting Pack and Letter of Representation addressed to Auckland Council.
5. **Approved** the Tātaki Auckland Unlimited Trust 31 December Reporting Pack and Letters of Representation addressed to Audit New Zealand and Auckland Council.

Graeme Stephens rejoined the meeting at 2.38 p.m.

11. AUDIT ENGAGEMENT FEE

Justine White spoke to the paper.

The Board:

1. **Approved** the Audit New Zealand Engagement Fee letter relating to Tātaki Auckland Unlimited Limited 30 June 2025 year end audit.
2. **Approved** the Review Engagement Fee and associated review plan for Tātaki Auckland Unlimited Trust for the six months ended 31 December 2024.
3. **Noted** the engagement Fee relating to Tātaki Auckland Unlimited Trust for the 30 June 2025 audit is as agreed in May 2024.

12. Q2 RISK REPORT TO COUNCIL

Justine White spoke to the paper.

The Board **approved** the Q2 FY25 Risk Dashboard and Q2 FY25 Strategic Risk reports for submission to the Auckland Council Audit and Risk Committee.

13. TAU FRAUD POLICY

Justine White spoke to the paper.

The Board **approved** the TAU Fraud and Corruption Policy.

14. HEALTH AND SAFETY REPORT

The Board **noted** the Health and Safety Report.

15. ANY OTHER BUSINESS

The Board requested that Management bring the start time of the upcoming board strategy session forward by one hour to allow for longer discussion on the day. **(ACTION POINT)**

There was no other business.

The Meeting ended at 2.58 p.m. The next meeting is scheduled for 4 March 2025.

Chair

Date

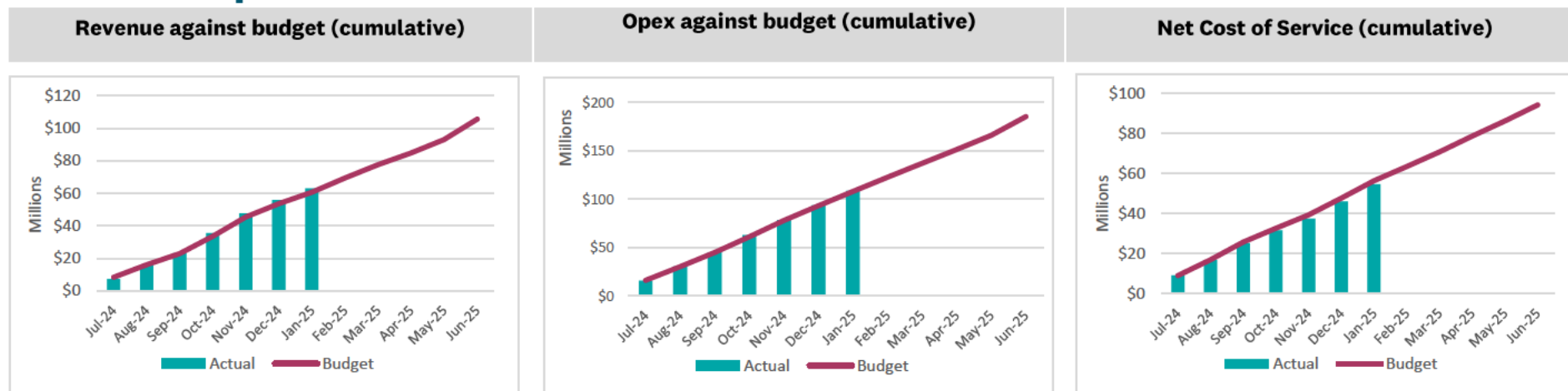
Chief Executive Report

Report to the Board of Tātake Auckland Unlimited, 4 March 2025

1. Introduction

- The Auckland Council led CCO Transition team has provided two identical information and engagement sessions to kaimahi who are potentially impacted by workstream one of the CCO reform process - the integration of the bulk of Eke Panuku, Tātake Auckland Unlimited’s economic development function, and council functions which have a synergy with both. In addition, the briefings also include how events activity could be managed across the group to avoid duplication and giving careful consideration to local events. These sessions were not part of the formal staff consultation process but were designed to ensure kaimahi are involved in the proposed design of change and its implementation as part of the CCO reform. Formal staff consultation is expected to begin in mid-March. It is of note that through these sessions staff were advised that the high level direction is to establish an Economic Development Department within council that is separate from the proposed Auckland Development Office. This is a change from the original proposal that the two functions would be combined.
- The exceptional start to the summer has continued with the major event programme including delivery of a very successful Lantern festival, alongside the Moana Festival and the commencement of the major musical Six, alongside preparation for the Pasifika festival, Synphony in the Domain, and the Arts Festival in early March.
- Future major event funding remains a critical issue, with the mayor pushing publicly for a visitor levy and seeking ratepayer support for his approach through consultation on the Annual Plan. In the meantime, TAU are coming under pressure to commit to major events such as SailGP with no funding certainty.
- The public call for Expressions of Interest as operator of the North Harbour Stadium is due to close at end of February.

2. Finance update



Revenue was **above budget** by 4% at the end of January

Opex was **above budget** by 1% at the end of January

Net cost of service was **below budget** by 3% at the end of January

3. Strategic Plan implementation

Experiences and events

Performing Arts	Major Events	Auckland Conventions & Business Events
<p>January saw a 34% increase in venue utilisation over January 2024. Highlights from the Presenter Services team included performances from Dionne Warwick (American singer, actress and television host), Idles (punk rock band), Vengaboys (Dutch Eurodance music group), Kurtis Conner (Canadian comedian, Youtuber, and podcaster).</p> <p>S7(2)(f)(i),(h) LGOIMA 1987</p> <p>Six The Musical</p> <p>Tickets for this international hit musical are selling well, with its first performance on 27 February for a season which is part of Auckland Arts Festival.</p> <p>Auckland Live Summer in the Square</p> <p>25 January – 23 February 2025, Aotea Square</p> <p>The Performing Arts team has been busy presenting Auckland Live's annual Summer in the Square programme. It commenced with the opening of a sculpture installation, <i>Chubby Women</i> and will run across four weekends. The programme includes a range of free events including festivals celebrating and showcasing diverse communities from across Auckland as well as live concerts and a unique 5v5 basketball tournament.</p> <p>Chubby Women</p> <p>25 January – 16 February 2025, Aotea Square</p> <p><i>Chubby Women</i> sculpture exhibition by noted Chinese artist Xu Hongfei celebrates diverse body types, and body positivity. This exhibition was made possible with support from Auckland Council and the Ministry for Foreign Affairs and Trade (MFAT). The exhibition was opened with a VIP function of invited guests including representatives from MFAT, the council and the Chinese community followed by a public talk by the artist.</p> <p>Auckland Live Cabaret Festival</p> <p>The annual Auckland Live Cabaret Season will be called Auckland Live Cabaret Festival going forward, with the aim that</p>	<p>Live Events</p> <ul style="list-style-type: none"> ITM Sail Grand Prix 2025, 18/19 January – Was an overwhelming success. Selling out all commercial offerings, the fan experience was excellent and a great free spectacle. Discussions are underway to secure a long term agreement with the event subject to funding. Luke Combs, 17/18 January – supported by a TAU investment on council's behalf, Held successfully at Eden Park with Auckland Transport running significant bus services to offset planned closure of rail lines, which proved sufficient to cope with demand. Moana Auckland Festival, 27 Jan-9 March – Is underway with a successful opening event at RNZYS. Z Manus is underway, with Sustainability Expo, PIC Harbour Regatta, Auckland Boat Show, Long Lunch and Six60 Concert still to come. BNZ Lantern Festival, 13-16 February – Was opened by the Prime Minister and delivered on all fronts. Operational planning to offset concerns from 2024 event were successful with great take up on free public transport and more than 200 free tickets issued prior to the event opening. An excellent team effort in the event's delivery. Synthonv in the Domain, ticket sales are tracking toward Pasifika Festival – Planning is underway for delivery at Western Springs on 7 and 8 March. Six The Musical – First performance on 27 February tickets in high demand for this blockbuster stage show. In April Dua Lipa will perform at Spark Arena followed by the World Dance Crew Championships at Due Drop Arena in Manukau. Bid work continues as top 3 finalist host city for Gay Games 2030, up against Denver and Perth, extended bid book due <p>S7(2)(f)(i),(h), LGOIMA 1987</p>	<ul style="list-style-type: none"> ACVE actualised 5 business events across 9 event days, 983 attendees, total revenue was inc revenue + catering), ACVE margin/contribution was Closure of VEC for maintenance and seasonality patterns impacted monthly result FY25 YTD total gross revenue (venue hire, tech, catering) across all 12 venues The team contracted 33 future events for <p>S7(2)(f)(i),(h) LGOIMA 1987</p> <p>Auckland Convention Bureau (ACB)</p> <p>See table below for notable results.</p> <ul style="list-style-type: none"> There are 71 future business events confirmed for Auckland (to 2029) resulting from ACB's support with an estimated future economic value of \$95.1m Long awaited New Zealand International Convention Centre (NZICC) will open in February 2026.

in following years the programme can extend beyond The Civic and become an offering in more venues and spaces across the city. The 2025 festival will be headlined by international hit *La Clique*, celebrating 20 years since its inception. The full programme will be launched in April with the festival running

S7(2)(f)(i),(h) LGOIMA 1987

for submission in April 2025 with site visit by event owner in July.

- Major Events providing project management leadership for the Auckland City FIFA Club World Cup team sponsorship by TAU.

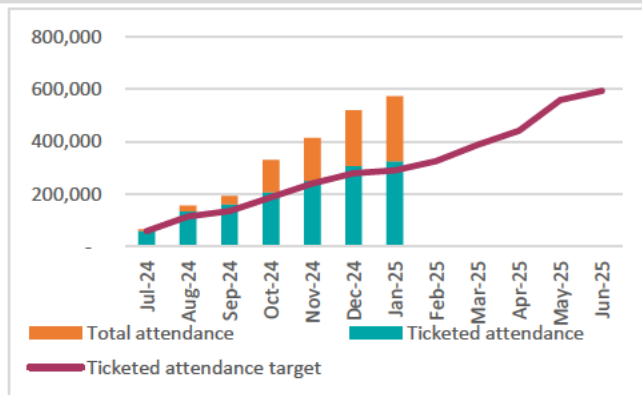
City Wide Events Calendar

- Successful training sessions delivered to 50 users across TAU from cultural orgs to major events and stadia

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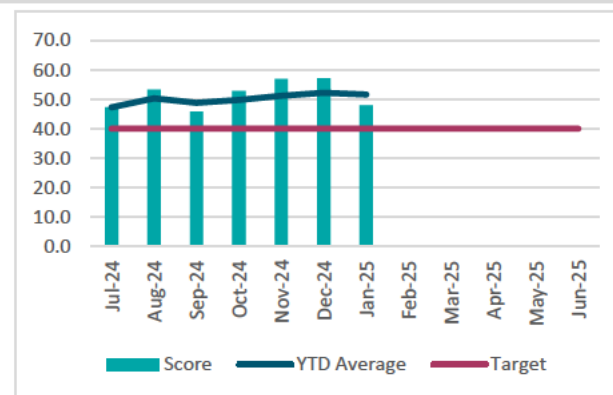
KPI RESULTS

Performing Arts: ticketed and total attendance (cumulative)



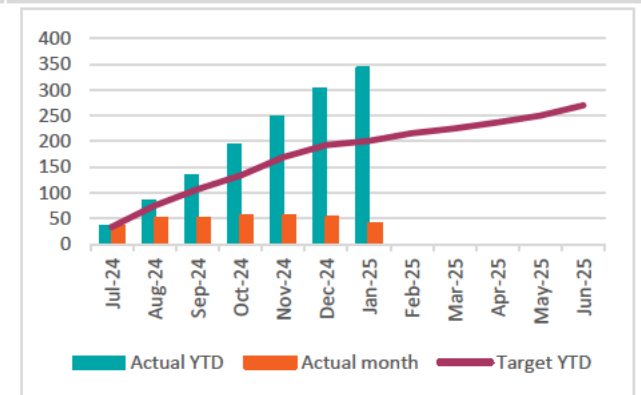
Ticketed attendance is **above target** at 325,000 YTD

Performing Arts: NPS for TAU audiences and participants



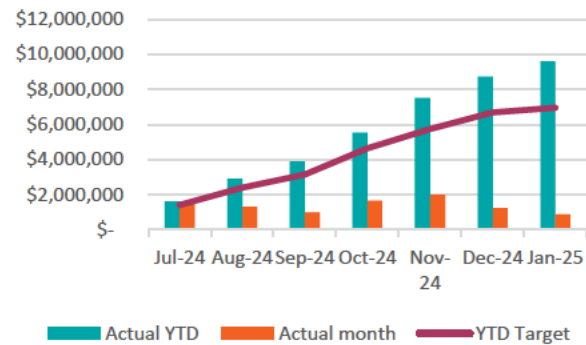
Performing Arts' YTD NPS score is tracking **above target** at 47.9

Performing Arts: number of events



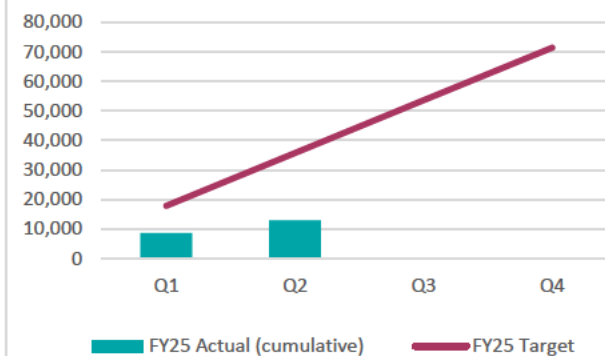
The number of Performing Arts events held (41) was **above the monthly target** of 8

Performing Arts: YTD Revenue



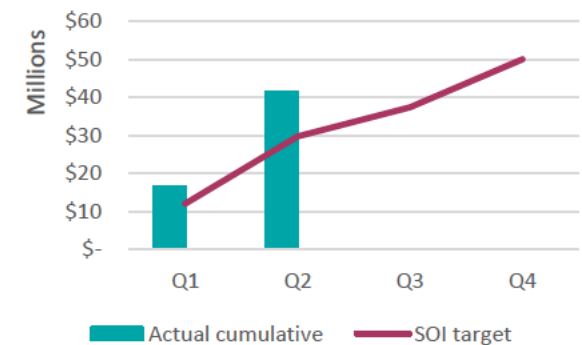
Performing Arts YTD revenue was above budget - \$9.6m against a budget of \$7.0m. Includes Director Performing Arts, Performing Arts and Presenter Services sub-units.

Performing Arts: No. of children participating in educational experiences (cumulative)



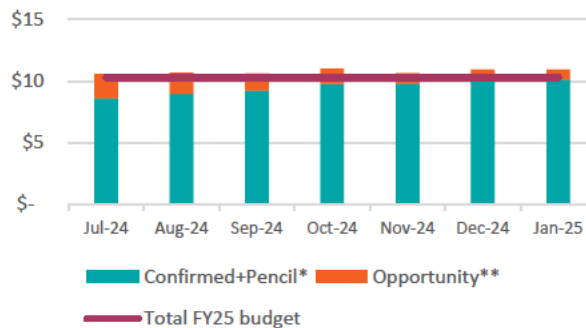
Q2 results for Performing Arts were **below target**

Major events and business events: contribution to regional GDP



Q2 results are **above** target based on five events out of seven, with two events pending evaluation

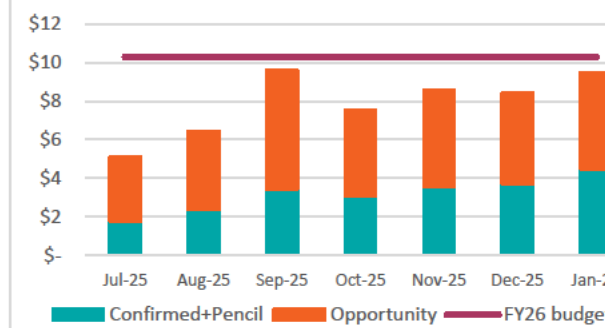
ACVE: FY 2025 Forecast YE Revenue vs Budget



At \$10.1m, confirmed events are tracking -1% on the FY25 budget. Aotea Centre comprises 29% and Viaduct Events Centre comprises 44% of revenues.

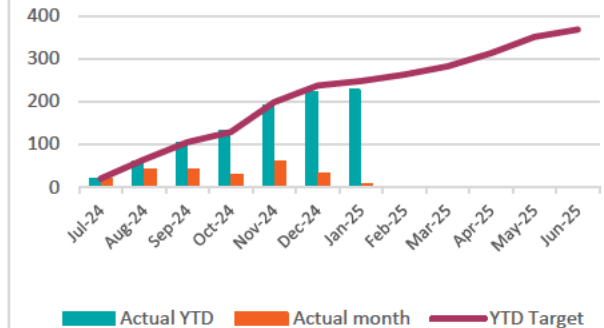
*Confirmed category includes confirmed events and 1st Pencil events - 1st in line and may proceed to contract if desired **Opportunity status is a sales enquiry or a lead (no booking space is held)

ACVE: FY 2026 Forecast YE Revenue vs Budget



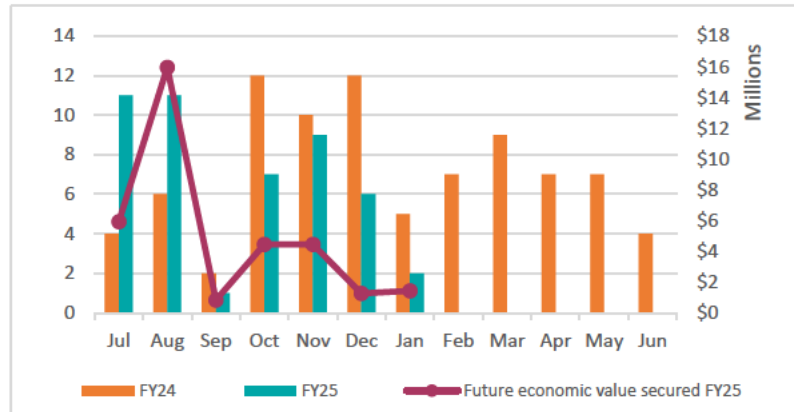
ACVE FY26 budgeted venue revenue is \$10.3m. Based on current bookings, \$4.5m of this revenue is confirmed, 44% of YTD Budget. A further \$5.0m of opportunities are in the pipeline.

ACVE: number of events (cumulative)



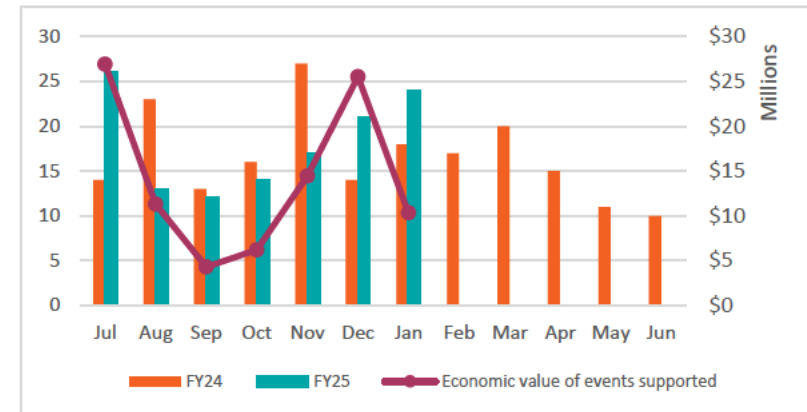
The number of ACVE events held (5) was **below the monthly target** of 10.

Auckland Convention Bureau: business events secured



ACB helped to secure **two new business events** for Auckland in **January** with an estimated **\$1.44m** of future economic benefit to the region. The two events are scheduled to be held this year and 2026.

Auckland Convention Bureau: new opportunities supported



ACB generated or assisted with **24 new business event opportunities** for Auckland in January with dates through to 2031 and an estimated economic value of **\$10.35m** if all are secured.

Auckland Convention Bureau: Notable monthly results

Taonga and places

Auckland Zoo

- **January visitation was 104,760**, 1.4% above budget. **YTD visitation is 485,846**, 4.6% below budget.
- **January revenue** from all sources was **\$2.07m**, and **YTD revenue \$9.23m** \$3.5% below budget.
- **148 Critically Endangered cobble skinks**, most of which were bred at Auckland Zoo, were returned to the beach on the West Coast north of Westport. This milestone achievement marks the end of the Zoo based component of the species recovery initiative. West Coast iwi **Ngati Waewae received the animals** while zoo staff undertook the physical release, all filmed by Magnetic for the Zoo's tv series, **Wild Heroes**.
- **The first flamingo chick of the year hatched** in late January, with potentially several more to come. The ongoing breeding success of this flock, the only flamingos in Oceania, means that there is now greater resilience as a result of this population increase, which will potentially be important as preparation continue for the imminent arrival of HPAL.
- In January, the Zoo worked with the following groups as part of the **Wellbeing in Nature Community Programme** ASD DADS, Aroha Seniors Group, Pillars, Tupu Ora Eating Disorder Unit, Ronald McDonald House, Child Cancer Foundation, Starship DHB.
- January is a quiet month for Conservation Learning sessions onsite but **the Zoo's outreach programme** connected with 257 ākonga (learners) and 159 pakeke (adults) across 14 libraries in seven days from Kumeū to Waiuku.
- **Environmental and operational sustainability:** A comprehensive review of the Zoo's supply requirements for a specialty animal food – live insects was completed in January, along with an audit of our paper waste stream.

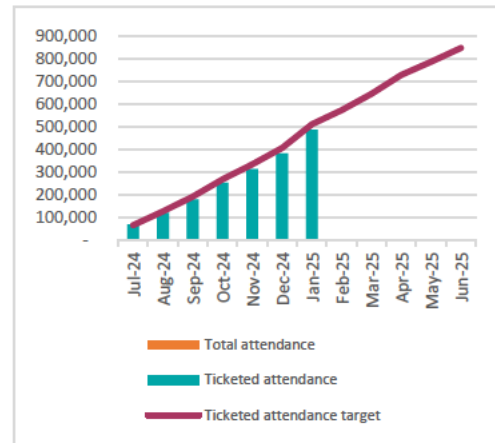
Auckland Art Gallery Toi o Tāmaki

- **January Visitation** was 52,094, just shy of monthly target with YTD 282,854 and continuing to track positively +4% against the overall visitation target for FY25. 10,885 visitors attended *Olafur Eliasson: Your curious journey* in the month of January. The busiest day was Auckland Anniversary Day (27 January) when a 'buy one get one free' ticket promotion was run. 830 visitors attended. 267 visitors took part in either a private or free guided tour in January. Many families took advantage of the school holidays by visiting the Gallery; 2546 visitors took part in Whānau Drop-In in January, and 18% of visits to *Olafur Eliasson: Your curious journey* were child tickets. Up from 9% the previous month.
- **Gallery retail** for January came very close to the same revenue as January 2024, without an additional Pop Up shop outside international exhibition. New Zealand made products are selling well (28.9% of sales) including, several *Olafur Eliasson – your curious journey* items are locally made, along with New Zealand-made prints and postcard. Exhibition merchandise is also selling well, (29.1% of sales) with three exhibition ranges currently instore, resulting in positive outcome.
- **Gallery Director** submitted Contemporary Asian exhibition business case to TAU Board which was approved and Senior Curator International Art presented to TAU Board a Indian art exhibition (historical) in concept, to be investigated in February 2025 and advised further on.
- **Gallery Director** was invited to judge *Champions Trophy Case Competition* at University of Auckland Business School involving 12 teams of senior undergraduate students from nine countries including Aotearoa New Zealand responding to the *Case Study: Strategic advice on how Auckland Art Gallery Toi o Tāmaki can enhance its role as kaitiaki* (custodian/guardian of art and heritage).
- **Research Library & Archives:** The Research Library & Archives was packed up and moved to the collection store as part of the office refurbishment project. 30,000 books and serials and 5000 artist files (in 21 filing cabinets) were moved in five days. Despite this closure the team still assisted six researchers onsite and research requests will continue to be serviced through the temporary closure. One artwork viewing of a Māori portrait by descendants, and artist Rosanna Raymond viewing her collection, facilitated by Registration.
- **Public Programmes:** First event of the year held in Auditorium was *Art and Feminism | A Personal and Political Journey* 16 January which was attendance by 95 people and art supplier Gordon Harris sponsored *Drop-in Drawing* event 17 January) *Olafur Eliasson – Your curious journey* exhibition programming continued with *Imagining Tomorrow | Creativity Climate and Hope* Team prepared for February programme Lunar New Year, Pride Month, Waitangi Day and closing events for *Modern Women: Flight of Time*. [REDACTED] started as maternity cover for Programme Producer Exhibitions & Collections role

<p>New Zealand Maritime Museum</p> <ul style="list-style-type: none"> Strong visitation continues, with <i>Into Ocean and Ice</i> and public programme attracting excellent numbers, Auckland Anniversary weekend prov a particular highlight. NZMM is seeing a composition shift versus last year, with a higher proportion of local free visitors and a reduction in international visitation, matching forecasting and the general reduction in cruise ships. NZMM is continuing exploratory work around the upcoming gallery refresh project, to update the museum's ground floor galleries and improve education programme facilities. Decanting of Ferries and Whaling galleries is in progress – a necessary step in working toward a business case for the TAU Board Capital Committee. NZMM masterplan is now expected to go to the TAU Capex Committee and Board February and early March 2025. Exhibition work is focusing on two planned offerings: the first examining the health and changes to the environment in the Hauraki Gulf since human arrival in Aotearoa New Zealand; and the second focusing on a review of traditional practice across the Pacific, in partnership with Lagi Maama. NZMM is preparing to host a trimmed down version of the Wooden Boats Festival at Hobson Wharf in 2025, as part of the Moana Festival. Additionally, staff are finalising programme details with the Hobart Wooden Boats Festival, with NZMM staff traveling to Hobart to take part in February 2025 At Percy Vos, work is ongoing to finalise NZMM's partnership and health and safety documentation with community partners Talks are progressing with MFAT around hosting the restoration work of the taonga Māori carvings that are normally in New Zealand House London, which will be returning to New Zealand for refurbishment. 	<p>Auckland Stadiums</p> <ul style="list-style-type: none"> January event activity across the three stadia was steady and in line with budget. Total attendance YTD has reached 412,350, with 75% of that achieved at Go Media Stadium. Event days YTD total 698 with the greatest level of activity occurring at North Harbour Stadium (43%) and Go Media Stadium (40%). Key sports events across January included Auckland FC v Melbourne Victory ([REDACTED] attendees), Auckland FC v Melbourne City [REDACTED] attendees), and speedway meets on 2 January ([REDACTED] pax), 4 January ([REDACTED] pax), and 18 January ([REDACTED] pax). The versatility of Lilyworld as an event hub was further demonstrated in January, hosting Megaland for five days attracting more than 5500 patrons and then hosting a Fat Freddy's Drop concert over Auckland Anniversary weekend with [REDACTED] in attendance. Very positive media coverage around the installation of solar panels at Go Media Stadium provided a good platform for speaking about different sustainability initiatives that are being pursued at the stadium and the financial benefit these initiatives will deliver for ratepayers. 	
<p>Aotea Arts Quarter</p> <ul style="list-style-type: none"> Identity and channels work paused, due to discussions re mana whenua and naming of the area, and other considerations regarding where this work should sit. Project Manager has been provided through the council to support the work on this project that is being led by TAU 	<p>Film Studios</p> <div style="background-color: black; height: 100px;"></div>	S7(2)(f)(i),(h) LGOIMA 1987
<p>Western Springs Precinct</p> <ul style="list-style-type: none"> The delivery programme for the critical works at Waikaraka Park, including the Steering Group and Project Control Group, are underway. The main contractor has been selected, and early establishment works will begin 3 March. [REDACTED] [REDACTED] [REDACTED] [REDACTED] 	<p>Integrating Auckland's cultural institutions</p> <ul style="list-style-type: none"> A schedule of Alliance meetings for 2025 has been confirmed with the directors of AWMM, MOTAT, NZMM, AAG and Zoo, plus TAU CE and Alastair Carruthers. TAU Partnerships is coordinating a piece of work across this Alliance group to collate and share key metrics for discussions around how the group can coordinate reporting, to be presented at the first Alliance meeting of the year Partnerships is currently working with MOTAT and the council on both the next MOTAT levy and the next round of board member renewal and recruitment 	S7(2)(f)(i),(h),(i) LGOIMA 1987

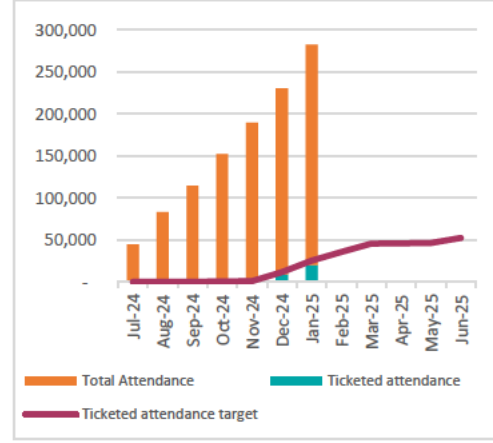
KPI RESULTS

Auckland Zoo: ticketed and total attendance (cumulative)



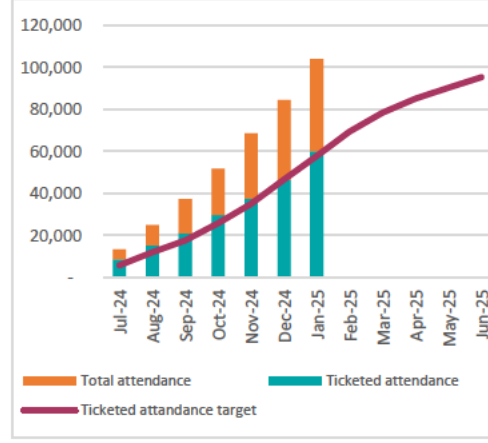
The Zoo's ticketed attendance is **below target** at 485,000 YTD

Auckland Art Gallery: ticketed and total attendance (cumulative)



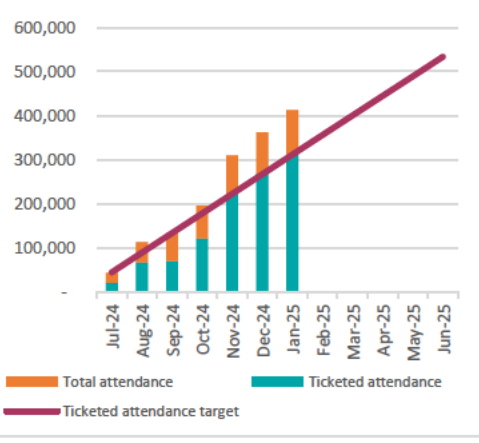
The Gallery's ticketed attendance is **below target** at 20,000 YTD.

NZ Maritime Museum: ticketed and total attendance (cumulative)



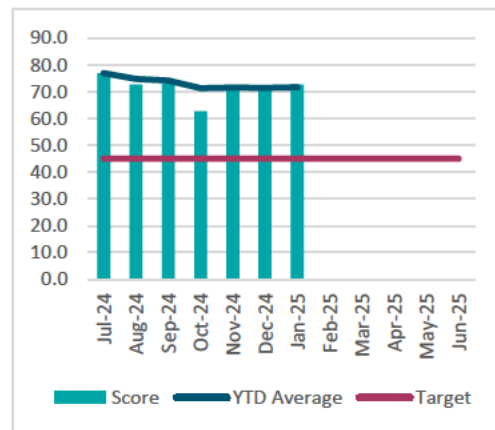
The Museum's ticketed attendance is **above target** at 60,000 YTD

Auckland Stadiums: ticketed and total attendance (cumulative)



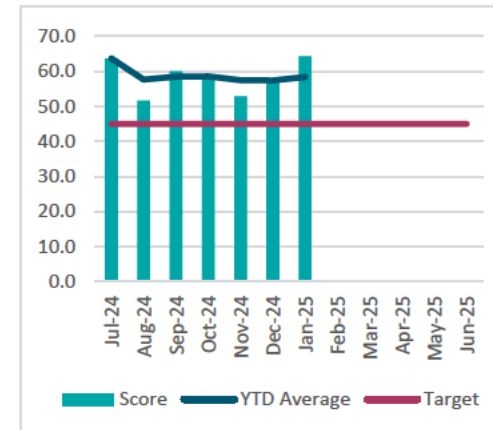
Auckland Stadiums' ticketed attendance is **above target** at 312,000 YTD

Auckland Zoo: NPS



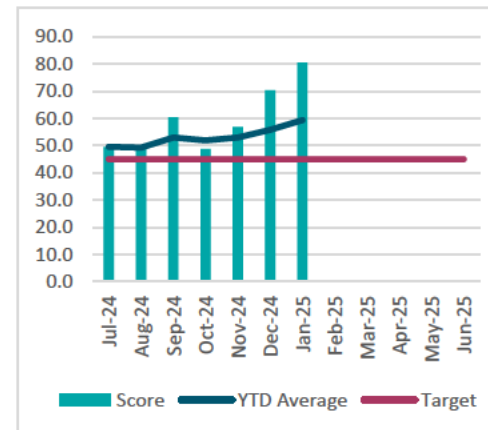
The Zoo's YTD NPS score is tracking **above target** at 72.6

Auckland Art Gallery: NPS



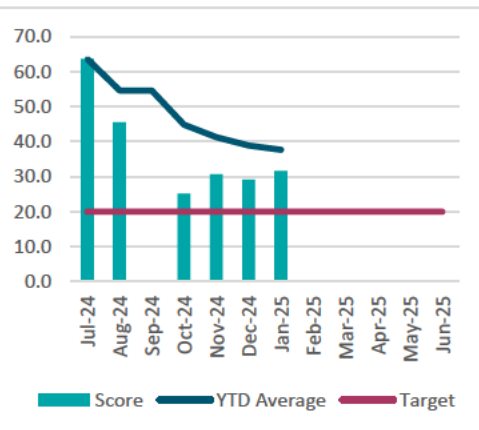
The Gallery's YTD NPS score is tracking **above target** at 64.3

NZ Maritime Museum: NPS



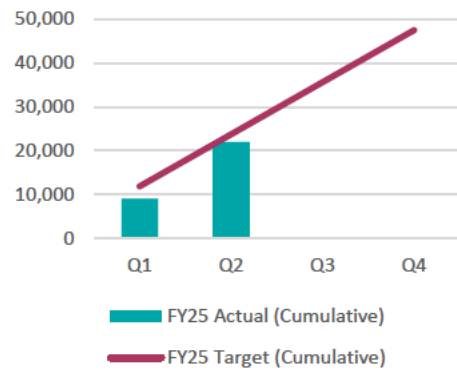
The Museum's YTD NPS score is tracking **above target** at 80.4

Auckland Stadiums: NPS



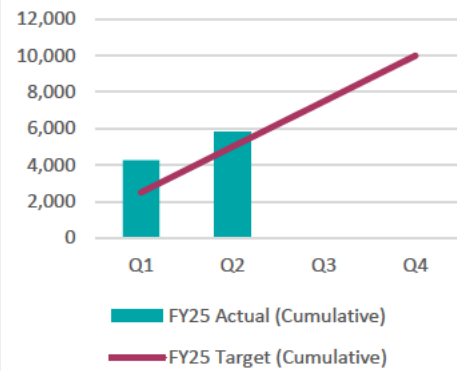
Auckland Stadiums' YTD NPS score is tracking **above target** at 31.7

Auckland Zoo: No. of children participating in educational experiences (cumulative)



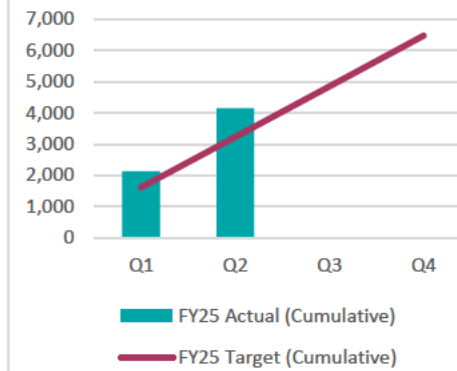
Q2 results for the Zoo were slightly **below target**

Auckland Art Gallery: No. of children participating in educational experiences (cumulative)



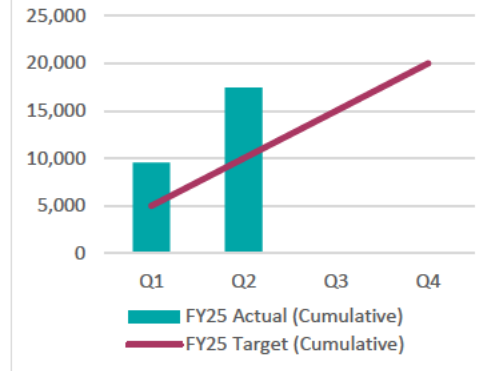
Q2 results for the Gallery are **above target**

NZ Maritime Museum: No. of children participating in educational experiences (cumulative)



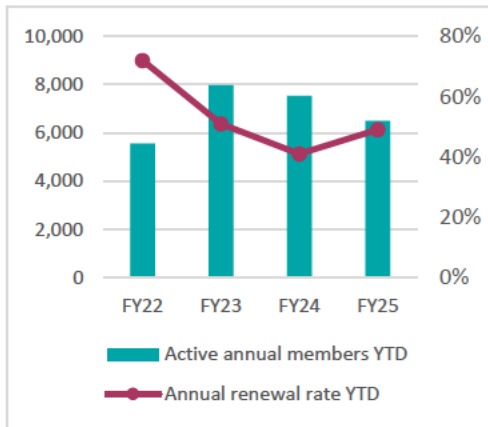
Q2 results for the Museum are **above target**

Auckland Stadiums: No. of children participating in educational experiences (cumulative)



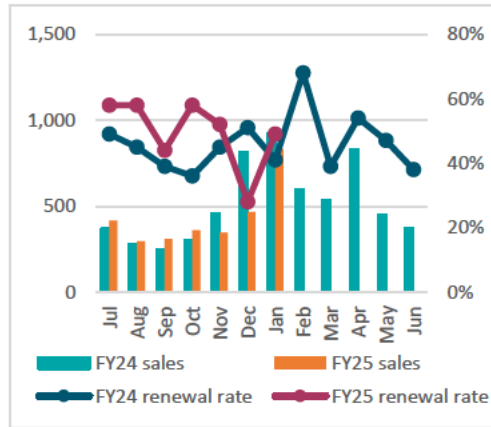
Q2 results for Stadiums are **above target**

Auckland Art Gallery: annual membership



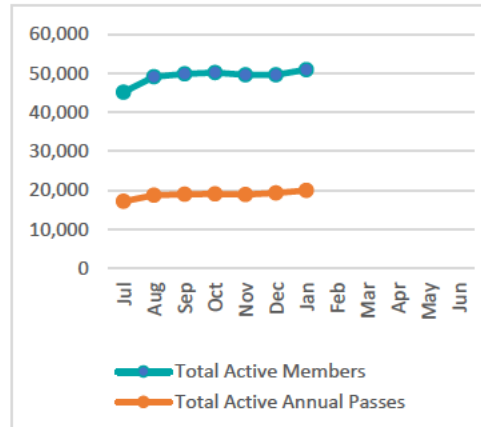
The Gallery's YTD average renewal rate is 50% and there are 6494 active members at month end

Auckland Art Gallery: monthly membership



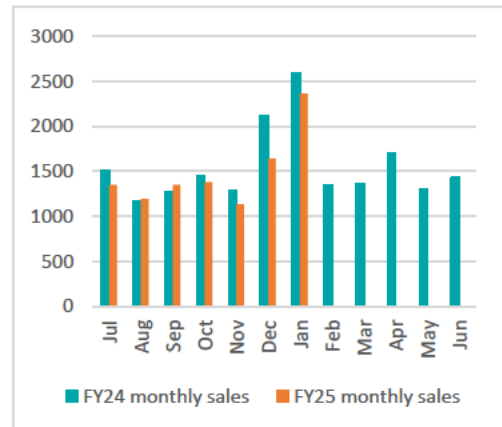
The Gallery's monthly renewal rate was 49% in January and 833 memberships were sold

Auckland Zoo: annual membership



At the end of January, the Zoo had 19,986 active passes and 50,946 active members

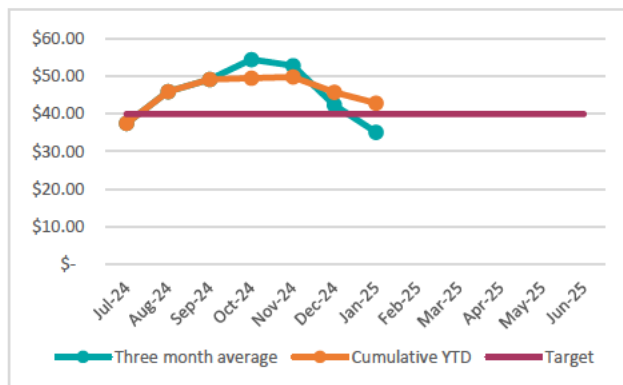
Auckland Zoo: monthly membership



2367 Zoo memberships were sold in January, fewer than in January last year (2588)

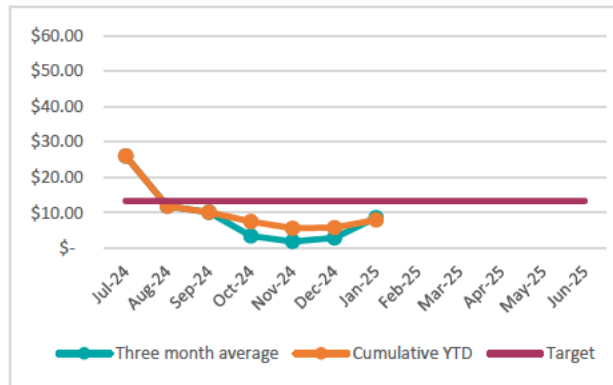
The charts below are a first iteration of monitoring net cost of service per patron across TAU cultural organisation. Net costs include apportioned shared corporate staff and overhead costs. Patrons reflect total attendance at each venue (not ticketed attendance). This measure will continue to be developed and refined over time

Auckland Art Gallery: Net cost of service per patron



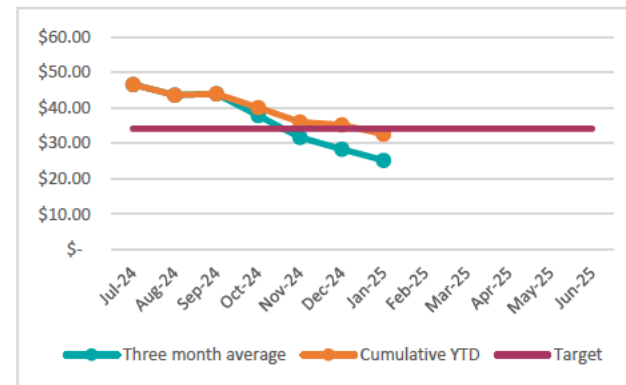
At the end of January, the Gallery's average YTD net cost of service per patron was \$35.10 against an SOI target of \$39.90

Auckland Live and Conventions: Net cost of service per patron



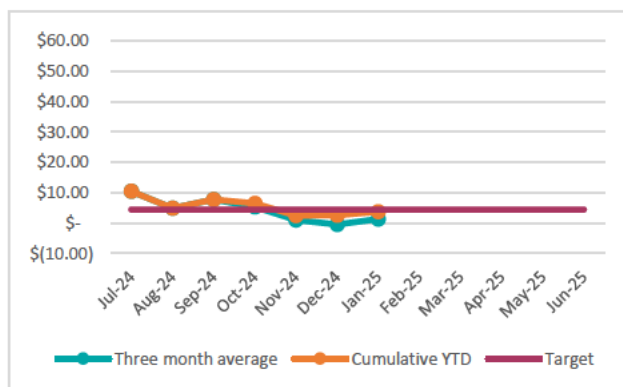
At the end of January, Auckland Live and Convention's average YTD net cost of service per patron was \$8.60 against an SOI target of \$13.30

NZ Maritime Museum: Net cost of service per patron



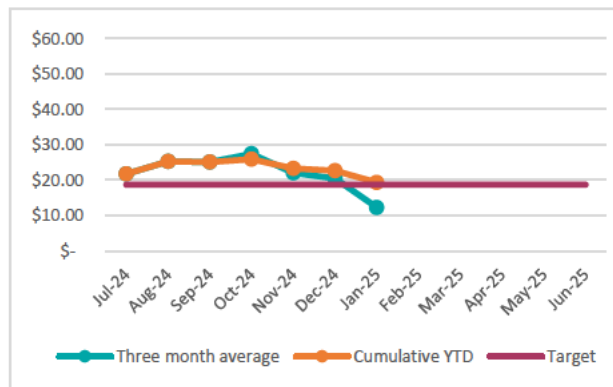
At the end of January, the Museum's average YTD net cost of service per patron was \$25.20 against an SOI target of \$34.10

Auckland Stadiums: Net cost of service per patron



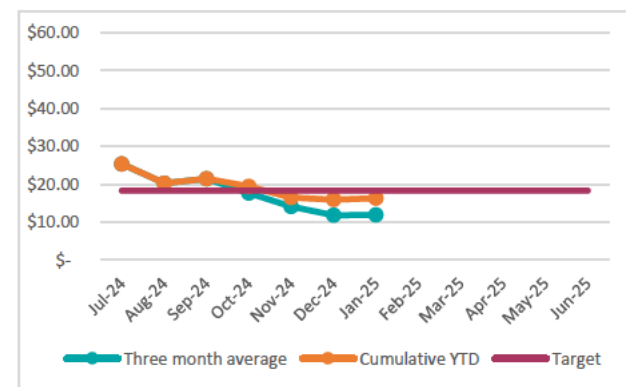
At the end of January, Auckland Stadium's average YTD net cost of service per patron was \$1.30 against an SOI target of \$4.40

Auckland Zoo: Net cost of service per patron



At the end of January, Auckland Zoo's average YTD net cost of service per patron was \$12.30 against an SOI target of \$18.70

Total Tātaki Auckland Unlimited: Net cost of service per patron



At the end of January, TAU's net cost of service per patron was \$11.80 against a target of \$18.25

Auckland's prosperity

Visitor Economy

- **Destination Partnership Programme (DPP)** No further update
- Trade activity:
 - North America Roadshow Registrations exceed 200 with the NYC daytime event now waitlisted. Strong airline support secured, including 15 seats for September famils, with additional seats under discussion.
 - North Island Collaboration (working title of Nau Mai North) Venues confirmed. Targeting 60 suitable North Island operators to align with the Australian customer focus
 - Chinese Inbound Operators Hosted 40+ operators at Auckland Art Gallery for a market update and Chinese New Year recognition
- Tourism famils and media (DPP)
 - Famil planning for shoulder season underway IBO's, TNZ and TRENZ activity
 - Three media stories released in North America through DPP with PR agency in NYE (attached to Auckland International Airport Support agreement)
- Treasures of Tāmaki Makaurau Auckland
 - Project contractor started to drive applications and project plan next milestones
- Māori Tourism Workstream January has seen planning sessions for various workstream to kick start and action in March following the busy period for Māori tourism operators
- Nighttime Eonomy contractor started, meeting all key stakeholders with a framework to be completed and shared with teerco on 25 March.
- Cruise aligning the Review of Auckland Cruise Plan with the working being done by Eke Panuku for Central Wharves work. On track to receive 1st draft of plan mid March
- Iconic Auckland Eats Nominations opened on the February. Target is to grow nominations by 15% on 2024 and increase regional spread by 10%

Screen & Creative

- **Te Puna Creative Innovation Quarter investment** [REDACTED]
- **Te Puna Central Hub** – Marketing brochure with specs complete Stage 2 of approved fitout underway due for completion end of April Other tenant attraction ongoing [REDACTED] Positive feedback from stakeholders received following 1News business story late January.
- **Te Puna Central Hub Māori Outcomes** council) funded programme. The creative skills academy programme contract is now signed, and business growth programmes in negotiation. Evaluation frameworks underway. (see more in MO section)

Economic Transformation & Investment

- **Project Ikuna** Delivery of programme extension underway. Team is supporting a request from MBIE for Minister Willis to visit a number of companies which have benefited from support through Project Ikuna.
- **City Centre** – The economic intelligence team presented the latest City Centre Tempo, key data, to the City Centre Steering Group and Advisory Panel, which is chaired by Scott Pritchard and attended by Mayor Wayne Brown and Cllr Mike Lee.
- **Regional Deal** – Team is working alongside Auckland Council Chief Economist, Tech and Innovation and Destination teams to support the council wide regional proposal which is to be submitted to government by the end of February.
- **Investment** Pipeline client Aventura ha begun earthworks on site for the \$100m+ Dairy Flat surf park development. [REDACTED]
- **International** – hosted Canadian High Commissioner and Senior Trade Commissioner/Consul General and, separately, the Australian High Commissioner. Significant interest from both in the economic importance of Auckland. Hosted Tokyo Metropolitan Government's Director of Environmental Policy and 4 other officials. Overview of Climate Connect Aotearoa provided. Hosted Deputy Director, Yamagata Prefecture (Japan) provided outline of Auckland's tech and innovation ecosystem.

S7(2)(f)(i),(h)
LGOIMA 1987

Tech & Innovation

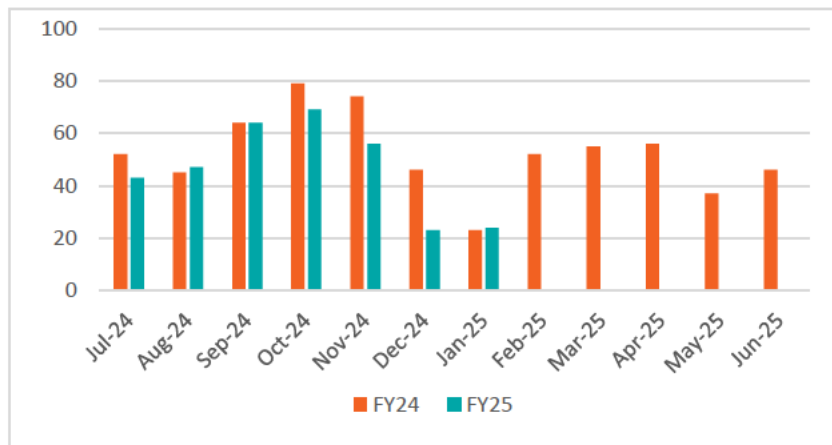
- **GridAKL Startup hub** has partnered with CreativeHQ to host a new **Fintech Lab 2025 Accelerator**. The programme guides 14 teams through product refinement, market readiness, ecosystem engagement and scaling principles.
- **Startup Aotearoa programme** (funded by Callaghan Innovation) continues to support entrepreneurship in **January with 35 x founders engaged** with GridAKL Advisors. NPS score of 93 overall.
- **Engagement with students from Utah / Brigham Young University** providing information on Auckland's innovation ecosystem.

S7(2)(f)(i),(h),(i)
LGOIMA 1987

- Sites and Places of Significance to Mana Whenua** – update in Māori Outcomes section.
- Engagement with Yamagata Government** (Digital Director) to build city to city relationship and share knowledge on respective tech economy plans.
- GridAKL Kids Game Dev**, returned for a day of showcasing local games. Hosted by alumni member Joe Chang, to bring the community together to test new ideas and celebrate local game dev creativity.
- Boston Consulting Group lease renewal** executed re 12 Madden St – expiry July 2029.
- The **GridAKL Innovation Network** continues to grow with 133 companies/870 individuals at GridAKL, 17 companies/52 individuals at Click Studios, five companies/30 individuals at GridMNK and four companies/nine individuals at Reserve, Glen Innes.

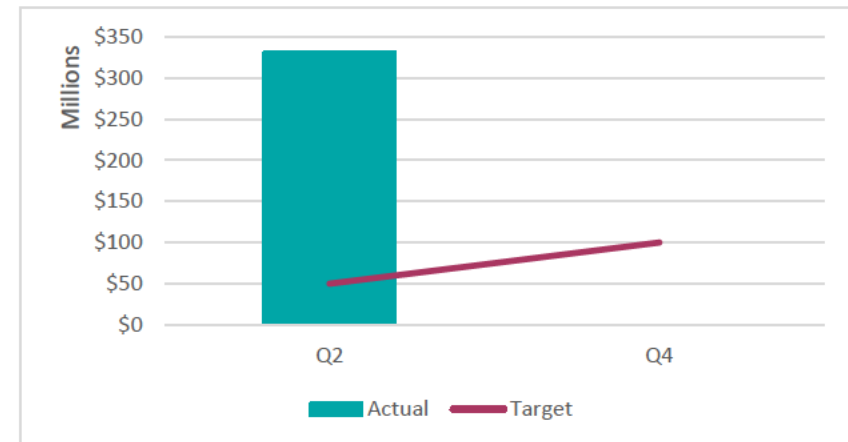
KPI RESULTS

Screen permits processed



The numbers of permits processed in January (24) was up on January 2024 23

Attributable value of private sector investment secured

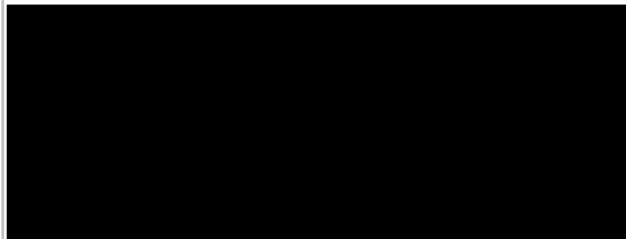


AT the end of Q2, the attributable value or private sector investment was **above target**

Auckland's reputation

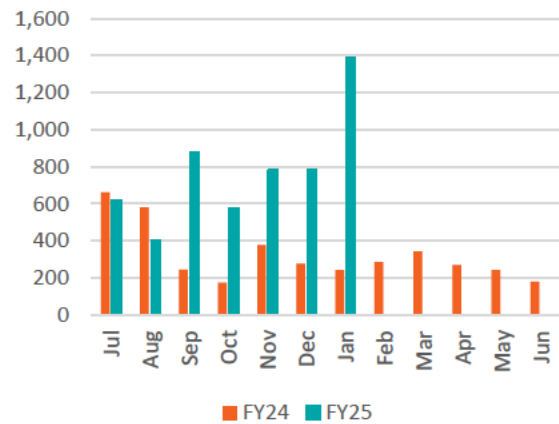
Destination	Events	Cultural Organisations
<ul style="list-style-type: none"> Marketing activity supported the opening of Iconic Auckland Eats nominations on 5 February with ~1000 entries received in first 10 days. A targeted hospitality industry call out and collaborations with 30+ local influencers will amplify the next phase. Australia's Sunrise breakfast TV show will live broadcast from Moana Auckland on 27 February to 1.2m viewers. Features include Iconic Auckland Eats, waiata by SIX60, and Auckland Pride with renowned drag queen Paid activity featuring DPP partners, campaigns with Expedia and Air NZ Australia, and Phase two of the 2Easy partnership with Rotorua are all scheduled in AU to drive Auckland's autumn/winter growth <p>International tourism famils and media</p> <ul style="list-style-type: none"> Successfully pitched Auckland as the place to work as a digital nomad to US writer Scott Laird, resulting in Fodor's Travel story This Stunning Country Just Made It Easier to Temporarily Relocate There reaching an audience of frequent leisure and business travellers (5 monthly unique visitors). Support for Forbes writer Roger Sands resulting in 5 Reasons Why Auckland, New Zealand Deserves Serious Props (3.5m daily visitors). Support for Town & Country writer Amy Louise Bailey on a Snobs Guide To New Zealand. (98,000 daily views, print circulation 440,000). 	<ul style="list-style-type: none"> Marcomms for Moana Auckland continued with MediaWorks promotions across More FM, The Breeze and Rova, alongside large-format billboards and screen media; comms stakeholder event launch 27 January with successful earned ThreeNews coverage Successful marketing promotion for BNZ Auckland Lantern Festival and extensive earned media coverage targeting behaviour change around first time ticketing of the event. High pick up in Chinese Herald, Channel 33, RNZ, NZ Herald/Canvas etc High profile sites across Auckland were identified for video projection of SIX the Musical content as part of leveraging event benefits for the region, while promotional content plans were also in development for Aotearoa Art Fair and Synphony Significant earned media coverage achieved across major outlets leveraging SailGP. Careful stakeholder engagement and risk management resulted in positive feedback from different sectors. Auckland Live: Marketing & Ticketing supported 44 Venue Hire clients, five major supported campaigns including Auckland Arts Festival, <i>SIX the Musical</i>, Auckland Philharmonia, and ran three Auckland Live presented campaigns including: Morning Melodies resulting in the biggest uptake of subscriptions, Summer in the Square seeing record attendance numbers, and Panti Bliss 'If These Wigs Could Talk' connecting with the LGBTQIA+ and Irish communities and businesses. Auckland Live key stats: Ticketmaster Paid Social \$1k spend generated \$17 worth of tickets sold. Organic search drove \$1.3m of the AL website total revenue \$2.3m. AL Organic Social generated \$127,000* and AL Email drove \$116 revenue*. *Approximate only ACB Ken Pereira media interview with Micenet 	<ul style="list-style-type: none"> Auckland Art Gallery had 50 media mentions in Jan with a reach of 2.8m. Coverage focused on the Lunar New Year festival and the Olafur Eliasson exhibition while comms is underway for the Brett Graham acquisition and <i>A Century of Modern Art</i> opening 7 June – media announcement distributed 29 January. Developed comms for Research Library closure. Auckland Art Gallery's Lunar New Year content collaboration with Chinese social media platform Skykiwi resulted in 9000 views, while Instagram & TikTok posts on Olafur Eliasson: your curious journey generated 125 views and 10,000 engagements across five design, art, environment and family accounts. Early results for NZMM's Into Ocean & Ice marketing campaign showed a +15% increase in webpage views vs. the previous exhibition. Meanwhile, attendance of the Museum's school holiday programme was nearly double the previous year following marketing efforts included digital, radio, and brochures. Promotion of Zoo Lates and Valentines Late went to market with own channel marketing on TikTok (1440 clicks/\$570 spend) and Snapchat (800 clicks/\$260+ spend) engaging new, younger audience The Zoo achieved 469 media mentions – TV (133), Radio (204), Print (43), Online (89) Highlights included elephant Burma's progress at new home; release of 148 cobble skinks with DOC and 2x RNZ long format interviews with curators. Comms planning for upcoming dinosaur experience activation (2 April – 31 Oct) Auckland Stadiums comms and media management to support launch of North Harbour Stadium EOI resulting in 12 positive items including 1News, Newstalk ZB, Stuff (The Press, The Post). Cumulative organic social media reach of more than 1.1m, driving awareness and ticketing for sold out Megaland event, 2x Auckland FC matches and Fat Freddy's Drop – total attendance 42,000

S7(2)(f)(i),(h),(i) LGOIMA 1987

	<ul style="list-style-type: none"> • Auckland Conventions website received 8183 users and 161 enquiry form submissions Over 200 RSVPs for the MOTAT event on 19 February 	
Auckland brand and reputation	Economic development	Discover Auckland platform
<ul style="list-style-type: none"> • A TAU led city centre campaign, fully funded by the CCTR, was jointly briefed with partners from Heart of the City and K' Road Business Association to support the city centre through autumn and into winter. • Filming of the TAU delivered festivals for B-Roll and promotion prioritised. • Studio highlights: 'Find your happy' creative treatment and ads, CCA SME adaptation report, Go Media sizzle reel, Te Puna signage and collateral, Moana Auckland. Various deliverables for festivals, cruise, DPP, AAG, Live and ACB.  <p>S7(2)(f)(i) LGOIMA 1987</p>	<ul style="list-style-type: none"> • Te Puna Creative Innovation Quarter Venue sales brochure, site photography and cultural competency course collateral developed and ready for promotion. SXSW event confirmed for marketing promotion. Comms & engagement plans for overarching project, launch and cultural competency pilot. Strategic guidance and review of investment memorandum. Support of eDM strategy development. Management of 1News coverage about the quarter's development reaching 500,000 prime time viewers. • Climate Connect Aotearoa: ClimateWise, the SME adaptation platform, soft launched. Invitations sent for the launch event on 27 Feb. Marcomms campaign implementation in progress including Community Energy Sharing Project media release and pitch plan. • Tech Auckland: Start Up Week Secured domain name for microsite: aucklandstartupweek.com. and completed web copy. • GridAKL's 10th Anniversary celebrations invitations sent out to partners, stakeholders and alumni Copywriting and GridAKL brochure refresh • Secured Screen Auckland Devonport Flagstaff and ShowNews coverage for <i>East of Eden</i> filming. • Invest & International Strong focus on successful Auckland businesses/ Article published <u>Vessey: Electric hydrofoiling propels a better world & Worldwide excellence from Auckland: Salus Aviation</u> <p>Economic Transformation – City Centre investment prospectus roll out scoped video and fact sheets being finalised for the promoting via digital and print channels.</p>	<ul style="list-style-type: none"> • Electronic newsletter (eDM) strategy completed and deployment plan in development • Auckland Pass ELT project update completed; research summary and board presentation in progress for delivery in March • BNZ Lantern Festival and Iconic Auckland Eats microsites completed • Cruise microsite in development • Collections campaign live on social media with two celebrity Auckland chefs. • Quarterly development approach kicked off with technical agency.

KPI RESULTS

Media coverage mentioning TAU



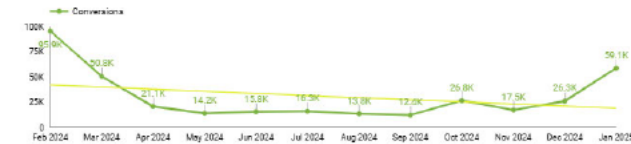
The year started strongly with a **76% increase** in media mentions compared to December and the highest number of media stories since TAU records began. Online media mentions saw a remarkable 96% increase over the previous month, thanks in part to real-time reporting from the SailGP event. Other stories that dominated coverage were ASB Classic, Moana Auckland festival, and the upcoming BNZ Auckland Lantern Festival.

Discover Auckland Platform Performance

Sessions: Interaction of individual user with website within a specified time period e.g. a session initiates when a user opens website and no session is currently active



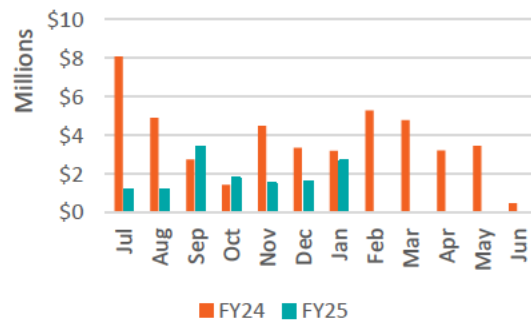
Conversions: The number of referrals/links to 3rd party sites, file downloads, form submissions and Login/Sign up to accounts that have occurred over time.



1.9m sessions across the last 12 months with an 89% increase in Jan vs Dec due to BNZ Lantern Festival, Collections campaign & What's on in Auckland this January

December's top operator referrals were Gravity X, Wētā Workshop Unleashed and Parakai Springs. Top event links were BNZ Lantern Festival tickets, SailGP, Dinosaurs of Patagonia and 2025 ASB Classic

Equivalent Advertising Value (EAV) of TAU media coverage



Similarly, January saw a significant **66% increase** in Equivalent Advertising Value (EAV), the second highest value since reporting changes. Auckland Zoo, Auckland Art Gallery, and Auckland Stadiums featured prominently in the share of coverage. There continued to be analysis and reaction to CCO service delivery changes and a high number of editorials focused on the future of major events funding and discussion about of a bed levy mechanism – all requiring careful comms management.

Note: The new media service (from July 2024) rates equivalent advertising value (EAV) differently to the previous provider and therefore results are not directly comparable with last year.

Top Cities – 1 January – 31 December 2024

City	Country	Total users	Total Users as %	Sessions	Sessions as %
1. Auckland	New Zealand	102,439	57%	124,749	58%
2. Christchurch	New Zealand	14,507	8%	15,496	7%
3. Sydney	Australia	10,784	6%	11,915	6%
4. Wellington	New Zealand	8,330	5%	8,886	4%
5. Melbourne	Australia	8,095	4%	8,676	4%
6. Brisbane	Australia	5,032	3%	5,421	3%
7. Hamilton	New Zealand	4,600	3%	5,022	2%
8. Tauranga	New Zealand	1,367	1%	1,475	1%
9. Adelaide	Australia	933	1%	995	0%
10. Perth	Australia	907	1%	964	0%

No change in top 10 cities. Large increase in visits from Indonesia up 276% vs Dec 2024. They were most interested in city-info, BNZ Lantern Festival and central city listings

Climate change and environmental sustainability

Climate Change and Sustainability (General Update)	Te Tāruke-ā-Tāwhiri: Auckland's Climate Plan (Economy Priority)
<ul style="list-style-type: none"> Cross cutting: <ul style="list-style-type: none"> The Climate Change and Sustainable Investment Framework has been finalised and approved by a representative of Te Kawerau ā Maki for the investment memorandum. Climate risk assessment work for the precinct is ongoing. A feasibility study for nature-based solutions at the Aotea Centre is in the early stages TAU events: A 10 point sustainability plan was developed for Pasifika and Lantern festival 2025. Other: ACVE has been accepted as an inaugural 'year 1' <u>sustainable supplier</u> for Sustainable Events New Zealand (an initiative by the New Zealand Events Association). The solar installation at Go Media Stadium was covered by 1News at Six (TVNZ). <p>See the quarterly dashboard for progress updates on TAU's Climate Change and Environment Strategic Plan – Q3 due in April 2025.</p>	<p>Action E2: Climate Connect Aotearoa (CCA)</p> <ul style="list-style-type: none"> Māori outcomes: An article was published on He Kete Mātauranga called <i>He Tirohanga Māori: A Māori perspective on climate adaptation for businesses</i> Energy: The CCA commissioned report on 'Community Scale Batteries in Aotearoa' was published on the Knowledge Hub. Engagement with key stakeholders regarding community education, programme synergies with Ara Ake, the Power Innovation Pathway and the regulatory exemption. ClimateWise: The ClimateWise website has been deployed. Content development and loading continues. Preparations are ongoing for the launch event on 27 February. A presentation was given to key stakeholders to show the near complete site and stakeholder feedback was positive. Engagement with current and new stakeholders regarding case studies and partnership opportunities. A proposal is in development for Adaptation Futures - an upcoming international conference in Christchurch. General: Preparing for transition of this part of the team to the council, [REDACTED]

S7(2)(f)(i),
LGOIMA 1987

Māori outcomes

Kia ora te Umanga Māori Business, Tourism and Employment	Kia ora te Ahurea Māori Identity and Culture
<p>Māori Economic Innovation Hubs:</p> <ul style="list-style-type: none"> In addition to LTP Māori Outcomes Fund investment of \$3.36m over three years, TAU is also providing funding from its operating budget for these hubs. Both hubs are required to report quarterly on the terms of the investment agreements. Te Ngahere has commenced a refit of the new premises in Manukau, GridAKL is working with Ngā Mātārae on a proposal to bring forward year two and three funding for Te Ngahere into FY25 to address a shortfall in FY25 fitout funding due to challenges in securing timely funding from other funders. Te Puna Creative Hub is being established at Te Puna Creative Innovation Quarter in Te Kōpua, Henderson with LTP Māori Outcomes funding. The \$1.8m over three years was secured to deliver training, innovation and business growth pathways for Māori primarily focussed on creative tech industries. TAU is partnering with Te Kawerau ā Maki on development of the hub, with funding to support development and delivery of two main programmes Creative Academy and Business Growth. 	<ul style="list-style-type: none"> ASB Polyfest 2025: TAU confirmed sponsorship support for the Māori Stage at ASB Polyfest 2025, to be held 2 – 5 April at the Manukau Sports Bowl. Celebrating its 50th anniversary, the Auckland Secondary Schools Māori & Pacific Islands Cultural Festival is a premier cultural event that provides a platform for rangatahi to succeed. M9: TAU confirmed sponsorship of the ninth iteration of M9, to be held in the Kiri Te Kanawa Theatre 10 April. The event will see nine kaikōrero offer their unique perspectives on Te Ōhanga Māori – A pathway to Prosperity. As a sponsor, Māori Outcomes is able to distribute sponsor benefit tickets to 200 Mana Whenua and Mātāwaka, enabling them to experience this celebration of te Ao Māori in one of TAU's renowned venues. The Long Song – He Waiata Roa: TAU had the opportunity in January to provide sponsorship to bring a collective of indigenous Turtle Island musicians from Anishanaabe and Métis to Tāmaki Makaurau for 'The Long Song' project – a cultural collaborative experience that included a music workshop, marae experiences and indigenous wananga. The objectives were to: strengthen the indigenous community and build on The Long Song project which has developed global branches and networks for Māori musicians; and create collaborations to be released in both Aotearoa and Canada

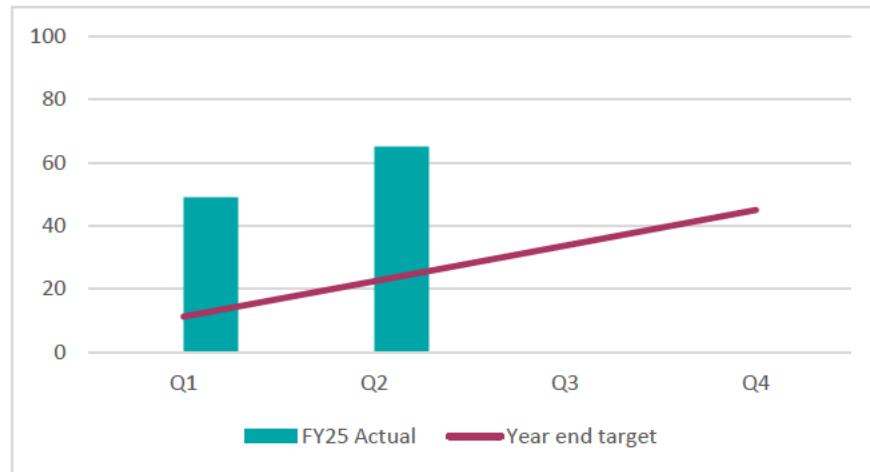
- TAU has signed agreements with Crescendo Trust of Aotearoa and Te Pou Theatre Trust to deliver extensions of existing successful programmes for rangatahi. The pilot business growth programme design will be completed in February 2025 and delivery partners secured. Delivery of the pilot will start in Q4 FY25 following an EOI process commencing in February to identify pakihi Māori who will benefit from the pilot programme.
- A Screen Industry Cultural Confidence pilot programme has been designed with Te Kawerau ā Maki. TAU is working with Ama Digital Studios and Te Kawerau ā Maki on possible design and delivery of an animation programme that will include a consortium of businesses in the creative tech sector.
- The MOF investment in hubs included funding to develop and deliver a kaupapa Māori evaluation framework for the hubs that appropriately measures value and impact, work commenced in December, with the framework due in Q3 2025.
- **Filming on Sites and Places of Significance to Mana Whenua:** Following collaboration between Iwi and Hapū representatives, Screen Auckland, and TAU Māori Outcomes, an Auckland Unitary Plan change was drafted to enable filming on council-controlled Sites and Places of Significance to Mana Whenua as a permitted activity. Council received 10 submissions from the public notification. While the hearing date has not yet been set, TAU is communicating positive initiatives arising from the collaboration with Mana Whenua representatives in February. These include a short course developed with Te Kawerau ā Maki to support facilitators when filming on SPSMW in their rohe, updating the FilmApp tool to include more comprehensive information on SPSMW, and starting work to update the Auckland Film Protocol with insights from the process so far.
- **Schedule of Issues of Significance to Māori:** The preparation of the Schedule of Issues of Significance to Māori in Tāmaki Makaurau (IoS) is a legislative obligation of the Houkura Independent Māori Statutory Board (HIMSB) as set out in the Local Government (Auckland Council) Act 2009. The first version was prepared in 2011 and included 29 IoS. A review of the IoS is currently underway, with preliminary findings suggesting Māori engagement is a priority IoS to address. The final draft is due to be presented to the HIMSB for sign off 3 March 2025.
- **Kia ora Tāmaki Makaurau Māori Outcomes Framework:** A refresh of the 2020 Kia ora Tāmaki Makaurau framework (KOTM) to measure Māori wellbeing, outcomes and performance for Tāmaki Makaurau is being led by Ngā Mātārae. The refresh aims to take into account the findings of the HIMSB IoS review and also an assessment of KOTM performance (since 2020). The final draft is due for adoption in June 2025.

Contributions towards other strategic priorities of Kia Ora Tāmaki Makaurau

- **Māori engagement:** TAU Māori Engagement Committee members and the Director Māori Outcomes successfully hosted members of the Tūpuna Taonga o Tāmaki Makaurau Trust during the Fat Freddy's Drop concert at Go Media Stadium, 26 January. The hosting enabled TAU to extend manaakitanga to trust members, and it provided an invaluable opportunity for whanaungatanga and kōrero on topics of shared interest.

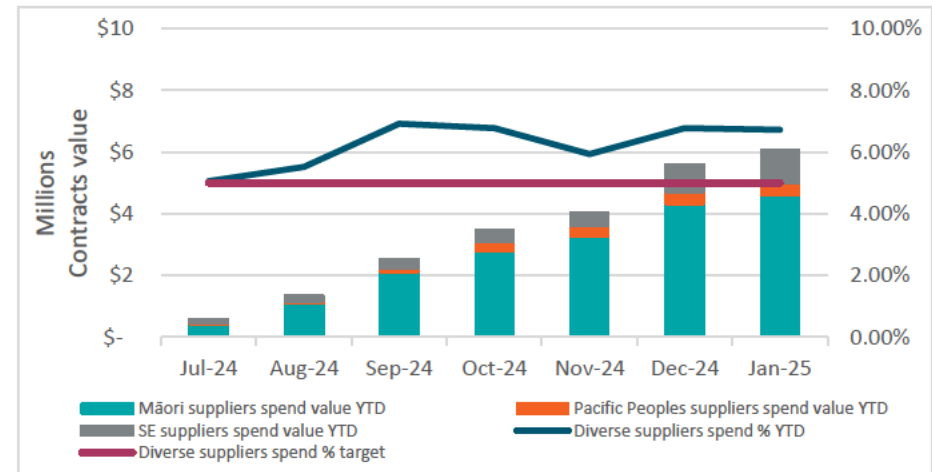
KPI RESULTS

Number of programmes, events and initiatives contributing to the visibility and presence of Māori in Tāmaki Makaurau



Q2 Results are **above** target

Percentage of goods and services spend on diverse suppliers (Māori suppliers, Pacific Peoples suppliers, Social Enterprise Suppliers)

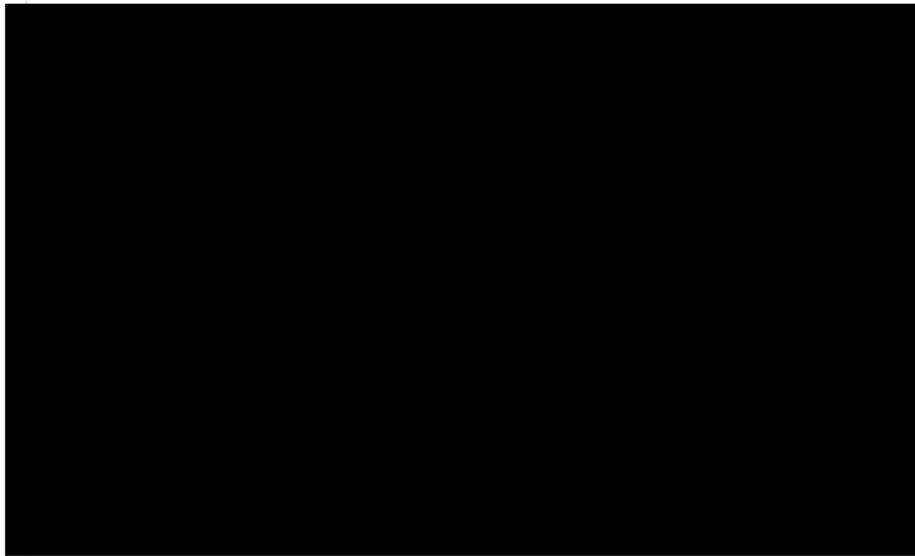


TAU's diverse suppliers spend % is **on track** at 6.73% against 5% target.

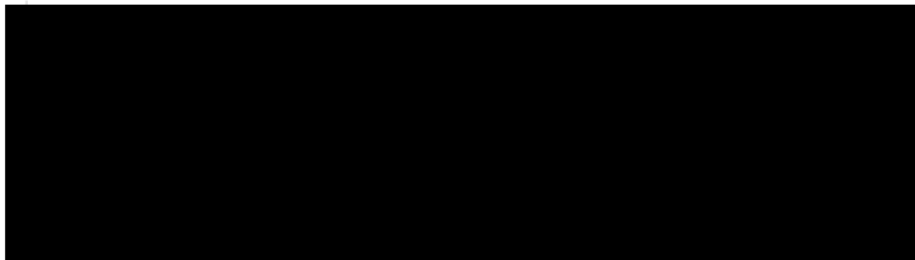
Māori and Pacific Peoples suppliers are defined as organisations which have at least 50% Māori or Pacific Peoples ownership (100% ownership if sole-proprietorship/trader). Social enterprises are purpose-driven businesses that trade to deliver positive social, cultural, economic and environmental outcomes.

Enabling activity

Group Shared Services (GSS) Implementation

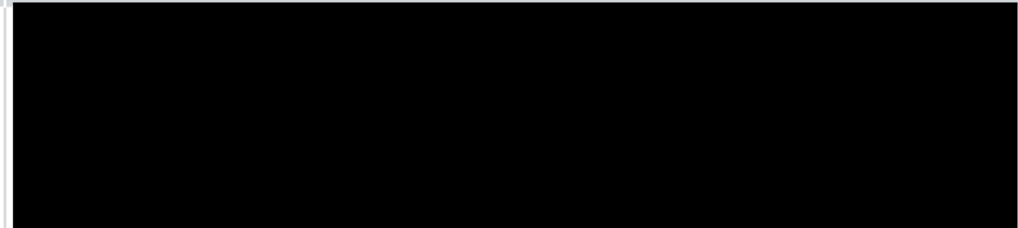


Commercial Revenue & Partnership Strategy



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ICT Enhancement

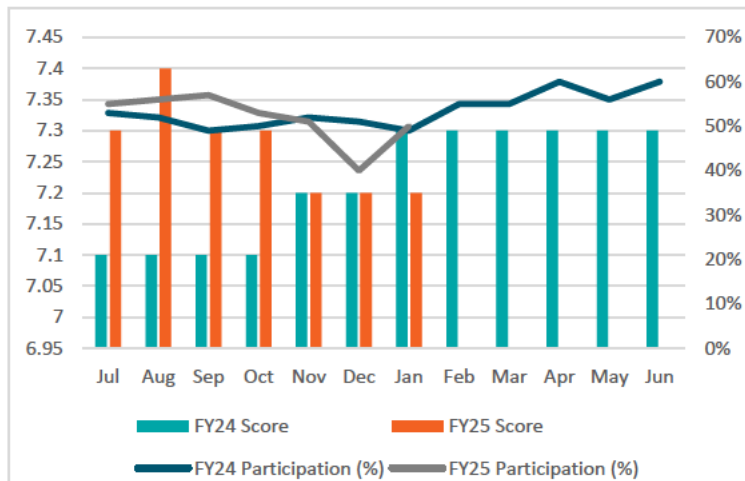


S6(c) S7(2)(f)(i),
(h) LGOIMA 1987

- The **Data Governance and Culture** communications plan has been launched at ELT to increase the awareness of the importance of data across the organisation and explain the 'why' for data quality and integrity. The next step is to build a community of Data Champions across the organisation who will support the work required to raise data maturity and the quality of data.
- **Dexibit** visitation data integrity testing is almost complete, which will enable the automation of one of the key metrics for the organisation. Work is starting to incorporate Ticketmaster and Salesforce data.
- **Post event reporting** excellent progress has been made by the internal development team to automate the creation of reports, saving 60 hours per month of manual data manipulation.
- **AI** - the user group has met for the second time, and prompt training has been organised to raise the level of maturity across TAU. AI and innovation streams are being embedded into each of the Digital roadmaps.
- The **CRM** projects continue to focus on two key BAU streams of work: supporting the launch of new membership product at the Zoo in April and new membership pricing and products at the Gallery. This is alongside the project to transition the whole enterprise to Salesforce which will next focus on Tourism and Major Events. In addition, work will start to focus on the AI capabilities within the Salesforce platform, as well as bringing together data from multiple sources to create a Single View of the Customer within Data Cloud.
- The **CCA Climate Wise** education micro site is ready to be launched in line with the anniversary of the January 2023 Auckland flooding event.
- Refer to CE sub-reports in Resource Centre for Customer Strategy/CRM/eDM benefits dashboard and Cybersecurity dashboard.
- The end of the holiday change freeze has seen vulnerability metrics and incident response times return to a positive trajectory. Independent external scanning of Group Shared Service has been implemented. It confirms there are no vulnerabilities exposed externally that would place GSS managed assets at risk. Independent scanning will be broadened to include TAU managed assets. This change is being completed in co-ordination with TAU management. Results of the tabletop exercise completed in co-ordination with TAU is expected to be available for the TAU Risk Committee update in March.

KPI RESULTS

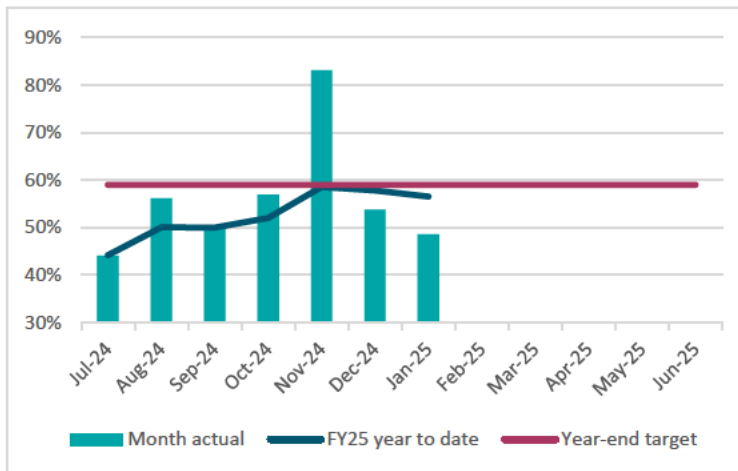
OfficeVibe engagement score and participation



Participation increased this month to 50% while the engagement score has remained steady at 7.2.

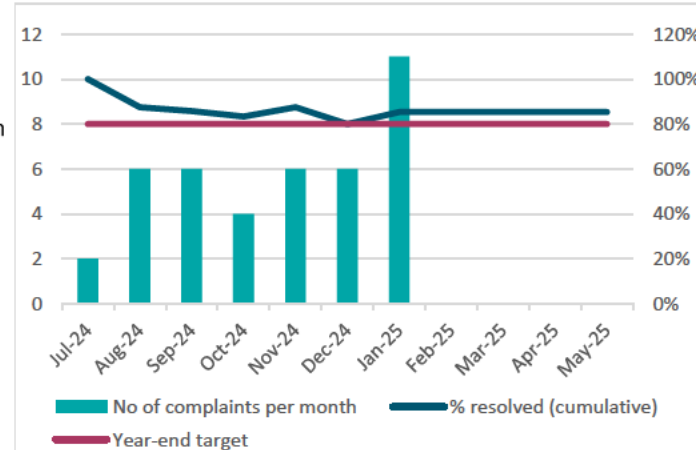
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% expenses through non-rates revenue



At 7%, the year to-date percentage of expenses funded through non-rates revenue was **below target** at the end of January.

% of customer complaints resolved within 10 working days



85% of complaints had been resolved within 10 working days YTD. **On target.**

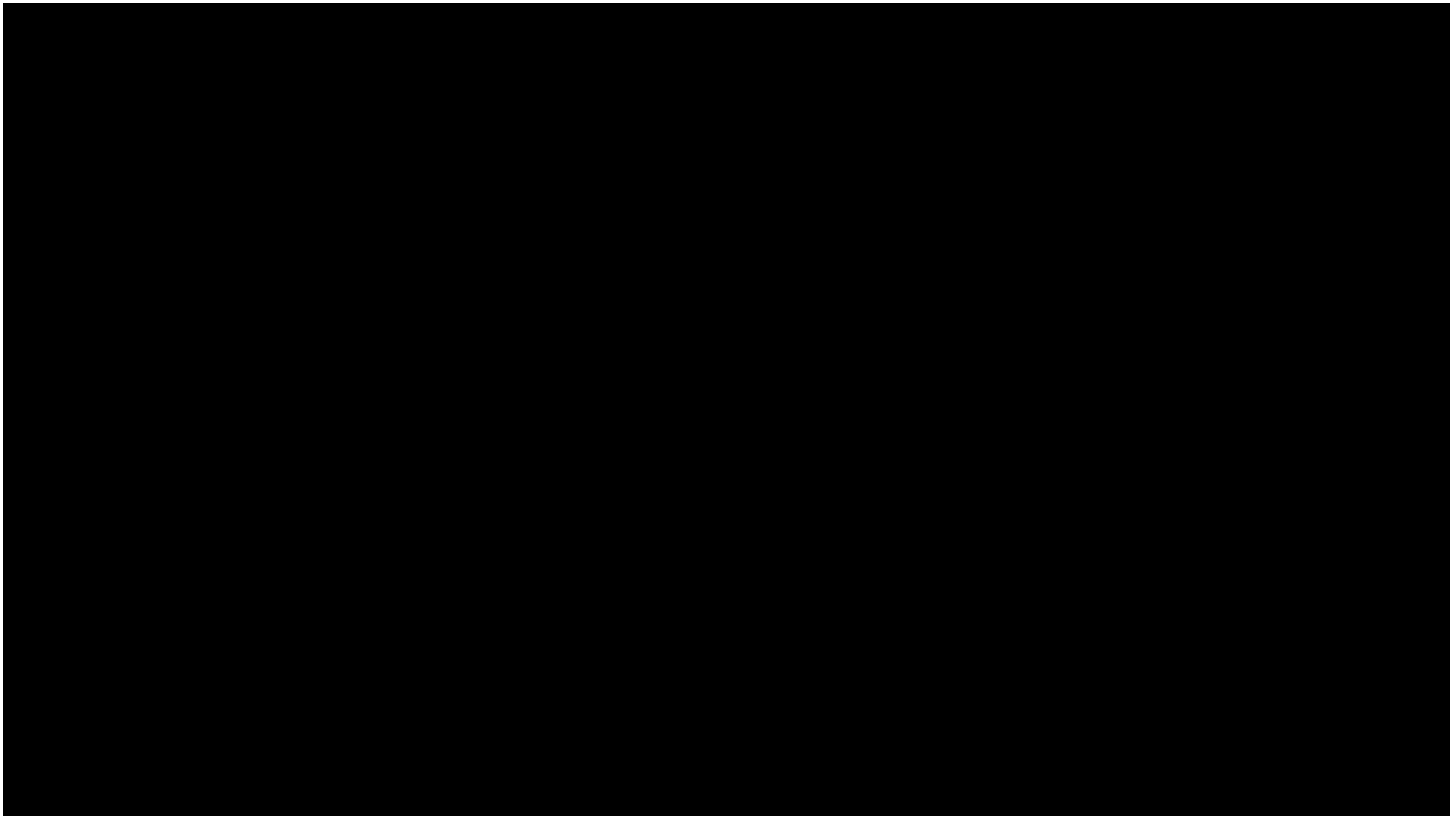
Schedule of Appendices

- | | |
|--|-----------|
| 1. TAU Cybersecurity Dashboard | (Monthly) |
| 2. GSS Cyber Dashboard | (Monthly) |
| 3. TAU calendar | (Monthly) |
| 4. Major Events project status | (Monthly) |
| 5. Western Springs Speedway Attendance | |

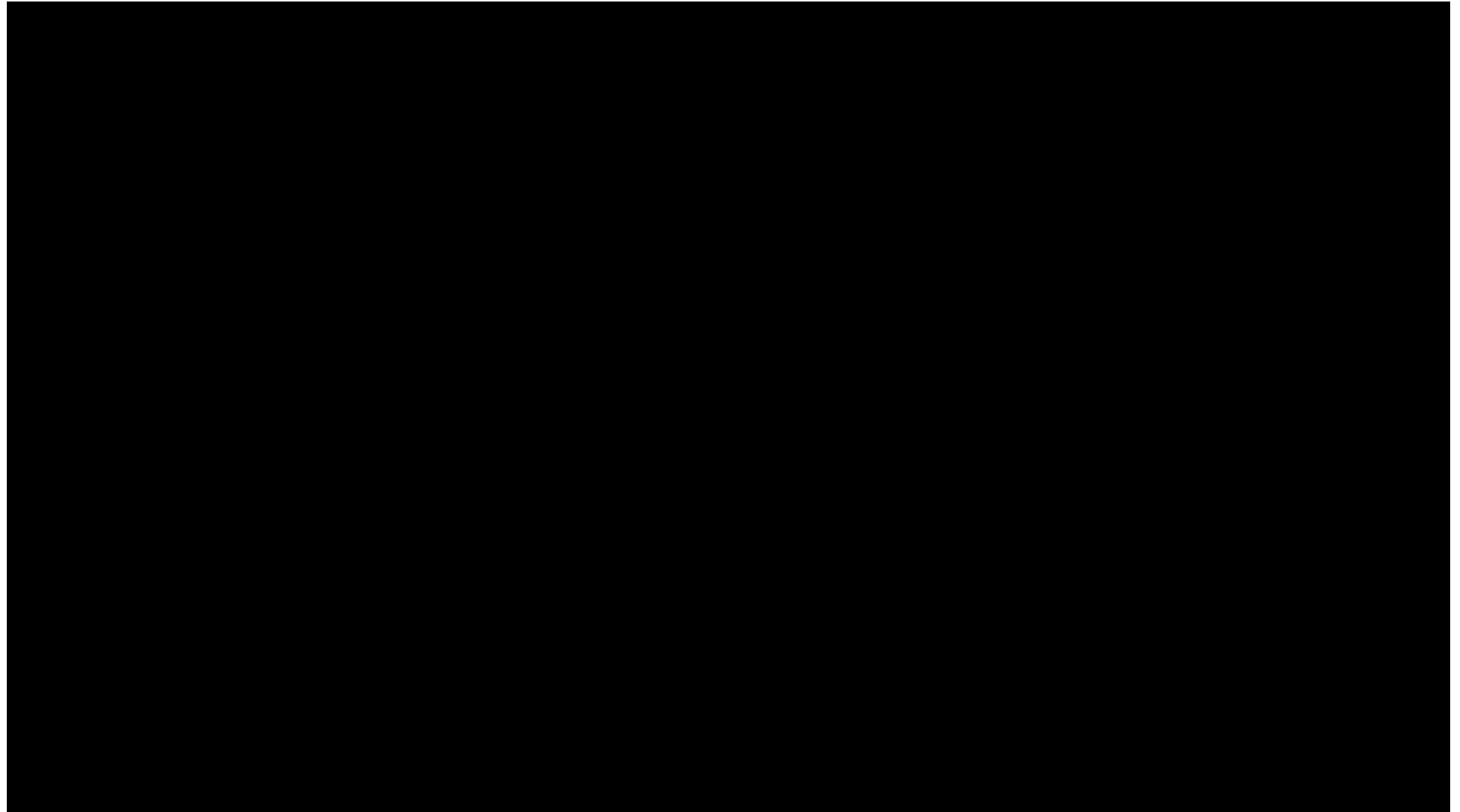
CE sub-reports in Resource Centre

- | | |
|--|--------------|
| • Finance Report | (Monthly) |
| • Risk Report | (Monthly) |
| • Customer Strategy / CRM / eDM benefits dashboard | (Monthly) |
| • Capital Projects Report | (Bi-monthly) |

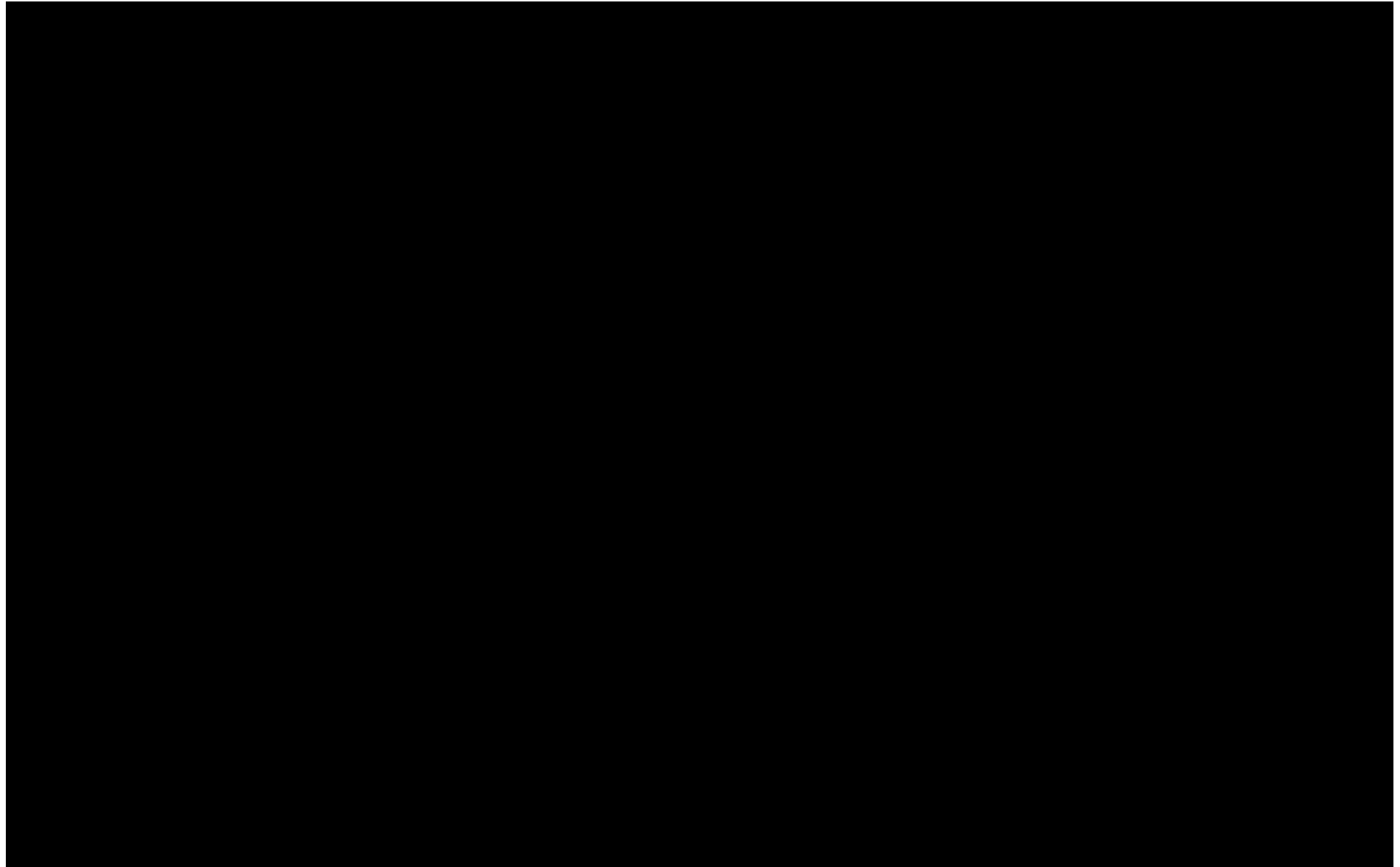
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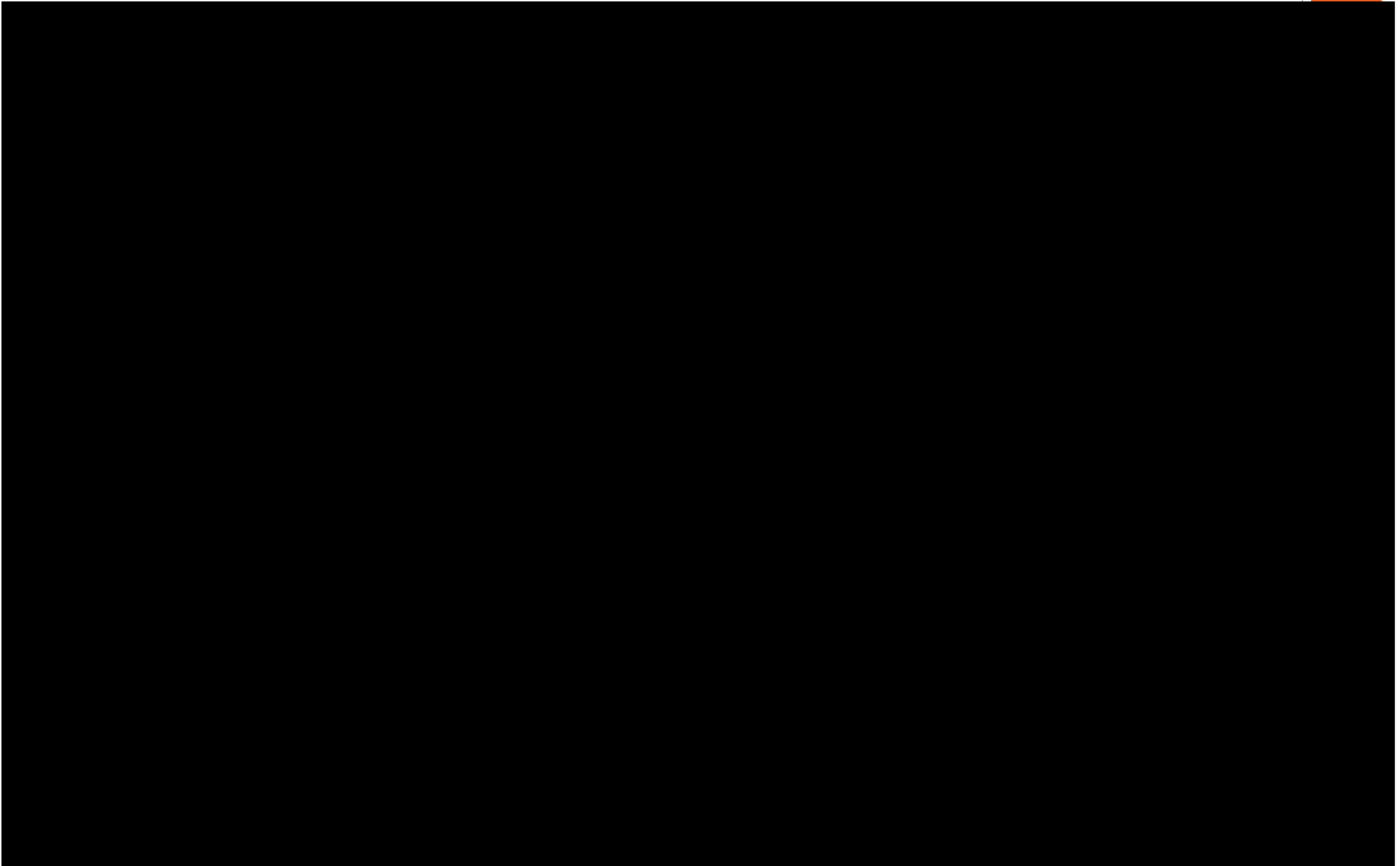


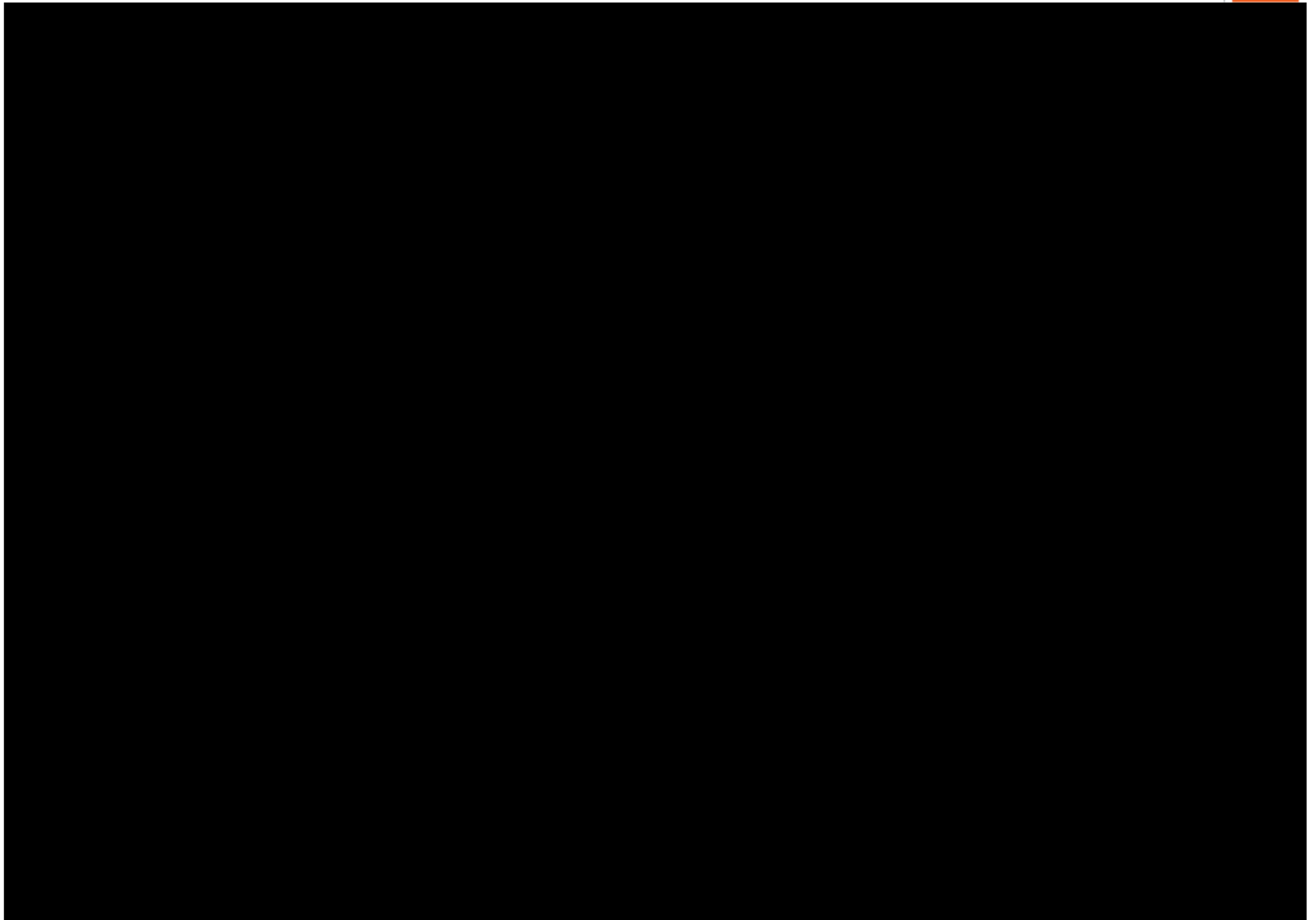
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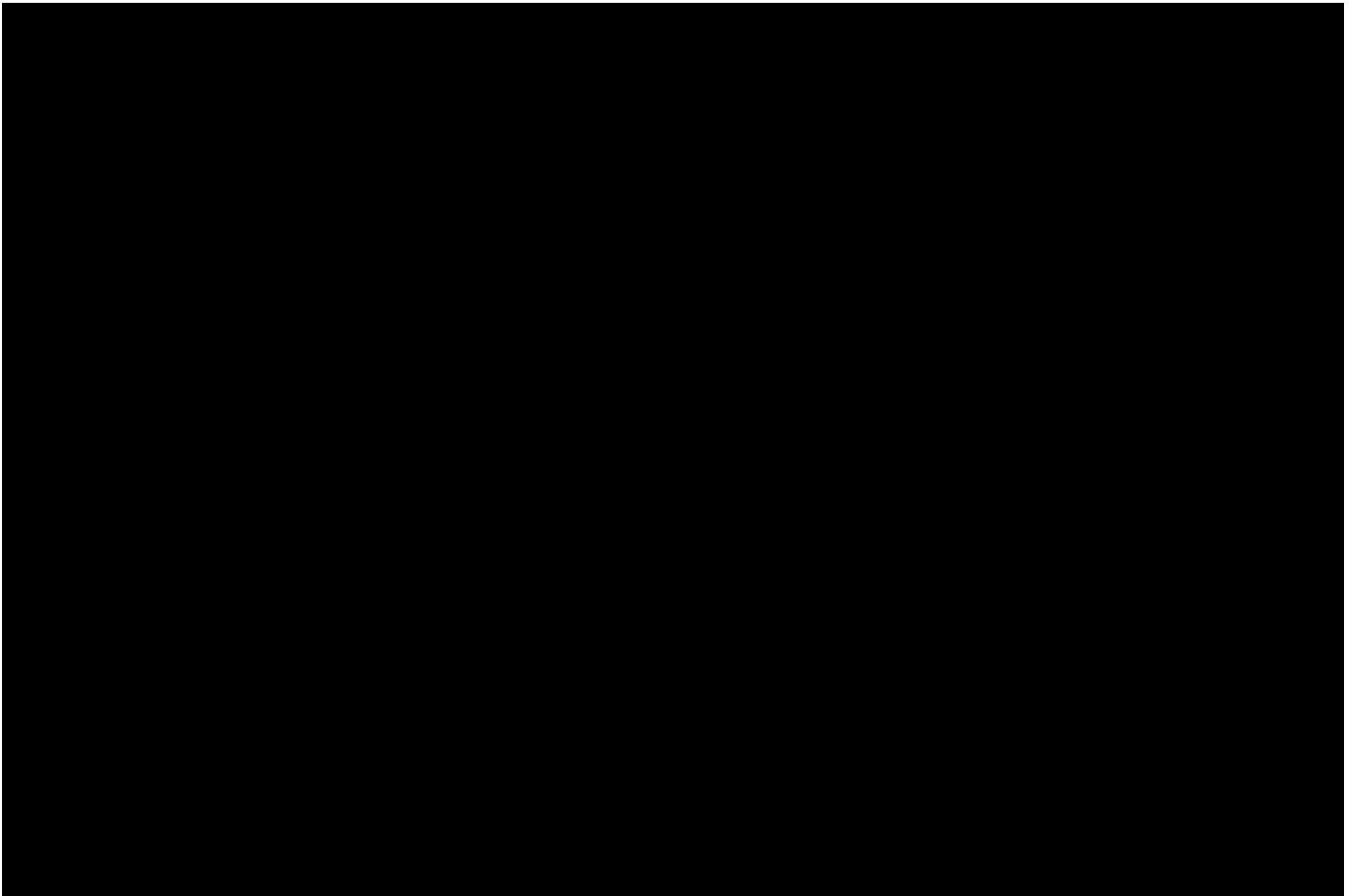


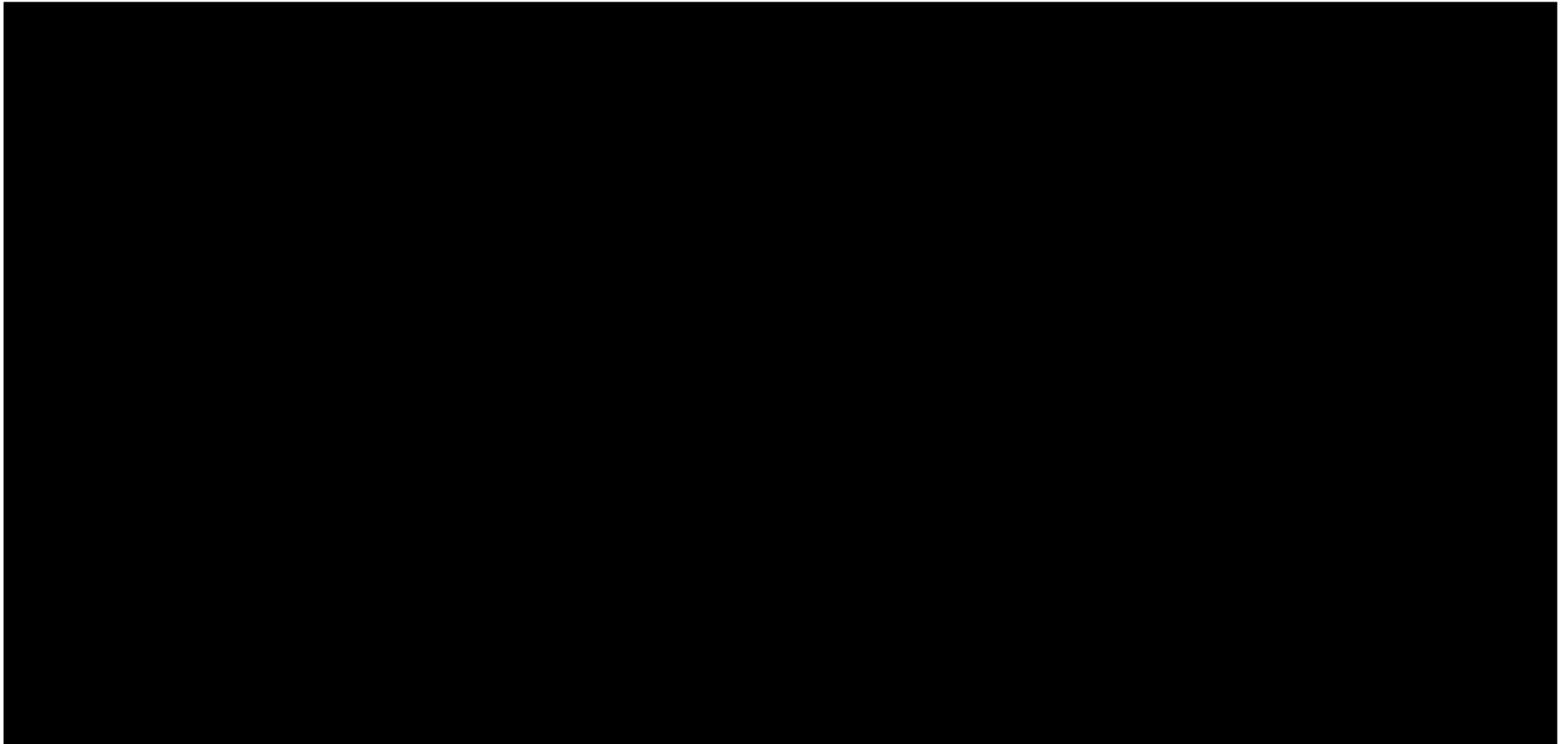
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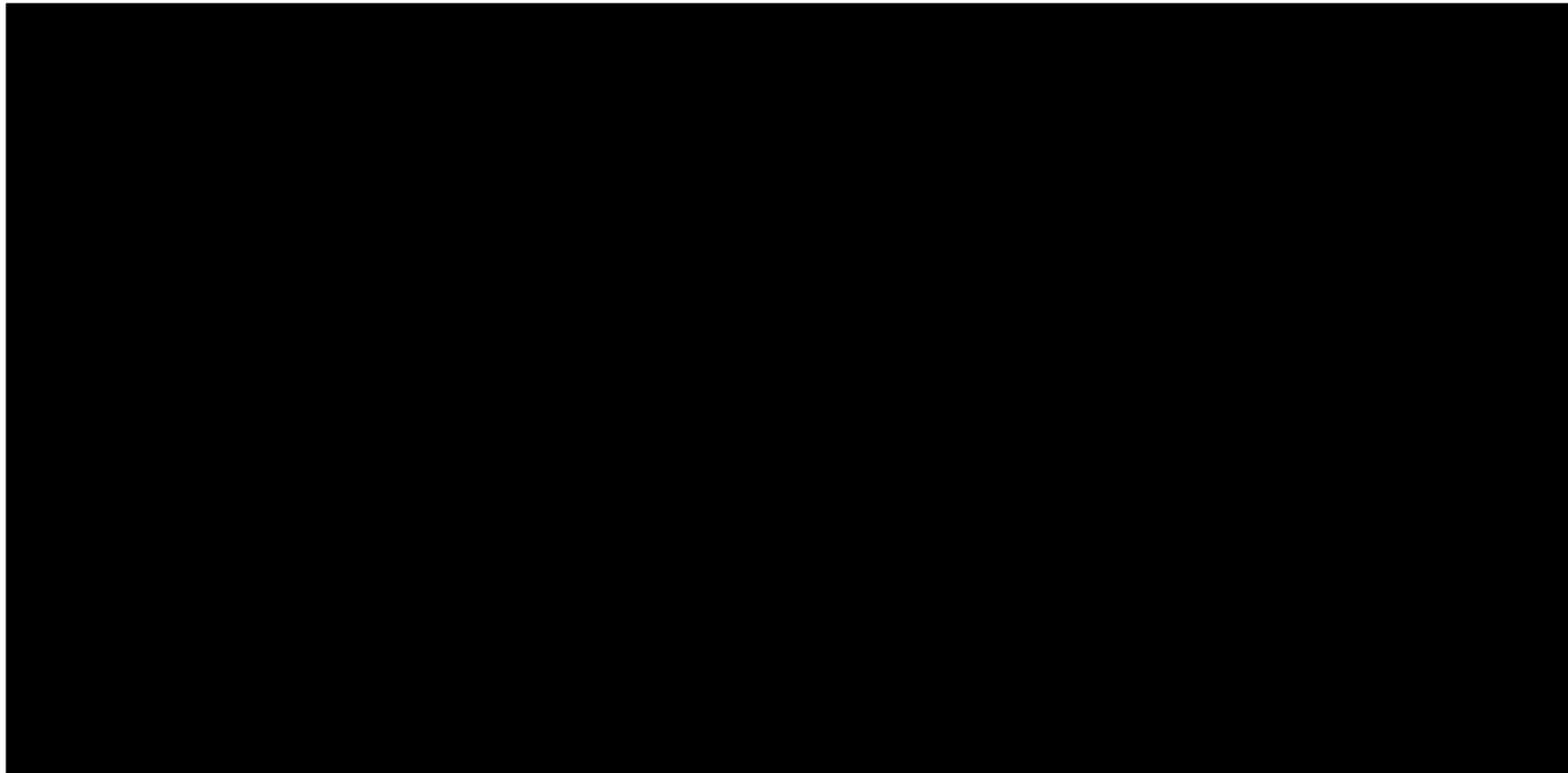








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