

Board Meeting Agenda



8.00 a.m. Tuesday 27 May 2025

Limelight Room, 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.	30 mins
2	Confidential Minutes 15 April 2025 ¹ and 30 April 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	8.30 a.m.	1 hour 30 mins
BREAK				10.00 a.m.	15 mins
CONFIDENTIAL MEETING CLOSED AND PUBLIC MEETING OPEN					
PROCEDURAL					
5	Register of Directors' Interests and Rolling 12-Month Board Work Programme, Vicki Salmon	To Note	T & C	10.15 a.m.	5 mins
6	Public Minutes 30 April 2025, Vicki Salmon	To Approve	T & C		
CE REPORT AND PERFORMANCE REPORTS					
7	CE Report, Nick Hill 1. Financial Performance Report 2. Current Operational Risks ² (RC)	To Note	T & C	10.20 a.m.	55 mins
PUBLIC MEETING CLOSED AND CONFIDENTIAL MEETING OPEN					
CCO TRANSITION					
8	CCO Reform Transition Programme Workstream One: Economic Development Office ³ , Max Hardy	To Note	T & C	11.15 a.m.	45 mins
LUNCH				12.00 p.m.	30 mins

¹ S7(2)(f)(i),(h),(i),(j) LGOIMA 1987

² S7(2)(f)(i),(h) LGOIMA 1987

³ S7(2)(a),(b)(ii),(f)(i),(h) LGOIMA 1987

Board Meeting Agenda



Item	Subject	Action	Trust/Co.	Start Time	Duration
COMMITTEE UPDATES AND APPROVAL PAPERS					
9	Board Committee Updates <ul style="list-style-type: none">Risk Committee 14 May 2025, Carol Cheng	To Note	T & C	12.30 p.m.	15 mins
NOTING PAPERS					
10	TAU Name and Branding ⁴ , Shelley Watson	To Note	T & C	12.45 p.m.	1 hour
11	Security Camera Analytics Usage ⁵ , Justine White	To Note	T & C		
12	Health and Safety Report ⁶ , Lynn Johnson and Jade Strampel	To Note	T & C		
NORTH HARBOUR STADIUM					
13	North Harbour Stadium Expression of Interest Verbal Update, Justine White	To Note	T	1.45 p.m.	15 mins
14	TAU Board and North Harbour Stadium Steering Group Meeting NHS Stage 2 Anna Atkinson, Alexis Poppelbaum, Uzra Casuri-Balouch and Gary Brown	To Discuss	T	2.00 p.m.	30 mins
	Close of Meeting			2.30 p.m.	

⁴ S7(2)(f)(i),(h),(i) LGOIMA 1987

⁵ S6(c),S7(2)(f)(i),(h) LGOIMA 1987

⁶ S7(2)(a),(d),(f)(i) 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.



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) National Facilities Advisory Group (Member) 	<ul style="list-style-type: none"> Active – 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) Auckland International Airport Limited (Shareholder) Spark New Zealand Limited (Shareholder) Comvita Limited (Shareholder) SkyCity Entertainment Group Limited (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) • Harbourview Properties Limited (Shareholder) 	<ul style="list-style-type: none"> • Co-ordinator of WOMEX (World Music Expo) Pan Indigenous Network 	
Graeme Stephens	Non-Executive Director	<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) • Māori Creative Foundation (Trustee) • Meremere Marae Charitable Trust (Trustee) • Hikuroa Whanaungatanga Charitable 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) 		

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"> Draft 2025 -2028 Statement of Intent 	<ul style="list-style-type: none"> CEO Report H&S Report Auditor engagement and fees 	<ul style="list-style-type: none"> Major Events Commitments Review 	<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 MOTAT Director Appointments 	<ul style="list-style-type: none"> CEO Report H&S Report Board Evaluation (biennial – next due: 2026) 	<ul style="list-style-type: none"> TAU Name and Branding Council Major Events and Destination Strategy Development NZMM Master Plan Design Development for Stages 1 & 2 	<ul style="list-style-type: none"> Capital Projects Committee – 16 April Board Meeting – 30 April
May-25	<ul style="list-style-type: none"> CCO Reform Transition Programme Workstream One: Economic Development Office 	<ul style="list-style-type: none"> CEO Report H&S Report 	<ul style="list-style-type: none"> TAU Board and North Harbour Stadium Steering Group Meeting: NHS Stage 2 	<ul style="list-style-type: none"> Risk and Finance Committee – 14 May Board Meeting – 27 May
Jun-25		<ul style="list-style-type: none"> CEO Report H&S Report Annual insurance renewal 	<ul style="list-style-type: none"> Three Year Plan TAU Review Post CCO Reform 	<ul style="list-style-type: none"> Māori Engagement Committee – 18 June 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"> Workshop: Performing Arts 	<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"> Workshop: Auckland Zoo 	<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 30 April 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	(Teams)
Hinurewa Te Hau	(Teams)
Dan Walker	
Desley Simpson	Deputy Mayor and Lead Councillor

APOLOGIES: None

ATTENDED:

Executive Team	Nick Hill Chief Executive (Teams), 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, Helen Te Hira Director Māori Outcomes, Shelley Watson Director Marketing, Comms & Growth, Justine White Chief Operating Officer
Tim Kingsley-Smith	Company Secretary & Legal Counsel
Melanya Burrows	Strategic Relations Manager
Sarah Johnstone-Smith	CCO Governance Auckland Council
Jessica Beyeler	Programme Manager, Destination
Jane Waddel	Head of Content and Channels
Jade Strampel	Health and Safety Business Partner

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

1. AGENDA AND APOLOGIES

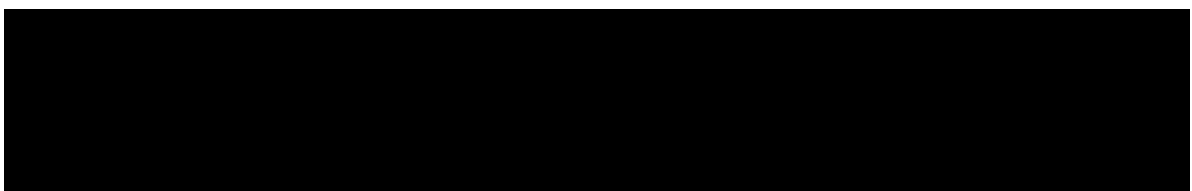
The Chair opened the confidential meeting and a karakia was recited.

There were no apologies.

2. 26 MARCH 2025 CONFIDENTIAL MINUTES AND ACTION TRACKER

The Board noted that Action Point 6 is now complete, and that Alastair Carruthers will discuss Action Point 11 (Lantern Festival night market stall holders) directly with Annie Dundas.

The Board requested three amendments to the confidential 26 March 2025 minutes:



Subject to the amendments discussed being made, the Board:

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

1. **Approved** the 26 March 2025 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 presented to the Board.

Gay Games 2030 Bid

- Management addressed the *Gay Games 2030* bid and noted that TAU still does not have the required long-term major events funding certainty to continue the bid to host the *Games*. The final decision to withdraw Auckland's bid – with the Board's prior endorsement – will likely be made and announced shortly.

- Management noted that discussions regarding major event and destination funding are continuing. [REDACTED]

- [REDACTED]

Hinurewa Te Hau joined the meeting at 8.35 a.m.

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

Western Springs Stadium EOI

- Management noted that the Governing Body is scheduled to consider whether to go out to public consultation with the Western Springs Stadium EOI options at its public meeting tomorrow. [REDACTED]

[REDACTED]

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

Sale of Auckland Film Studios

- [REDACTED]

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

Auckland Art Gallery

- Management provided an update on the recruitment of an interim and permanent director of the Auckland Art Gallery following the recently announced resignation of Kirsten Lacy.

Naming and Branding

- The Board requested that Management provide a paper on TAU naming and branding at the next board meeting. (**ACTION POINT**)

The Board **noted** the update.

5. NORTH HARBOUR STADIUM EXPRESSION OF INTEREST UPDATE

The Board **noted** the update.

Deputy Mayor Desley Simpson, Sarah Johnstone-Smith and Melanya Burrows joined the meeting.

6. TAU STAFF INVOLVEMENT IN POLITICAL PROCESSES POLICY

Justine White spoke to the paper.

- Management noted that TAU has developed its own Election Year Policy that is largely based on Council's policy. Currently TAU uses Council's policy, but TAU adopting its own policy allows it to be refined to be more specific to TAU. The policy covers situations where staff members are keen to stand for political positions, event invitations to current politicians as the election approaches, and the formal election 'close-out' period.
- The Board noted that the Risk and Finance Committee recently considered the policy and recommended that the Board approved the same.

The Board **approved** the TAU Staff Involvement in Political Processes policy.

12. Q3 PERFORMANCE REPORT

Justine White spoke to the paper.

- Management noted that TAU is tracking close to budget and is on target to achieve most of its KPI's. It was a very busy summer with most of the events over the period meeting or exceeding targets.
- The Board noted that the significant contribution to GDP from major events and suggested the performance report could be more direct about the broad impact of major events. Management agreed to amend the Performance Report to put more focus on the risk to regional GDP from losing major events and to better articulate the benefits of major events to Auckland.

Dan Walker left the meeting at 10.59 a.m.

13. Q3 RISK REPORT TO COUNCIL

Justine White spoke to the paper.

- [REDACTED]

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

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

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

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

8. PUBLIC MINUTES 26 MARCH 2025

Subject to the amendments to the confidential minutes discussed at Item 2 being made to the public minutes, the Board **approved** the 26 March 2025 public minutes as an accurate record of the meeting.

9. CE REPORT

The Executive Team spoke to the paper.

- The Board and Management discussed the performance of TAU over the previous month.
 - The Zoo continues to track behind its visitation target for the year, but April is looking like a very busy month of the back off the new dinosaur exhibition. Good weather, particularly on the weekends, will help further improve visitation. The Zoo's new kangaroos have settled in well and the new meerkat babies are proving popular with patrons.
 - Auckland Stadiums visitation continues to track well ahead of target with the Warriors, Auckland FC, and Moana Pasifika filling the gap left by a lack of concerts over the summer. The strong attendance has flowed through to financial performance.
 - The Board requested that Management provide further information on attendance at North Harbour Stadium (**NHS**) which is also achieving excellent visitation, as well as feedback from Moana Pasifika and other NHS tenants. (**ACTION POINT**)
 - The Board and Management discussed the process the team went through when deciding whether to go ahead with a recent women's rugby game at NHS given the cyclone threat that evening. Management noted that the team has a direct relationship with Weather Watch and closely follows live updates during the preparation for games. From a venue perspective, the safety of patrons is the paramount concern, and the Stadiums team and tenants have regular weather-focussed meetings in the lead up to events. The team keeps in close contact with the police and FENZ.
 - The New Zealand Maritime Museum (**NZMM**) is tracking above visitation targets, and the current exhibition *Ocean & Ice* is proving very popular. The steady growth is encouraging.
 - Auckland Live has experienced excellent visitation at its events and activations over the last few months. *Disco Dogs* in Aotea Square was popular as was the *Graeme Norton* and *Chaka Khan* concerts [REDACTED]. There are 133 more events in the Auckland Live programme this year compared to last year, so the team has been very busy. The Board acknowledged the strong performance of Auckland Conventions.

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

Dan Walker rejoined the meeting at 11.45 a.m.

- A six-part documentary *Autaia Haka Theatre* that focuses on the Autaia Haka Theatre competition which TAU directly supported will screen on Māori Television shortly. The Māori Outcomes team has put a lot of work into the Sites and Places of Significance to Mana Whenua over the last three years and the process is progressing well. The process may culminate in a hearing in May depending on submissions.
- Work on the CCO Reform with Council is continuing at pace, while *Project Galaxy* the new Group workpay system project, has been delayed until March next year to ease the GSS workload on the Group's People and Culture teams.
- The Board noted that the number of complaints increased in March and asked Management to provide more information on the reasons for the increase at the next board meeting. (**ACTION POINT**)

The Board thanked the Executive Team and **noted** the update

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

Deputy Mayor Desley Simpson, Graeme Stephens, Hinurewa Te Hau, Sarah Johnstone-Smith and Melanya Burrows left the meeting. Vincent Lipanovich joined the meeting.

10. NZMM MASTER PLAN DESIGN, DEVELOPMENT FOR STAGES 1 & 2 BUSINESS CASE

Vincent Lipanovich spoke to the paper.

- The Chair of the Capital Projects Committee noted that the NZMM master plan design and development business case was considered by the Committee at its recent meeting and the Committee recommended that the Board approve the same. [REDACTED]

[REDACTED]

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

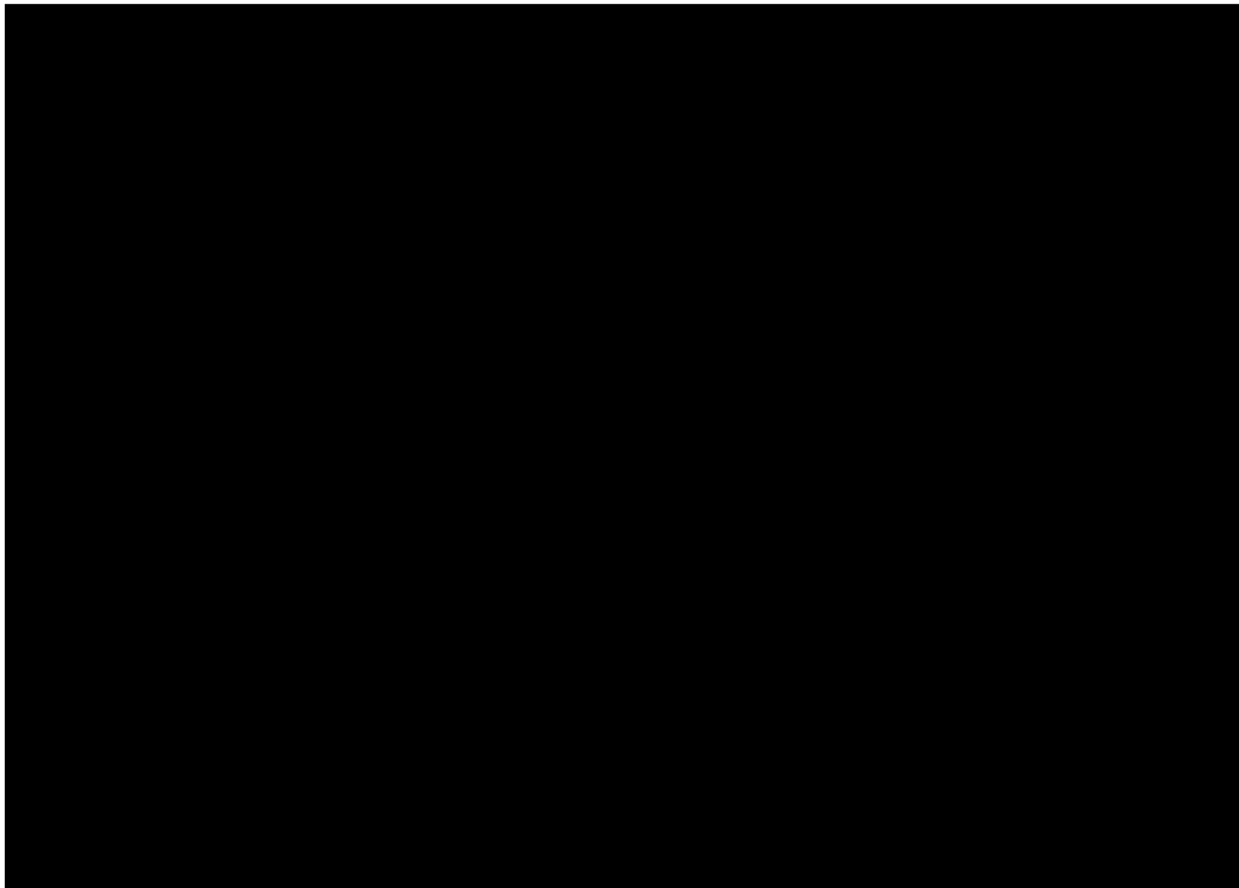
- Management noted that approval of the design and development business case will allow NZMM to take a holistic approach to its key spaces and further construction business cases will follow. Once complete, the developed gallery spaces will be a 'proof of concept' for further public investment as the expected benefits are realised.

The Board:

1. **Approved** the Business Case for the New Zealand Maritime Museum Masterplan Design Development for Stages 1 and 2 along with the associated Capital investment of up to [REDACTED]; and S7(2)(f)(i),(h),(i) LGOIMA 1987
2. **Delegated** the financial authority to enter into any associated contracts to Nick Hill, CEO of Tātaki Auckland Unlimited.

11. MOTAT DIRECTOR APPOINTMENT RECOMMENDATIONS

Vincent Lipanovich spoke to the paper.



Shelley Watson, Annie Dundas, Mandy Kennedy and Jessica Beyeler joined the meeting.

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

14. AUCKLAND EVENTS CALENDAR UPDATE

Shelley Watson and Jessica Beyeler spoke to the paper.

- Management provided a presentation to the Board on the development of the Auckland Events Calendar (AEC). Currently the AEC feeds into Discover Auckland, displaying things to see and do, and is used for some marketing planning, attendance forecasting, event programming / scheduling, and reporting. The upcoming 'discovery' phase of the consumer-facing AEC will enable TAU to better understand the customer use cases (demand) for the calendar, key selling points compared to other products in the market, and to define the customer journey.

- The Board and Management discussed the current level of analysis associated with the AEC.

[REDACTED]

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

The Board **noted** the update.

Jane Waddel joined the meeting.

15. AUCKLAND PASS UPDATE

Shelley Watson and Jane Waddel spoke to the paper.

- [REDACTED]
- [REDACTED]

[REDACTED]

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

Shelley Watson, Annie Dundas, Mandy Kennedy, Jessica Beyeler, and Jane Waddel left the meeting. Lynn Johnson and Jade Strampel joined the meeting. Jennah Wootten left the meeting at 2.32 p.m.

16. HEALTH AND SAFETY REPORT

Lynn Johnson spoke to the paper.

[REDACTED]

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

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

The meeting ended at 2.40 p.m. The next meeting is scheduled for 27 May 2025.

Chair

Date

Chief Executive Report

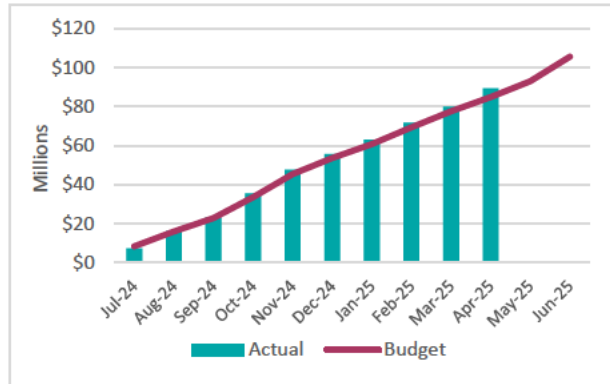
Report to the Board of Tātaki Auckland Unlimited, 27 May 2025

1. Introduction

- Auckland Council has confirmed key structural decisions as part of the CCO Reform including two directly related to Tātaki. These are:
 - The economic development function will move to a new Economic Development Office within the Auckland Council Group Strategy and Chief Executive's Office directorate, led by Max Hardy, while four Tātaki staff supporting economic development will move into the related functional teams in the council.
 - Tātaki will take on the role of coordinating the programming and promotion of events for the group and region and will pick up some regional event activity currently delivered by council (incl. Waitangi Day and Matariki events) and will deliver all city centre events activity including the venue and booking management, programming and content curation of Aotea Square and Te Komititanga Square. The decision acknowledges Tātaki will require additional resources to deliver these increased responsibilities.
- On 1 May, the Governing Body agreed to proceed to public consultation for Western Springs with three options for feedback (a. Auckland Arena, b. Western Springs Bowl or c. Neither/Something else). Public consultation commenced on 19 May and will run to 15 June, with feedback coming back to TAU board in June, before further consideration by the Governing Body in July.
- On 13 May, the CCO Direction and Oversight Committee approved shareholder feedback on TAU's draft SOI and these have been formally received via a letter from the Mayor (see Resource Centre). This feedback will be incorporated into the draft SOI and considered by the board at an open board meeting in June.
- Kirsten Lacy has resigned as Director, Auckland Art Gallery Toi o Tāmaki, after six years as Director of the Gallery. Kirsten will continue working at the Gallery until 14 June 2025, to deliver key projects that she has been instrumental in bringing to fruition including A Century of Modern Art, opening on 7 June. Tom Irvine (Ngāti Whātua Ōrākei) has been appointed Acting Director on secondment while recruitment is underway for a permanent director.
- The announcement of the withdrawal from the bidding process for the World Gay Games led to some criticism of TAU for surprising Councillors. The problem of committing to future events has been highlighted in presentations to council including explicit reference to the World Gay Games bid at a meeting in April.
- Auckland will host TRENZ, the tourism industry's annual sales convention, in May next year. This will be a great opportunity to sell what Auckland has to offer. The event was last in Auckland 10 years ago at The Cloud. It will be a significant contrast with the event to be held at the NZICC with the new railway station open across the road.
- The Mayor presented his revised budget proposal to Councillors this week. It explicitly addresses the \$7M funding gap for destination, saying it will be funded but that the sources for that funding are a work in progress.

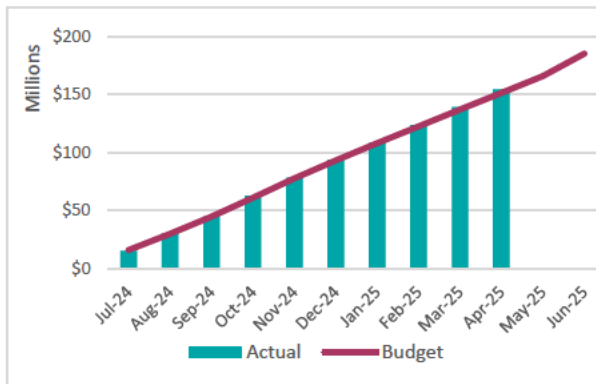
2. Finance update

Revenue against budget (cumulative)



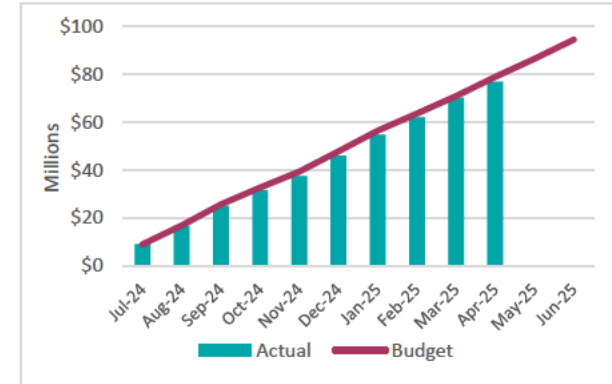
Revenue was **above budget** by 5% at the end of April

Opex against budget (cumulative)



Opex was **above budget** by 2% at the end of April

Net Cost of Service (cumulative)



Net cost of service was **below budget** by 2% at the end of April

3. Strategic Plan implementation

Experiences and events

Performing Arts	Major Events	Auckland Conventions & Business Events
<p>April saw a range of popular performances presented across Auckland Live venues; highlights of April included:</p> <p>Supergroove (26 & 27 April): New Zealand funk rock music group Great Hall, two performances - [REDACTED] sold tickets</p> <p>Graham Norton (31 March – 2 April): Irish comedian, broadcaster, actor, and writer, Kiri Te Kanawa & Civic Theatre, three performances - [REDACTED] sold tickets</p> <p>Ben Elton (28 April): British comedian, actor, author, playwright, lyricist and director, Kiri Te Kanawa Theatre, one performance - [REDACTED] sold tickets</p> <p>Chaka Khan (16 April): American singer, 'Queen of Funk' Civic Theatre, one performance - [REDACTED] sold tickets</p> <p>Resident hirers</p> <p>Auckland Philharmonia presented four programs across Kiri Te Kanawa Theatre, Great Hall and Bruce Mason Centre selling [REDACTED] tickets</p> <p>NZSO – Pinnacle: Respighi & Rachmaninov (12 April)</p> <p>Great Hall, one performance - [REDACTED] sold tickets</p> <p>Aotea Square Programming</p> <p>Lost Dogs' Disco (4 – 27 April): Auckland Live presented Lost Dogs' Disco; a large-scale outdoor inflatable artwork created by Australian creative team ENESS Studios. The season attracted high audience numbers, particularly after dark when the custom light and sound scores turned the square into an exciting and colourful space for families and passers-by. Final attendance numbers are still to be confirmed, but across the 23 days of activation at least [REDACTED] people interacted with the installation: with more viewing it (as attendees to the events in Aotea Centre and Great Hall - [REDACTED] across this period), and many more passing through the precinct. The project generated more than 3 million impressions across social media.</p> <p>World Dance Crew Championships (WDCC) Activation (5 April):</p> <p>Ahead of the World Dance Crew Championships Finals, WDCC held an activation in Aotea Square to generate interest in the event within the city centre. Auckland Live fully supported this activation with support</p>	<p>Live events:</p> <p>2025 NZ International Comedy Festival (25 May): The festival launched with a sold-out Best Foods Comedy Gala on 2 May. Several shows are already sold out, including Adam Kay [REDACTED]</p> <p>2025 Auckland Writers Festival (18 May): After opening with <i>Streetside at Britomart</i>, ticket sales are performing exceptionally well, with most major events already sold out.</p> <p>2025 Auckland Winter Series (8 June): Confirmed as a four-night offering with strong sales across all shows. TEEKS has already sold out, and Dave Dobbyn was recently announced as part of the lineup.</p> <p>2025 Full Metal Orchestra and SYNTHONY Origins (26 July): Full Metal Orchestra tickets are now on sale with media interviews scheduled. SYNTHONY Origins will be in market by 2 June, with pre-sale starting 14 May.</p> <p>2025 All Blacks Test Matches (1 July) [REDACTED]</p> <p>[REDACTED] Pre-sales have started strongly, with NZR indicating the current ticket allocation is likely to sell out for the South Africa match soon after general sales begin.</p> <p>2025 Barfoot & Thompson Auckland Marathon (1 November): Business case approved for [REDACTED] for the 2025 event. Key conditions include [REDACTED] tie to visitor night KPIs, working with influencers, targeting the Australian market, and increased sustainability and Māori outcomes.</p> <p>The Royal Edinburgh Military Tattoo (22 February)</p> <p>Will take place at Eden Park.</p>	<p>Business Events (ACVE)</p> <ul style="list-style-type: none"> ACVE actualised 15 business events across 20 event days, with 7620 attendees, total gross revenue [REDACTED] (inclusive catering). Revenue to ACVF was [REDACTED]. After COGS (31% of revenue), net contribution was [REDACTED] margin of 70%. Two events (13% of total events) held at Viaduct Events Centre provided 48% of the month's revenue. Public holidays impacted the month. FY25 YTD total gross revenue for ACVE is [REDACTED] (Gross revenue = net revenue + catering invoices). The team contracted 34 future events with a venue hire of [REDACTED] <p>Auckland Convention Bureau (ACB)</p> <p><i>See table below for notable results.</i></p> <p>There are 70 future business events confirmed for Auckland (to 2029) resulting from ACB's support with an estimated future economic value of \$94.1m.</p>

from the city centre target rate funding agreement between Auckland Live and council's CCX (City Centre Experience) team. Total attendance was approximately [REDACTED]

Tōrua (11 – 13 April): Presented across three days, contemporary dance work Tōrua by celebrated New Zealand choreographer Malia Johnston saw eight dance artists from NZ and Australia leading audiences on a movement journey across multiple locations and spaces within the Aotea Precinct using silent disco headphones to create an immersive sound experience to accompany the performers. Attendance was [REDACTED] across six performances over the three days.

Nepal Festival 2025 (19 April 2025):
Aotea Square - [REDACTED] attendees

Contracting/Prospective Events: (Confidential)

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

Auckland Events Calendar

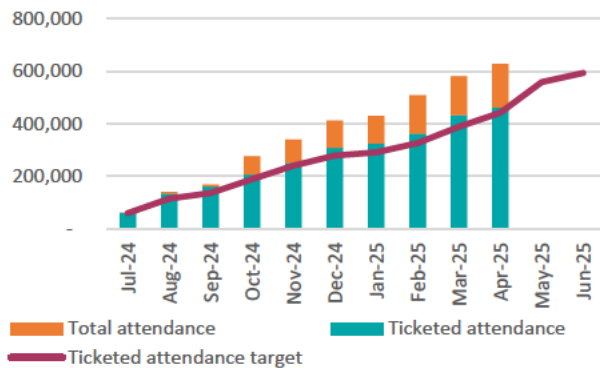
- Eventfinda MoU signed.
- Renaming of Citywide Calendar to Auckland Events Calendar underway on all TAU assets (as encountered)
- Eventfinda design agreed at Technical Advisory Review Board (TARB)
- AI sprint led by Seen Ventures kicks off on 23 May and will run for six weeks to look at the impact of AI on TAU digital ecosystem with the Auckland Events Calendar at the heart of this.

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

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

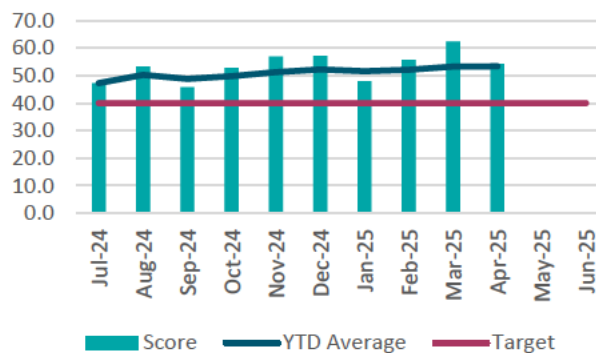
KPI RESULTS

Performing Arts: ticketed and total attendance (cumulative)



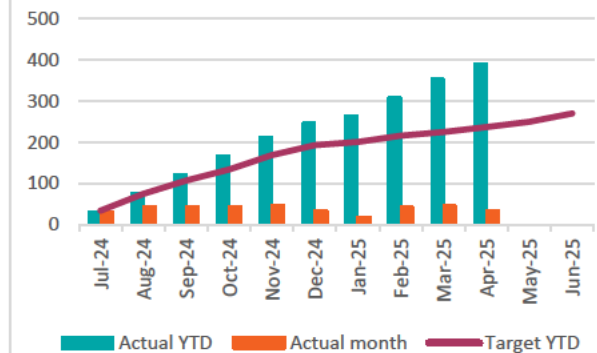
Ticketed attendance is **above target** at 462,000 YTD

Performing Arts: NPS for TAU audiences and participants



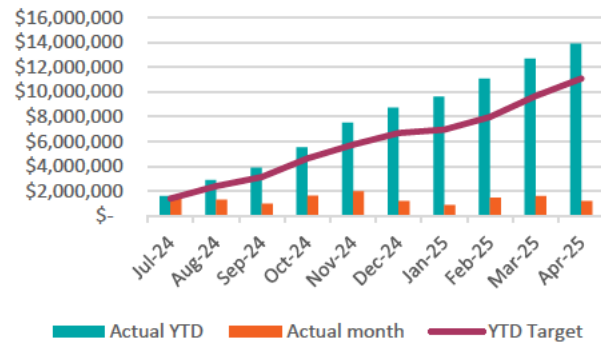
Performing Arts' YTD NPS score is tracking **above target** at 54.3

Performing Arts: number of events



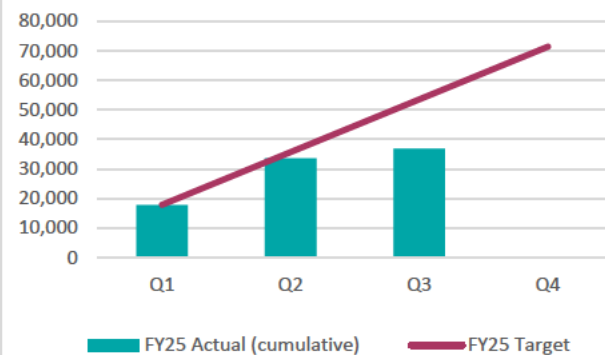
The number of Performing Arts events held (36) was **above the monthly target** of 12

Performing Arts: YTD Revenue



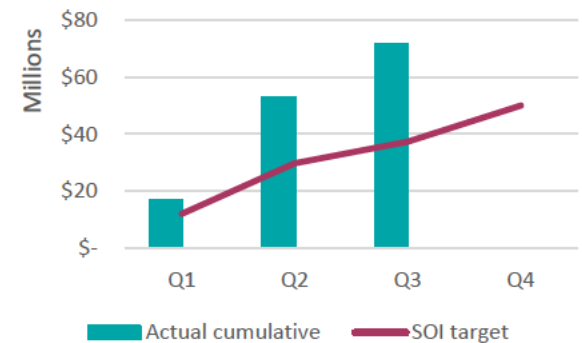
Performing Arts YTD revenue was above budget - \$13.9m against a budget of \$11.1m. Includes Director Performing Arts, Performing Arts and Presenter Services sub-units.

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



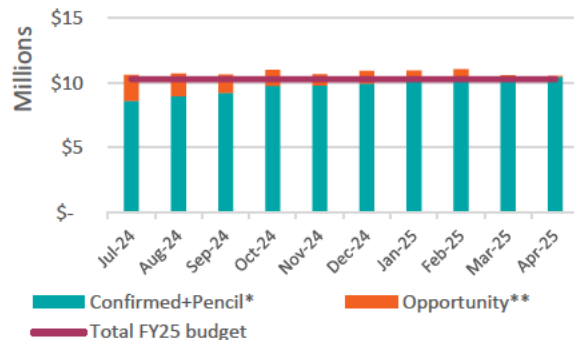
Q3 results for Performing Arts were **below target**

Major events and business events: contribution to regional GDP



Q3 results are **above** target based on 10 events out of 15, with five events pending evaluation

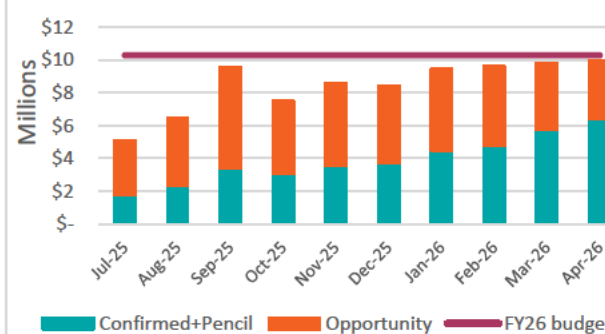
ACVE: FY 2025 Forecast YE Net Revenue vs Budget



At \$10.5m, confirmed events are tracking on target against the FY25 budget. Aotea Centre comprises 29% and Viaduct Events Centre comprises 44% of revenues.

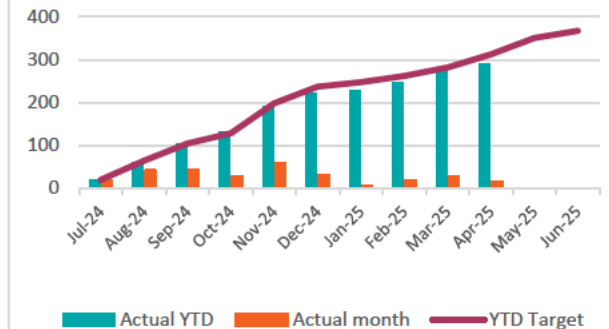
**Confirmed category includes confirmed events and Pencil events - 1st in line and may proceed to contract if desired **Opportunity status is a sales enquiry or a lead (no booking space is held). Net revenue does not include catering invoices.*

ACVE: FY 2026 Forecast YE Revenue vs Budget



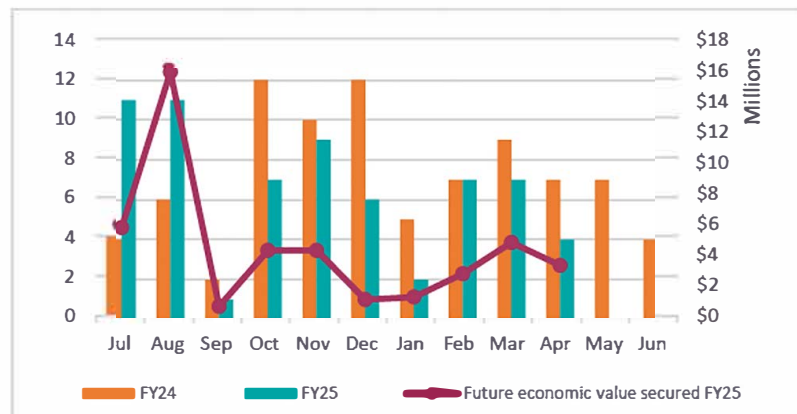
ACVE FY26 budgeted venue revenue is \$10.3m. Based on current bookings, \$6.4m of this revenue is confirmed, 62% of YTD Budget. A further \$3.6m of opportunities are in the pipeline.

ACVE: number of events (cumulative)



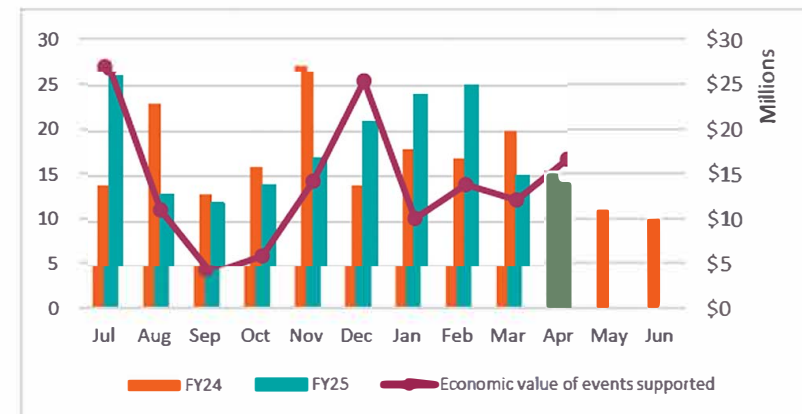
The number of ACVE events held (15) was **above the monthly target** of 30.

Auckland Convention Bureau: business events secured



ACB helped to secure **4 new business events** for Auckland in **April** with an estimated value of **\$3,486,650** to the future economic benefit for the region. The events are due to take place in 2025, 2027 and 2028.

Auckland Convention Bureau: new opportunities supported



ACB generated or assisted with **14 new business event opportunities** for Auckland in April with dates through to 2028 and an estimated economic value of **\$16,889,460** if all are secured.

Auckland Convention Bureau: Notable monthly results

Taonga and places

Auckland Zoo

- **April visitation was 89,090**, 8.4% above budget and record visitation for the month, despite poor weather throughout the month (including one day when the Zoo was closed due to high winds). **YTD visitation is 706,221**, 2.8% below budget and 19,500 visits below the same period in FY24.
- **ANZAC day** was the busiest paid day on record at the Zoo, with **7686 visitors** through the gates. Despite some core services (parking, ticketing, cafes) being stretched, Zoo staff coped well with the high numbers.
- **April revenue** from all sources was **\$1.54m**, and **YTD revenue \$13.4m**, 3.9% below budget.
- **A record 2300 wētāpunga nymphs have hatched this year.** With nymphs still hatching daily, there will be plenty to distribute across six of the eight islands the Zoo has already established populations on, increasing the chances this endemic species will thrive in the wild.
- The **critically endangered Awakopaka skink** made history this month, with one of the two females at the Zoo **giving birth** (the first time this has occurred in Zoo care) and it was captured on film (also a first). This birth gives some hope that the **otherwise imminent extinction** of the species can be prevented, and a remnant population established at the Zoo.
- Two Zoo facilities staff supported DOC on an Iwi-led project on Takapourewa (Stephens) Island, to construct an exclusion fence to **help protect the critically endangered Hamilton's frog** and equally threatened carabid beetles from wild tuatara.
- A total of **1466 learners** engaged with the Conservation Learning team onsite at the Zoo in April, with a further 815 attending outreach sessions.
- Almost **200 whanau from Ngāti Whātua Ōrākei and Te Uru Kāhika Kaumātua Rōpū of Ngāti Maru** visited the Zoo in April as part of the Wellbeing in Nature programme funded by the Māori Outcomes rōpū. The Zoo expects to host 2500 people through this programme by the end of July 2025.
- The Zoo Business Development team brought two supporting partners on board in April – **Cordis Auckland and Metalbird**. The estimated value of these partnerships is approximately **\$30,000 over 12 months**.
- **Season three of Wild Heroes** – the Zoo's fieldwork-focused TV show – **launched on 27 April** in its new Sunday prime time slot. Seasons 1-3 are now available on Amazon Prime in the UK, US and Canada.
- **Preliminary design** has begun on **Project one of Masterplan Stage three**. Project one will replace ageing infrastructure and deliver revitalised coast and nature-connectedness play experiences as a new gateway (tomokanga) to Te Wao Nui a Tane (New Zealand wildlife).

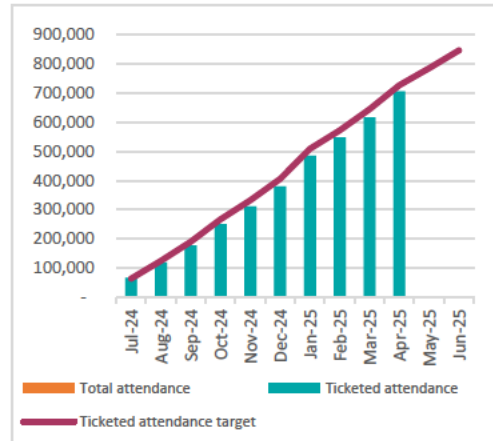
Auckland Art Gallery Toi o Tāmaki

- **April Visitation** was 38,405, 11% below target. Visitation was impacted by changeover in level one galleries to install *Century of Modern Art* international exhibition (opening 7 June). 11,700 visitors attended *Mark Adams: A Survey / He Kohinga Whakaahua* during April (its first full month of being open). The *Robertson Gift* exhibition surpassed 300,000 total visitors since opening in February 2024. 2743 visitors attended Kids & Whānau Create, which ran daily during the April school holidays (12 – 27 April). The Creative Learning Centre saw strong foot traffic, with 11,629 visitors during the month.
- **Director** Kirsten Lacy resigned after six years, and an interim director, Tom Irvine (Ngāti Whātua Ōrākei), has been appointed while the recruitment process is underway.
- **Exhibitions** planning for the Australian tour of *Paths through modernity; Degas to Picasso*, is progressing well with two venues confirmed and a third in train. Revenue of [REDACTED] is anticipated from fees and merchandise & books sales for FY26 & FY27. Ticket sales for *A Century of Modern Art* are the strongest on record, with 600 tickets sold in the first two weeks.
- **Publishing:** A special book launch event was held in Te Ātea (North Atrium) for *Being, Seeing, Making, Thinking: 50 Years of the Chartwell Project*. Art Toi distributed in April highlighted the Chartwell Project, *Mark Adams* exhibition and latest acquisitions including Brett Graham's *Wastelands* (2024) which was exhibited at Venice Biennale.
- **Gallery Shop:** Gallery publications released at the end of March have been popular, with half of this revenue to-date falling in the April period. *Mark Adams* publication (RRP \$80 incl GST) has sold 143 copies already and Chartwell 50th Anniversary publication (RRP \$50 incl GST) has sold 45 copies in April.
- **Learning:** Across all Gallery learning programmes, 675 students were welcomed in April. *The Kiritai: Beyond the Walls* outreach programme launched with 92 ākonga (students) attending throughout the month. Nine schools are signed up to take part in the rangitahi photography kaupapa that includes Gallery workshops and offsite visits to Corbans Estate. The *Pat Hanly Creativity Project* received 193 secondary ākonga from 28 schools participating in creative workshops led by Cook Islands Artist Ani O'Neill.
- **Public Programmes:** A full programme for Matariki has been confirmed including another residency with NZ choreographer Taane Mete. Adult Learning resumed with observational drawing and double-session yoga on Tuesday evenings.
- **Building:** Gallery staff moved back into newly refurbished ground floor and mezzanine offices and heritage project scaffolding on Kitchener Street continues to be removed. The Gallery shop has been upgraded with new LED lighting throughout to improve customer experience and make the shop more economical and sustainable.

<p>New Zealand Maritime Museum</p> <ul style="list-style-type: none"> The Maritime Museum has seen a well-attended school holiday period with the majority of programmes over this period being fully booked. The poor weather had a minor impact on sailing, but visitation remained strong, with a particular boost from passengers of a cruise ship that was held in port due to poor weather. A pop-up exhibition was held in the museum plaza, around the sail Te Ra, currently on display at the Auckland War Memorial Museum on loan from the British Museum. This was a partnership with the weaving collective who have recreated the technique by which the sail was open. This programme included two sold out evening events with the collective in the museum's Learning Centre. Work on the Gallery Refresh project is progressing well with the 100% Concept Development document for stages one and two delivered. A full staff briefing has taken place with a comms strategy for the gallery refresh, as well as a presentation from Workshop E. Newly developed Māori Medium programme Te Hekenga Nui was completed and delivered to two Te Kura Kaupapa Māori kura. It was well received, and feedback was positive, with further schools in this pilot phase to come. <i>Te Moananui A Toi</i> exhibition MOU has been signed with Ngāti Rehua. NZMM Director has met with Ngāti Whatua to present various key projects and seek their support – this was received favorably, and further specific hui will be scheduled. 	<p>Auckland Stadiums</p> <ul style="list-style-type: none"> April was another strong event month at Auckland Stadiums with a total of 122 event days attracting 76,730 attendees. Total attendance YTD is 722,933, with 73% of that achieved at Go Media Stadium and 21% at Western Springs Stadium. The strength of the commercial event year is highlighted by the fact that ticketed attendees YTD has reached 534,171 attendees, exceeding the annual target with two months to go. Go Media Stadium has hosted 80% of the ticketed attendees. Event days YTD total 1042, with the greatest level of activity occurring at North Harbour Stadium (45%) and Go Media Stadium (38%). Auckland FC's regular home season concluded on 27 April with their match against Perth Glory. At the conclusion of the match, attended by over 19,000, the club was presented with the Premier's Plate – becoming only the second club in the history of the A-League to win the Premier's Plate in their inaugural season and the first New Zealand team to win silverware in the Australasian league. The highly successful inaugural regular season has resulted in 235,000 attendees [REDACTED] APL has announced that Go Media Stadium will be the venue for Auckland FC's semi-final on 24 May and, should they qualify, the grand final on 31 May. This announcement has received very positive media coverage. Moana Pasifika hosted their first-ever sell-out game at North Harbour Stadium with more than 8000 tickets distributed for their match against the Fijian Drua on 26 April. <p>S7(2)(f)(i),(h) LGOIMA 1987</p>
<p>Aotea Arts Quarter</p> <p>Programming activity in Aotea Square strong across April helping to drive visitation to the area, promoting the precinct as an area of engaging arts and cultural events whilst also supporting goals of the nighttime economy.</p>	<p>Film Studios</p> <p>[REDACTED]</p> <ul style="list-style-type: none"> Market News – Donald Trump has signalled the potential for tariffs to be applied to screen productions that are filmed overseas. There are currently no policy statements to support this. Management will continue to monitor developments. <p>[REDACTED]</p>
<p>Western Springs Precinct</p> <p>[REDACTED]</p> <ul style="list-style-type: none"> WSS Public consultation on the future of Western Springs opened 19 May and will run for four weeks (closes 15 June). 	<p>Integrating Auckland's cultural institutions</p> <ul style="list-style-type: none"> The third Cultural Sector Alliance meeting will take place on 21 May, key topics of conversation include shared metrics, a report of current state which is being prepared, and Matariki joint programme and marketing. Partnerships is working with MOTAT and the council on both the next MOTAT levy and the next round of board member renewal and recruitment.

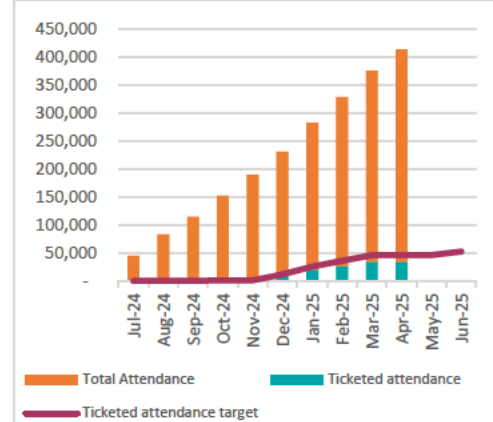
KPI RESULTS

Auckland Zoo: ticketed and total attendance (cumulative)



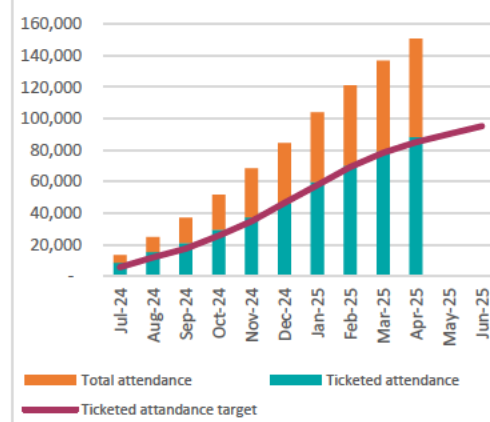
The Zoo's ticketed attendance is **below target** at 706,000 YTD

Auckland Art Gallery: ticketed and total attendance (cumulative)



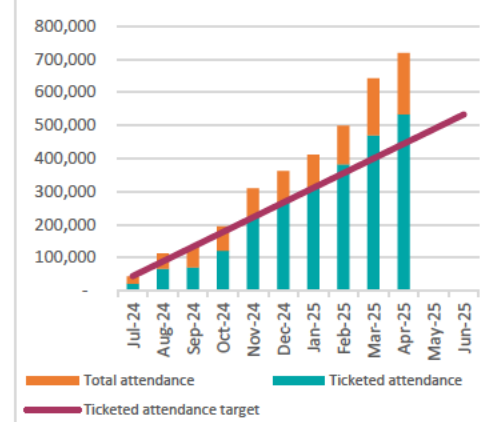
The Gallery's ticketed attendance is **below target** at 35,000 YTD.

NZ Maritime Museum: ticketed and total attendance (cumulative)



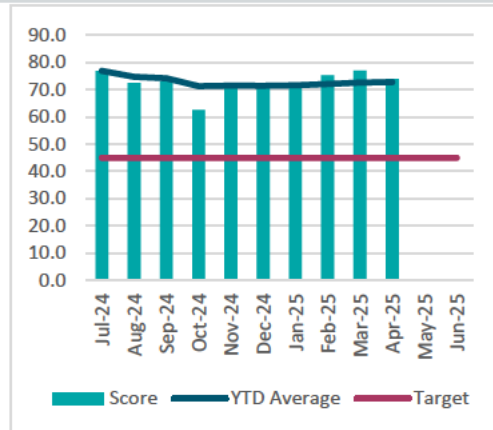
The Museum's ticketed attendance is **above target** at 88,000 YTD

Auckland Stadiums: ticketed and total attendance (cumulative)



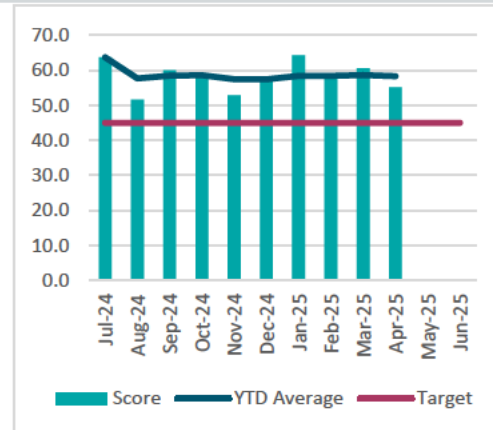
Auckland Stadiums' ticketed attendance is **above target** at 534,000 YTD

Auckland Zoo: NPS



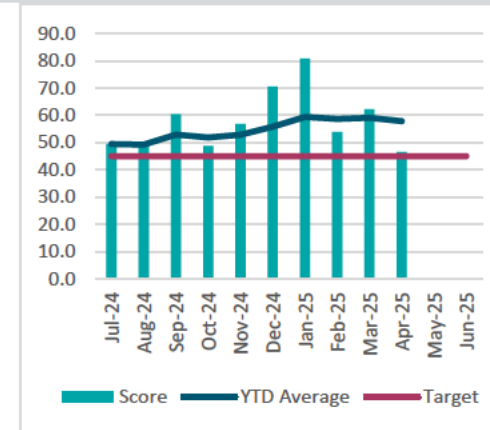
The Zoo's YTD NPS score is tracking **above target** at 74

Auckland Art Gallery: NPS



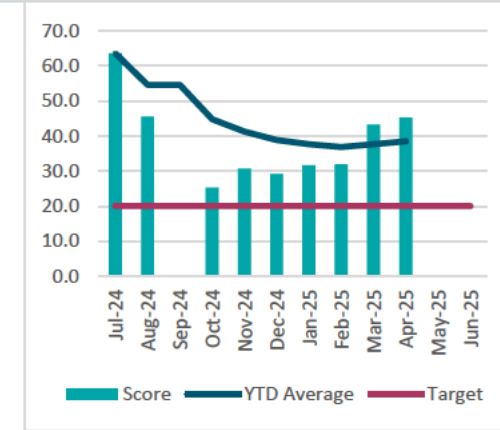
The Gallery's YTD NPS score is tracking **above target** at 55.1

NZ Maritime Museum: NPS



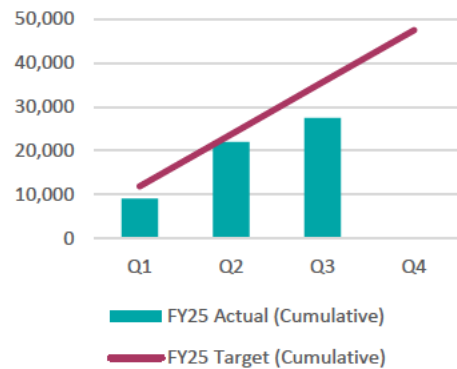
The Museum's YTD NPS score is tracking **above target** at 46.6

Auckland Stadiums: NPS



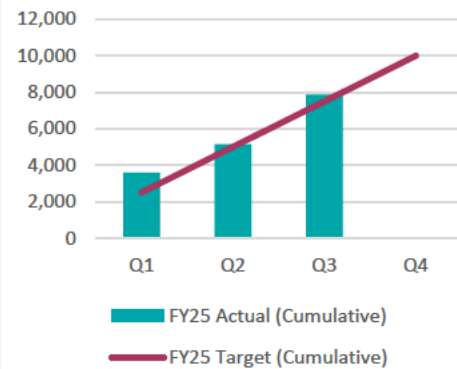
Auckland Stadiums' YTD NPS score is tracking **above target** at 45.3

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



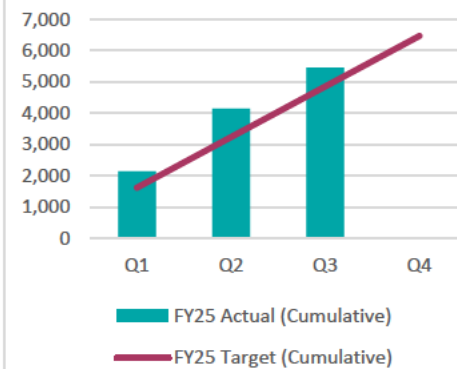
Q3 results for the Zoo were slightly **below target**

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



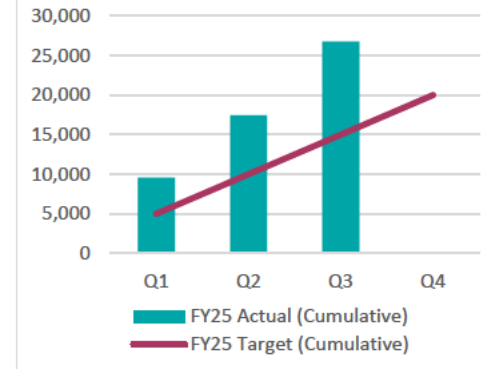
Q3 results for the Gallery are **above target**

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



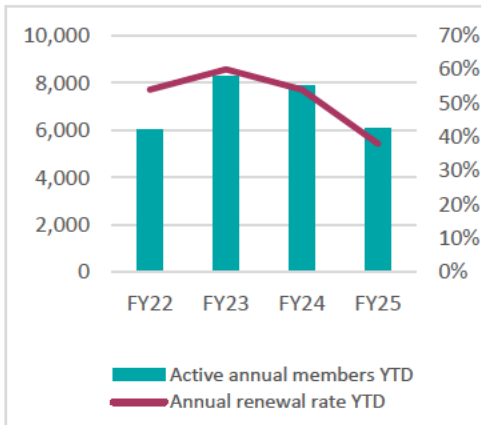
Q3 results for the Museum are **above target**

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



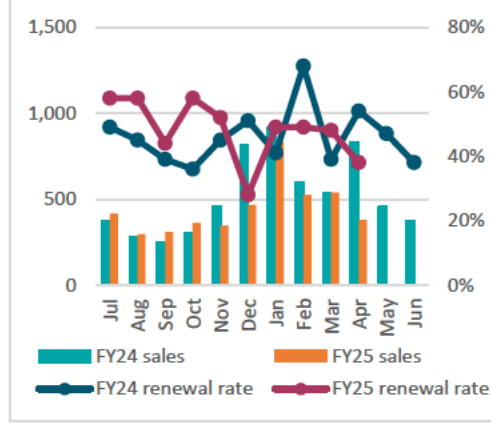
Q3 results for Stadiums are **above target**

Auckland Art Gallery: annual membership



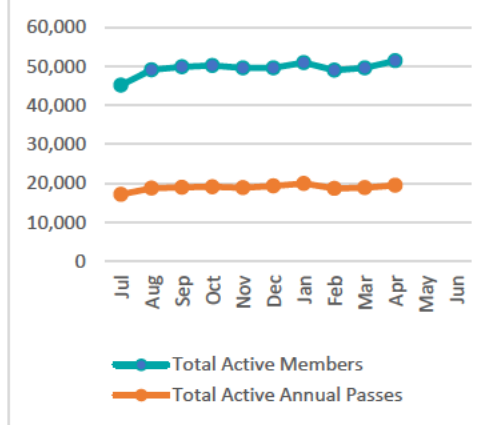
The Gallery's YTD average renewal rate is 48% and there are 6058 active members at month end

Auckland Art Gallery: monthly membership



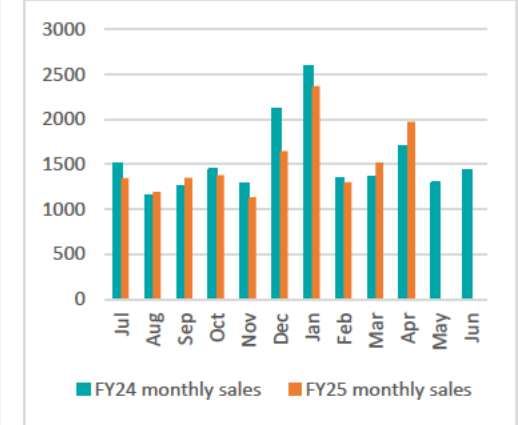
The Gallery's monthly renewal rate was 38% in April and 379 memberships were sold

Auckland Zoo: annual membership



At the end of April, the Zoo had 19,514 active passes and 51,417 active members

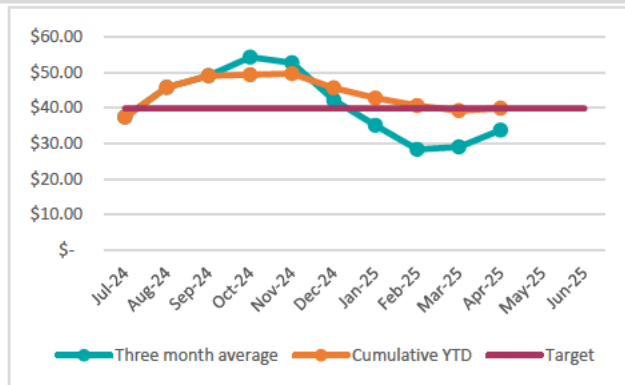
Auckland Zoo: monthly membership



1717 Zoo memberships were sold in April, more than in April last year (1703)

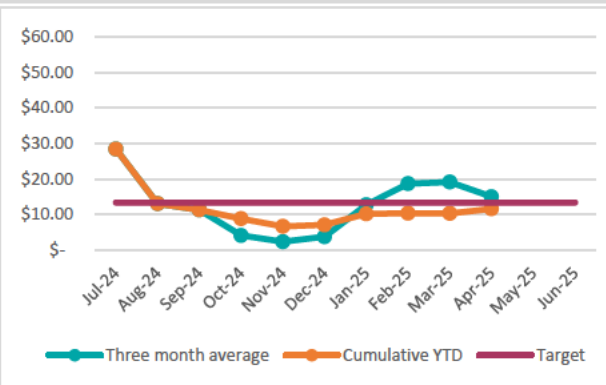
The charts below are a first iteration of monitoring net cost of service per patron across TAU cultural organisations. Net costs include apportioned shared corporate staff and overhead costs. Patrons reflect total attendance at each venue (not ticketed attendance). This measure will continue to be developed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

Auckland Art Gallery: Net cost of service per patron



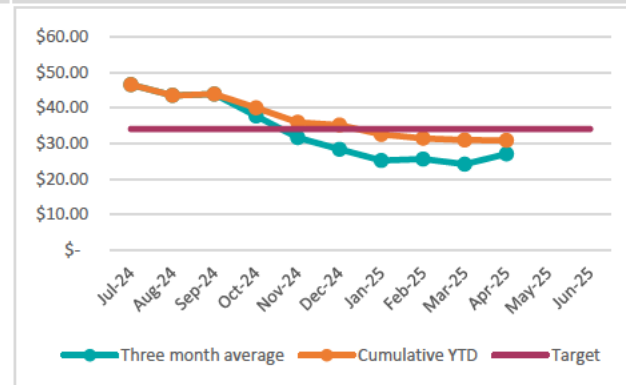
At the end of April, the Gallery's average YTD net cost of service per patron was \$40.00 against an SOI target of \$39.90

Auckland Live and Auckland Conventions, Venues & Events: Net cost of service per patron



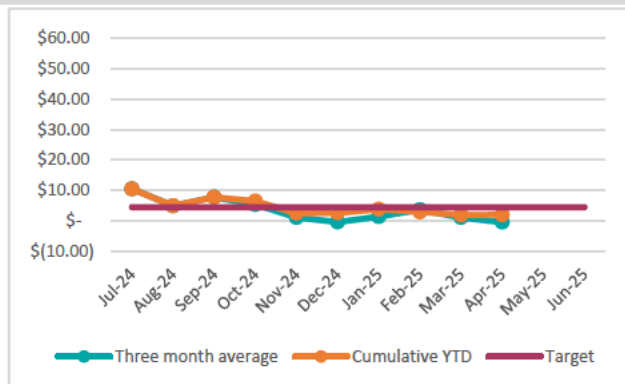
At the end of April, Auckland Live and Conventions' average YTD net cost of service per patron was \$11.30 against an SOI target of \$13.30

NZ Maritime Museum: Net cost of service per patron



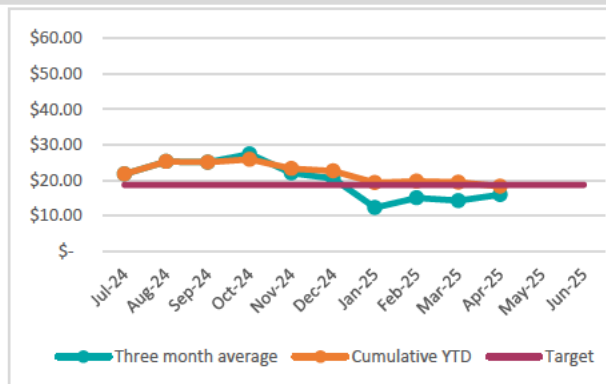
At the end of April, the Museum's average YTD net cost of service per patron was \$30.90 against an SOI target of \$34.10

Auckland Stadiums: Net cost of service per patron



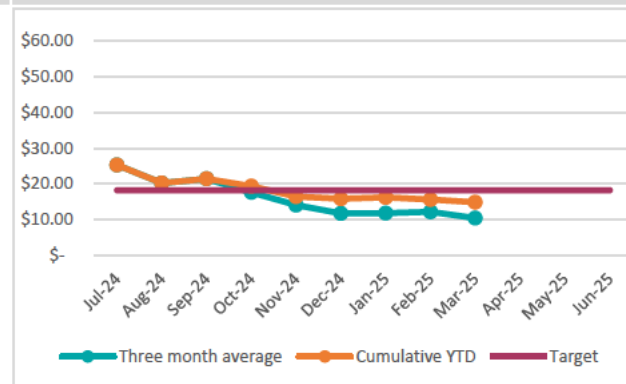
At the end of April, Auckland Stadium's average YTD net cost of service per patron was \$1.90 against an SOI target of \$4.40

Auckland Zoo: Net cost of service per patron



At the end of April, Auckland Zoo's average YTD net cost of service per patron was \$18.30 against an SOI target of \$18.70

Total Tātake Auckland Unlimited: Net cost of service per patron



At the end of April, TAU's net cost of service per patron was \$16.10 against a target of \$18.25

Auckland's prosperity

Visitor Economy

Destination Partnership Programme (DPP)

- A meeting on 19 May with all hotel GMs invited (including non DPP partners) will discuss future of funding for the promotion of Auckland activity managed by TAU (i.e. Tourism, Business Events, Major Events).
- Planning is underway to review the benefits and the mechanisms to secure current and new partners for the FY25/26 DPP programme.

Trade Activity:

- TRENZ Rotorua 2025 – New Zealand's tourism showcases with more than 200 international buyers attending from key inbound markets.
- Team hosted pre/post famils with buyers from Japan, USA, India, Australia with support from TAU's key operators including a Sky City Precinct open day.
- TRENZ 2026 will be hosted in Tāmaki Makaurau, at NZICC from 19-21 May 2026.
- Regional Tourism Boost Fund – \$3m contestable fund to drive international arrivals prior to 30 September 2025. TAU is lead RTO for North America, for all RTOs using *Explore More of NZ* messaging. Phase 1 in market from 16 April-5 May with Air New Zealand early results are positive, with Phase 2 in market from 15 May with Fiji Airways.
- Famils – ongoing trade hosting programme. Stronger direct airline relationships are delivering results, with increased seat access available to Tātaki for hosting both trade and media.
- [Kiwi North NZ](#) – TAU signed MOU with 13 RTO's across the North Island and included airport partners AKL Airport, Hamilton Airport and Wellington Airport at TRENZ. TAU leading a workstream for the group on a Brand Narrative to be used to promote the collective.

Māori Tourism Development Programme

- Focus on the continued promoting of Treasures of Tāmaki and Māori cultural experiences and education to the tourism trade sector, international media and industry buyers.
- Launch of the new season of Bare Feet with Mickela Mallozzi with two episodes focused on Māori Culture in Tāmaki Makaurau took place on 29 April. TAU created content that showcased Auckland at the New York Launch with more than 70 international media and trade attending.
- Preparation is underway for Meetings 2025 Tradeshow happening on 11-12 June in Auckland provides pākihi Māori, Māori culture and the Treasures of Tāmaki to be featured prominently across two days' worth of conference activities with international buyers.

Destination Development:

- **Nighttime Economy (NTE):** Presentation of the of blueprint and the creation of an external-facing identity – *Auckland by Night* – have taken place over the past four

Tech & Innovation

- **Inaugural Auckland Startup Week**, October 2025, publicly announced, leading to nine new partner enquiries. City Centre Targeted Rated investment, and University of Auckland Silver Sponsorship secured. Confirmed delivery partners: KiwiNet, Bridgewest, Generator, UoA, NZVC, Outset Ventures, Movac, Icehouse, NZ Entrepreneur, Angel Association, NZTech, WNT Ventures, NZTE.
- **Startup Aotearoa programme** (funded by Callaghan Innovation) continues to support entrepreneurship in **April with 55 founders engaged** with GridAKL Advisors.
- Engagement with **Denver Economic & Development Opportunity** to submit a joint entry into the AmCham awards – Bilateral Connections category.
- **Hosted SXSW Sydney conference team**, with 40 Auckland attendees learning how to get involved via conference speaking submissions, startup pitch, or brand partnerships.
- **Engagement with the Cleantech Mission** exploring a Singapore trek (May), establishing group charter, opportunities for expansion, and value add activities.
- **Aerospace Auckland 'Business In Space' event**, with 100 attendees. The sold-out event convened founders for a deep dive into investment, capital raising, and scaling aerospace ventures in New Zealand - within the context of a rapidly shifting global landscape.
- **Migrants In Tech event**, with 100 members attending. The community explored growth plans and learned about programmes and certifications to become job-ready faster.
- The **Digital Manufacturing Light Paper** has been published on the Tech Auckland website after a long gestation. Aside from sharing knowledge, next steps to attract companies to adopt and deploy the programme are also being assessed. This requires partnership with industry and funding.
- **GridAKL Bootstrappers Breakfast** with 40 founders, the largest attendance to date. The session provided practical insights on business strategy. The GridAKL Bootstrappers community is growing, with over 400 registered members.
- Preparations for the Mayor's **Auckland Innovation Forum** to be held during TechWeek in partnership with Beca and Committee for Auckland.

weeks to a variety of Stakeholders. Positive feedback has been received with several stakeholders indicating they would be interested in being involved on the Steering Group.

- **Cycle Workshop:** On 1 May TAU facilitated a strategic cycle workshop bringing together stakeholders – iwi, trails trust reps, tourism operators, community and advocates and industry experts from across the region to gauge support for the idea of an umbrella Auckland trails “brand” and to discuss specific actions and opportunities to support the development of individual destination trails – including aspiration for Auckland to have a “NZ Great Ride” in the region.
- **Glasgow Declaration:** Auckland has signed the Glasgow Declaration, an international tourism initiative aimed at getting destinations to commit to specific climate targets and support the global climate goals to halve emissions by 2030 and reach Net Zero as soon as possible before 2050. <https://www.unwto.org/the-glasgow-declaration-on-climate-action-in-tourism>

Economic Transformation & Investment

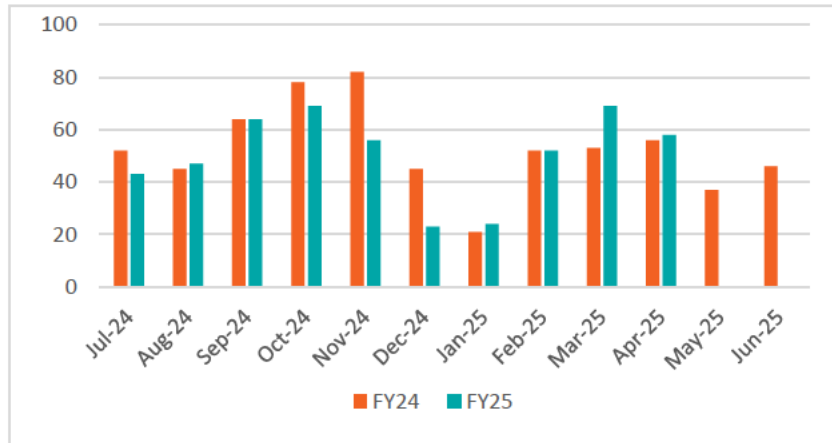
Screen & Creative

- **City Centre Advisory Panel** – The economic intelligence team presented to the CCAP on 5 May, providing an overview of the role and contribution of the city centre to the national and regional economy, and to inform future allocations of the City Centre targeted rate.
- **Project Ikuna** – MBIE has asked TAU to extend the Project Ikuna contract through to end of December 2025. TAU will submit a request for additional funding (\$1m+) to MBIE by 30 May. The Alo Vaka Programme, which Project Ikuna is a part of, will transfer from MBIE to MSD from 1 January 2026.
- **Central Wharves** – Upcoming series of sprints to support the Eke Panuku programme around the regeneration of the central wharves.
- **International** – Head of Climate and Sustainability, [REDACTED] attended the Senior Officials Meeting for the Global Network for Sustainability (G-NETS) hosted by Tokyo (9-11 May). While there, she presented, chaired a session and participated in SusHI Tech Tokyo alongside 58 other city representatives.

- **Te Puna Creative Innovation Quarter Investment** – [REDACTED]
- **Te Puna Creative Hub** – Stage two fitout completed on 29 April and tenants have moved into their respective areas (Crescendo downstairs and Click Studios upstairs). Annex office has short term tenants being confirmed for next few months. Inaugural open studio event hosted 14 May including blessing by Te Kawerau-a-Maki. The Open Studio event should boost awareness of hireable spaces and encourage bookings.
- **Te Puna Central Hub Māori Outcomes** (council) funded programme. Four creative skills academy programmes and a video game have been contracted with Māori providers and implementation is underway. Screen cultural competency course, spurred by Sites of Places of Significance to Mana Whenua work, held 16 May.
- **Auckland City of Music** [REDACTED]
- **Council transition structure** confirmed that the Creative Industries team will split, with Screen Auckland’s facilitation function and manager staying at TAU; the rest moving to council’s new Economic Development Office.

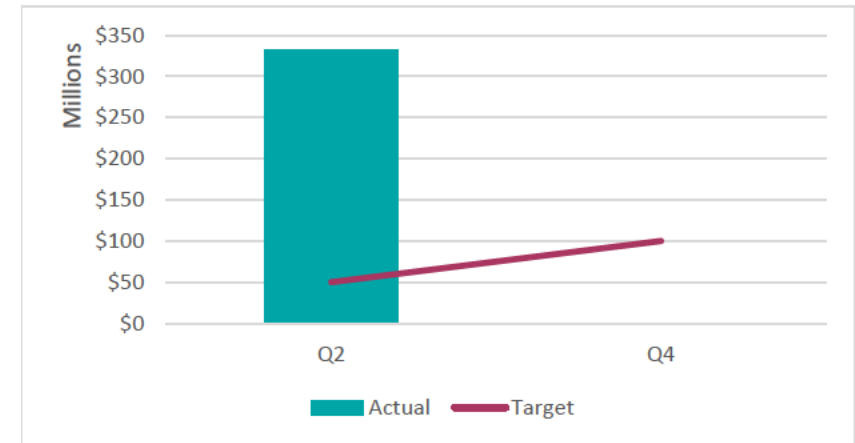
KPI RESULTS

Screen permits processed



The number of permits processed in April (58) was more than April 2024 (56)

Attributable value of private sector investment secured



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

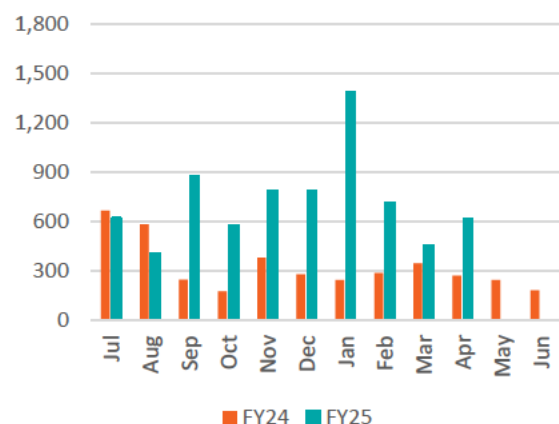
Auckland's reputation

Destination	Events	Cultural Organisations
<ul style="list-style-type: none"> Following briefings to Mayor's Office, Deputy Mayor and Chair CCO Oversight Committee, a new City centre visitor attraction campaign launched targeting fly/drive markets. Events-centric domestic visitation promotion delivered radio giveaways, sponsored content & Spotify ads featuring events inc. Auckland Live Cabaret Festival and Synthony Full Metal Orchestra. Air NZ activity built awareness prior to a retail push. Autumn-Winter tourism promotion went live across major AU channels. AU content creators amplified Auckland messages to their audiences, while Expedia AU activity delivered 4644 partner room nights booked. Auckland's inclusion in the 2Easy Phase 2 North Island Regional Tourism Boost campaign launched 15 May on TripAdvisor, Meta and Jetstar. Comms planning is well underway for an Auckland media event in Sydney on 28 May, targeting 25 leading Australian lifestyle and travel journalists. <p>International tourism famils and media</p> <ul style="list-style-type: none"> Forbes Magazine published What To Eat And Drink In And Around Auckland (116m monthly unique visitors), and US trade media Travel Agent Central published Air New Zealand Launches Sale for Auckland Travel (276,000 monthly readers). Australian news.com.au, published The first thing Dua Lipa did in New Zealand using a quote from Annie Dundas and mentioning Auckland throughout. Australian content creator @samanthakhater shared the best of Auckland with her 126,000 TikTok and 43,000 Instagram followers, including Auckland's Iconic Eats. Journalist Kate Evans visited Auckland to gather content for leading US travel book Frommer's Travel Guide. The material will also appear on Frommers.com (12m page views per month). May will see an influx of international media and content creators in Auckland creating stories including Explore Travel (AU), The Globe&Mail 	<ul style="list-style-type: none"> Gay Games carefully managed stakeholder and media communications around Gay Games bid withdrawal. Comms for World Dance Crew Championships (13-19 April) generated positive coverage for Auckland across multiple platforms and publications including Stuff, Flava, NZ Herald, The Post and Radio New Zealand. ACB comms including providing content and quotes by Ken Pereira for story in <i>M&C Asia</i> on Auckland's business events offering and NZICC. Ongoing marcomms support for MEETINGS2025 in June inc. production of Treasures of Tāmaki activation, opening ceremony creative, and video content filmed with the Mayor, Ministry of Tourism and BEIA. This month, marketing provided support for 45 Venue Hire clients, including notable acts such as SuperGroove, Chaka Khan, and Sex Pistols Ft. Frank Carter. Marketing also played a key role in major supported campaigns, including the Auckland Writers Festival and the NZ International Comedy Festival. Additionally, planning has been managed or progressed for nine Auckland Live presented campaigns, including Lost Dogs' Disco, Tōrua, The Gruffalo, and Auckland Live Cabaret Festival featuring La Clique. The Lost Dogs Disco installation was a hit with the public, generating 31 pieces of media coverage including 1News Breakfast and Kea Kids, who interviewed Dan Clarke. The latest engagement metrics show strong growth, with a 63.3% increase in 'Buy Tickets' engagements from Live EDM and a 38.9% rise in returning users. Investment in paid advertising has delivered significant returns, with an estimated \$24.17 ROI per dollar spent on paid social and \$22.58 per dollar spent on paid search. These results demonstrate the effectiveness of targeted strategies and reinforce the value of digital marketing efforts. ACVE website received 28,700 users and 142 enquiry form submissions. Social Media strategy continues to 	<ul style="list-style-type: none"> Campaign planning for Matariki Ahunga Nui 2025 is underway aimed at reaching key communities in the CBD and South Auckland. Auckland Art Gallery achieved 78 media mentions this month with a reach of 7.2m. A high proportion is from reactive media and LGOIMA enquiries about the damage to an artwork at the Curious Ball. Other stories of interest included Gallery director resignation, curator Nathan Pōhio interviewed on 1News re the passing of Robyn Kahukiwa, Mark Adams re exhibition on RNZ and Stuff article on new Chartwell collection book. Also launched communications for new ticketing options, pricing for paid exhibitions and membership and a call for entries for Michèle Whitecliffe Art Writing Prize. NZ Maritime Museum ran a fresh advertising burst for <i>Into Ocean & Ice</i> across Meta, TikTok, YouTube and street posters, and attracted 1555 school holiday programme attendees via brochures, listings, in-museum advertising, Meta and radio. <div style="background-color: black; height: 20px; width: 100%;"></div> <ul style="list-style-type: none"> Dinosaur Discovery Track marketing contributed to the Zoo's highest April visitation with a particularly positive response to digital ads. Prep began for Phase 2 of the campaign, while Dinosaur Pass membership generated more than \$20,000 in revenue in its first month. The Zoo achieved a high number of media stories (411) in April – an 80% increase on March. Coverage highlights included the opening of the Dinosaur Discovery Track, arrival of kangaroo mob, birth of meerkat pups, wētāpunga breed-for-release programme and <i>Wild Heroes (Series 3)</i> wildlife documentary series. Auckland Stadlums. Record month on social media – with cumulative organic social media reach of 2.6m. Activity driving awareness and ticketing for sellout Moana Pasifika, Warriors,

<p>(Canada), plus content creators @celesteejh (130,000 followers on TikTok and 21,000 on Instagram) and @haz and loz (198,000 followers on Instagram and 64,000 on TikTok).</p>	<p>yield results: 121 new followers</p>	<p>Auckland FC and concert events at North Harbour Stadium, Go Media Stadium and Lilyworld.</p>
Auckland brand and reputation	Economic development	Discover Auckland platform
<ul style="list-style-type: none"> Studio highlights: MOTAT Aviation Hall showreel; City Centre Investment Proposition supporting video; Tourism video introduction reel for Barefoot NYC screening; footage shoots in Westhaven Marina, Big Gay Out, University of Auckland; Go Media Stadium drone shoot and tunnel video; Cabaret promotional video shoot; ACVE Charity and Christmas sales packages; Auckland Chinese Travel Guide. 	<ul style="list-style-type: none"> ED transition: commenced planning and handover of ED marcoms projects and channels to council effective 1 July, along with team members moving. CCA: Marketing for the CCA/EECA Regional Energy Transition Accelerator Event on 8 May generated 94 registrations, exceeding the target of 80. Attendees included large energy users, retailers, and key sector stakeholders. Since launching on 28 February, the ClimateWise platform has attracted 27,805 users. Economic Transformation: The City Centre Investment Prospectus project continues. A PR agency has been appointed to drive media publicity in NZ, Australia, and Singapore. CBRE has provided updated statistics for the Prospectus as of March 2025. Submission for American Chamber of Commerce awards is being prepared. Tech Economy: The Digital Manufacturing Light Paper has been published on the Tech Auckland website, with paid advertising scheduled to commence this week. Website development for Auckland Startup Week in progress, and the launch video has attracted interest from Stone & Chalk, plus startups and entrepreneurs. Tech Auckland phase 2 marketing underway, featuring a new "Migrants in Tech" video that highlights TAU's work in building a community of over 1000 members. Te Puna: has increased its local visibility through targeted advertising in community magazines and business association channels. New signage is being installed to further enhance its presence and community recognition. Comms guidance and collateral for open studio event and web article welcoming new tenant, Click Studios. Marcomms prep for inaugural TP Creative Hub mixer event (14 May). Screen Auckland: secured a homepage takeover featuring Minecraft to position Auckland as a leading production hub. The Screen EDM campaign supported the Art Fair with promotional content and a ticket winner announcement to drive engagement. The final Disney interview edit was delivered for the Zombies release, highlighting Auckland's involvement in major international productions. 	<ul style="list-style-type: none"> 'It's on in Auckland' campaign microsite built for city centre visitor attraction campaign launch. Discover Auckland enhancements deployed, including improved user experience, campaign assets for the CCTR campaign, and enhanced performance tracking. Search Engine Optimisation, including AI Search, proposals received from agencies for review Collections campaign content launched with Lot 19 (Onehunga Local) & Virginia Leonard (AAF) and content captured with Bobby Brazuka (DJ) & Pax Assadi (Comedy Festival)

KPI RESULTS

Media coverage mentioning TAU



Media mentions **increased by 35%** this month. The most significant driver was TAU's announcement that Auckland would not proceed with a bid to host the 38th America's Cup in 2027. TAU collaborated closely with MBIE and key industry stakeholders to manage this announcement, resulting in largely positive media sentiment given the current financial constraints facing the city and country. CE Nick Hill prominently featured in the coverage. Other high-profile stories included SailGP's global programme announcement; World Dance Crew Championships; Auckland Zoo conservation projects and ongoing council discussions around relocating speedway events.

Discover Auckland Platform Performance

Sessions: Interaction of an 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

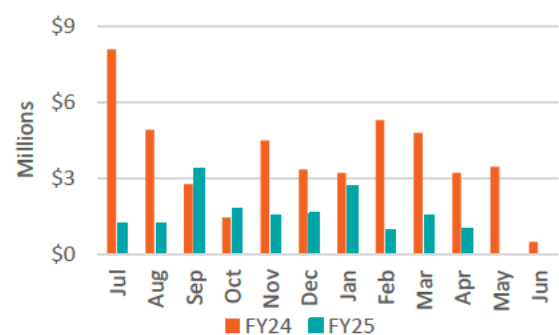


Conversions: The number of referrals/links to 3rd party sites, file downloads, form submissions and Login/Sign up to accounts that have occurred over time.



2.4m sessions in the past 12 months, with a 100% uplift in April 2025 vs 2024 driven by paid collections (South Auckland Guide, Easter, AFC/Breakers) and strong organic search for 'Auckland's Easter Family Events' Top operator referrals were Delmore Lodge, Clip N" Climb North Shore, and Weta Workshop Unleashed. The top event links were The Easter Show, Lost Dogs' Disco and Dinosaur Discovery Track at the Auckland Zoo.

Equivalent Advertising Value (EAV) of TAU media coverage



Despite increased media volume, there was a **50% decline** in equivalent advertising value (EAV). This was primarily due to a higher-than-usual proportion of radio coverage (including talk-back) amounting to 57% of all media mentions and which typically carries lower rate card values compared to print and television. Additionally, 25% of coverage was syndicated to smaller publications (i.e Westport News, Pacific Media Network) which don't carry rate card analysis, so it is not possible to incorporate their value.

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 April - 30

City	Country	Total users	Total Users as %	Sessions	Sessions as %
1. Auckland	New Zealand	103,970	50%	122,645	50%
2. Christchurch	New Zealand	20,577	10%	22,623	9%
3. Sydney	Australia	13,684	7%	14,363	6%
4. Wellington	New Zealand	13,054	6%	14,142	6%
5. Melbourne	Australia	10,413	5%	11,356	5%
6. Brisbane	Australia	7,598	4%	7,958	3%
7. Hamilton	New Zealand	5,299	3%	5,860	2%
8. Tauranga	New Zealand	2,483	1%	2,766	1%
9. Whangarei	New Zealand	1,686	1%	1,893	1%
10. Napier	New Zealand	1,500	1%	1,676	1%

No major changes in top 10 cities vs March. TRAU's DPP marketing and always on activity is positively impacting the number of sessions from Australia with a 116% growth in April 2025 vs April 2024.

Climate change and environmental sustainability

Climate Change and Sustainability (General Update)

Cross cutting:

- TAU's first draft of the **Climate Transition Plan** is complete. The document is ready for TAU's Risk and Finance Committee update in May.

The next progress update on TAU's Climate Change and Environment Strategic Plan is scheduled for July.

Te Tārūke-ā-Tāwhiri: Auckland's Climate Plan (Economy Priority)

Action E2: Climate Connect Aotearoa (CCA)

- ClimateWise:** Phase 2 content planning continues, as well as engagement with North Harbour contacts for the SME geographical cohort. A representative from the team was interviewed by the Parnell Business Association for their 'eco-bite' series. A ClimateWise presentation has been confirmed for C40's Asia/Pacific Members meeting in May.
- Māori Outcomes:** Content development continues following CCA's He Kete Mātauranga Hui in March.
- Energy:** The exemption applications have been submitted to the Electricity Authority for the community energy sharing challenge.

Māori outcomes

Kia ora te Umanga | Māori Business, Tourism and Employment

- Māori Economic Innovation Hubs:** In addition to the Māori Outcomes Fund TAU is also providing funding for these hubs from its operating budget. Te Ngahere and ReserveTMK hubs are managed by Mātāwaka operators and are required to report quarterly on the terms of the investment agreements. Te Puna is currently managed by TAU, with external partners for programme delivery. ReserveTMK has now received the fourth instalment of Y1 funding. Programme delivery takes place throughout the year.

Te Puna Māori Economic Innovation Hub is a partnership with Te Kawerau ā Maki iwi. Funding agreements are now in place for Te Puna Creative Academy with Crescendo Trust of Aotearoa, Ama Digital Studios and Te Pou Theatre Trust, and programme delivery commences in Q3 and Q4 FY25. Additionally, a pilot Screen Industry Cultural Competency Programme developed with Te Kawerau ā Maki and aimed at location managers and producers will be delivered in May. This has been very well subscribed. The pilot Te Puna Business Growth Programme is now in delivery phase with procurement of delivery partners and EOI for participants underway. Learnings from the pilot will inform outsourced delivery of the programme in years two & three. Development of a Kaupapa Māori Hubs Evaluation Framework is underway and will be delivered in Q4, with evaluation and insights gathering commencing across all three hubs in FY26.

- Sites and Places of Significance to Mana Whenua:** The public hearing on the Plan change to enable filming on SPSMW as a permitted activity in council-

Kia ora te Ahurea | Māori Identity and Culture

- M9 Te Ōhanga Māori – A Pathway to Prosperity:** Māori Outcomes sponsored the April edition of M9 at Kiri Te Kanawa Theatre. Māori Outcomes distributed sponsor benefit tickets to 200 Mana Whenua and Mātāwaka, enabling them to experience this celebration of te Ao Māori in one of TAU's venues. The April edition asked how the Māori economy paves the way to prosperity, and how do Māori continue to build on their economic sovereignty in Aotearoa.
- Matariki:** Council is leading Matariki Festival coordination. Ngāti Tamaoho -led pou events will take place from 13 June, with community events showcased from 21 June to 13 July. The full programme of events is set to be released sometime in May via www.matarikifestival.org.nz. Tātaki has over 20 Matariki initiatives, programmes and activities planned. This includes multispace activations, artworks and dance/haka performances at the Gallery; several Auckland Live-supported shows with esteemed Māori performers at The Civic Wintergarden and Auckland Town Hall; whānau activities and a live waka carving demonstration through the Maritime Museum, and a special Matariki evening activation at Auckland Zoo.

Contributions towards other strategic priorities of Kia Ora Tāmaki Makaurau

Kia ora te Hononga: Effective Māori Participation

- Hui Whakamārama:** On 16 April, the Tātaki Board and Executive leadership hosted a gathering of Iwi and Mātāwaka at Aotea Centre. The hui aimed to strengthen whanaungatanga, provide an update on Tātaki's strategic direction and offer a platform for discussing matters of interest to Māori. Feedback from the hui is being collated to take forward for the updated Te Mahere Aronga, TAU's Māori Outcomes

managed spaces has been set for 21 May. All the documents relating to the hearing are [here](#), including the full hearing report with recommendations. A decision is anticipated within a few months of the hearing. If no appeals are received, the Plan change becomes operational from the date of the notice of decision.

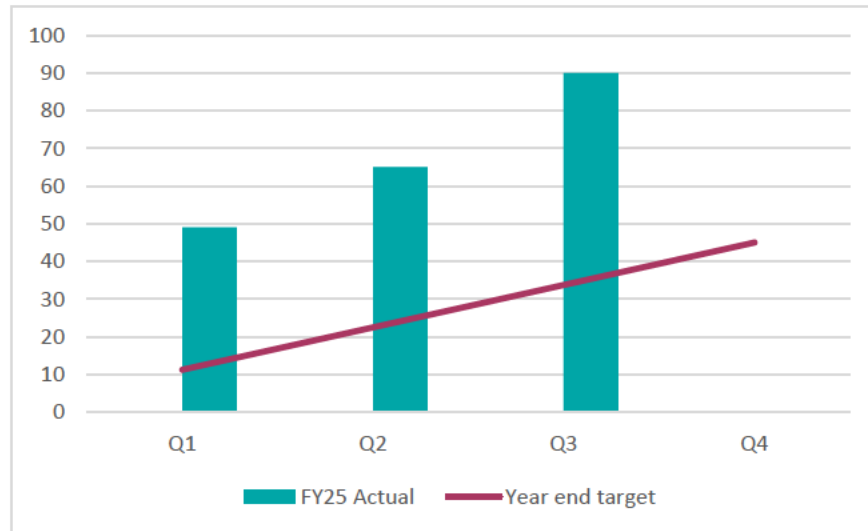
Plan. It will also inform future interactions and initiatives as all stakeholders continue to work together.

Kia hāngai te Kaunihera: An empowered organisation

- **Te Tiriti o Waitangi training:** Following a successful pilot, enrolments opened in April for the two-part follow-up online programme available to kaimahi who have completed the one-day Te Tiriti o Waitangi workshop – with the first course already fully subscribed. Part one explores how Te Tiriti can guide our actions, part two enhances Te Tiriti capability by clarifying the roles and responsibilities of tangata Tiriti.
- **Taki cultural competency app:** Work has begun on the third update to Taki, the Tātaki app for te reo Māori, tikanga, and other valuable resources aimed at enhancing kaimahi confidence and capability. The update will feature expanded guidance on tikanga, such as pōhiri and whakatau at Tātaki, enriched te reo Māori content, and an expanded quiz.
- **Māori Engagement Framework:** Work is progressing well on the development of the Māori Engagement Framework and supporting tools and resources. In this phase, a Māori engagement framework is being worked on that provides a broad approach for anyone at Tātaki who needs to work alongside or engage with Māori organisations and individuals; an engagement strategy template to help plan and deliver the engagement; and a new page on the Whare Māori Outcomes Ako site where kaimahi can find the framework, template, tools, and resources to support effective engagement with Māori. The new tools will be rolled out to Tātaki kaimahi in June and July. The next phase will see the development and publishing of additional tools and resources. The prioritised list was informed by the insights gathered from across the organisation in 2024, from kōrero with haumi in other organisations in the council whānau and learning from other organisations that do this well.

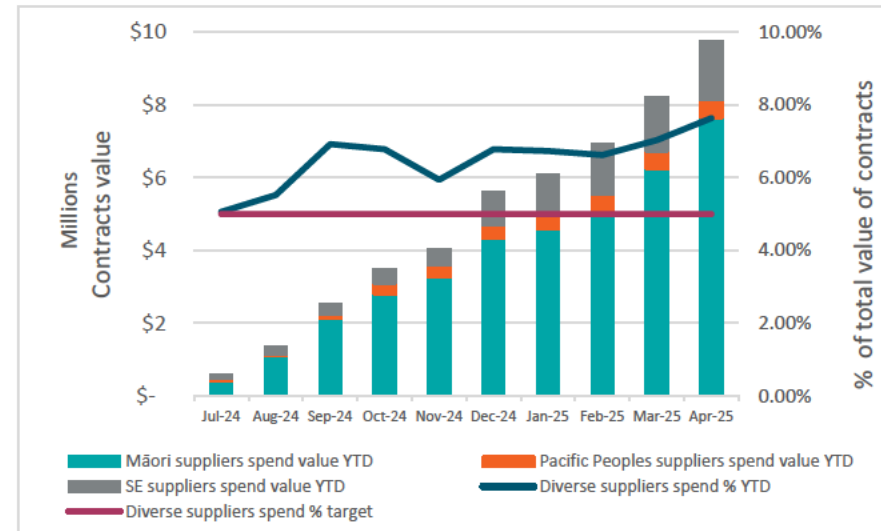
KPI RESULTS

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



Q3 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 7.63% 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

ICT Enhancement

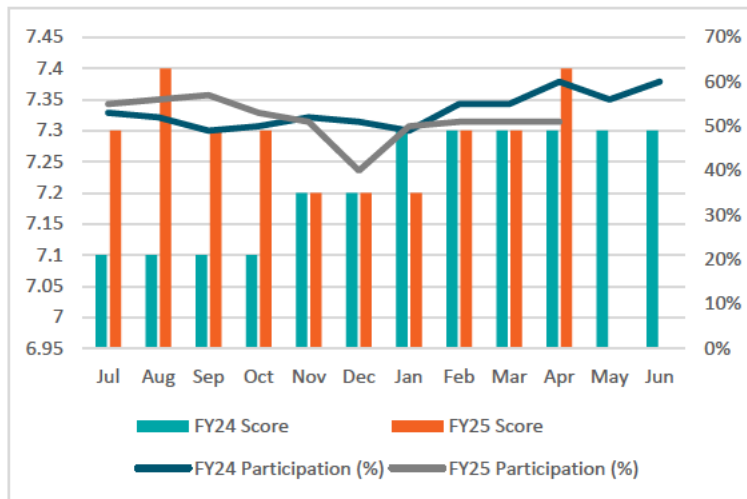
Commercial Revenue & Partnership Strategy

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

- [REDACTED]
- Finalisation of the consultation, and Steerco Stream approval enables work to begin to unpick Economic Development domains, web sites, CRM and EDM platforms from the rest of the TAU technical ecosystem. Confirmation being sought that GSS/council teams will take on ownership and management of these systems post 1 July.
- The **CRM stream** successfully delivered pricing changes and dual membership for the Gallery and is now focused on the ED transition work. In terms of the Enterprise transition, the next focus is Tourism and Strategic Invitations and the linkages to Grants and Sponsorships. Discovery work is starting to understand the use cases for the ingestion of Ticketmaster data into Salesforce Data Cloud to start to build out a Single View of the Customer.
- **Data Governance and Culture** sessions across TAU rūpū lead teams are almost completed, and this month the Data Champions community will kick off. Their focus will be to support the work required to raise data maturity across the organisation and the quality of data. TAU is leveraging the GSS Data workstream to adopt and adapt policies.
- **Dexibit** visitation data integrity has been approved for both the Gallery and Zoo, and they have started to use the pre-defined dashboards and build out their own. Work has started to validate the ticketing data from Ticketmaster to support use cases in Auckland Live and Auckland Stadiums.
- **AI:**
 - The user group has met for the fourth time, prompt training is continuing with a high take up rate across different parts of the organisation, training is also being provided to the Creative Studio to help assess tools that will provide them with efficiencies, and Perplexity for use as an AI based search engine is currently being reviewed.
 - TAU are working with council to enable a pilot of Co-Pilot 365 to determine the value proposition. All of these tools will be reviewed in line with the AI policy.
 - Work with an external party is being undertaken to assess the impact of AI on web sites, particularly in the tourism and events sectors worldwide, to assist in developing a roadmap for future development, and minimising regretful spend.
- Refer to CE sub-reports in Resource Centre for Customer Strategy/CRM/eDM benefits dashboard (quarterly) and Cybersecurity dashboard (monthly)

KPI RESULTS

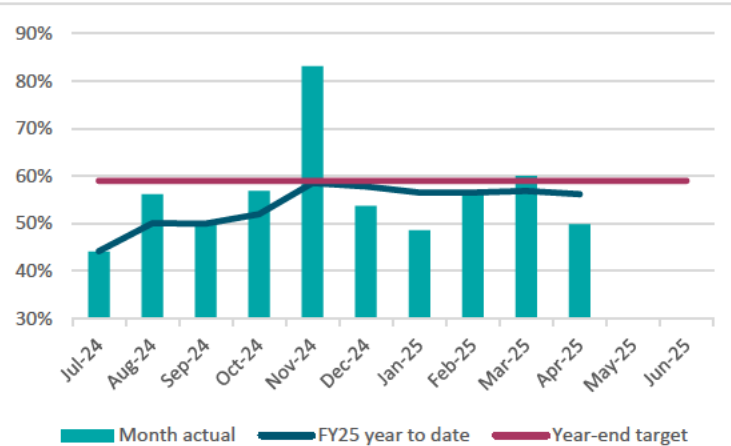
OfficeVibe engagement score and participation



Participation stayed level this month at 51% while the engagement score has increased to 7.4.

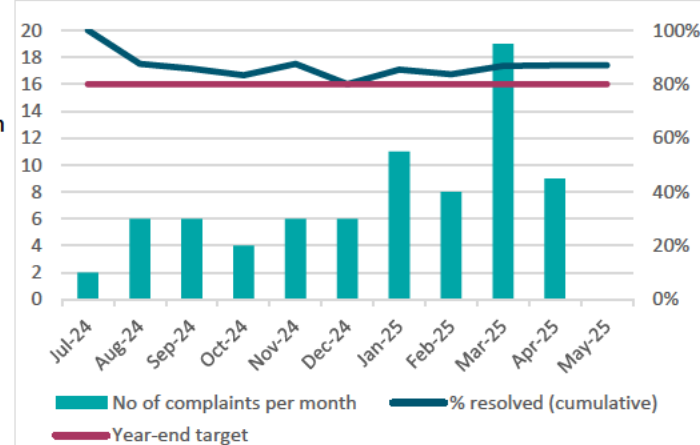
S6(a),S7(2)(f)(i),(h) LGOIMA 1987

% expenses through non-rates revenue



At 56%, the year-to-date percentage of expenses funded through non-rates revenue was **below target** at the end of April.

% of customer complaints resolved within 10 working days



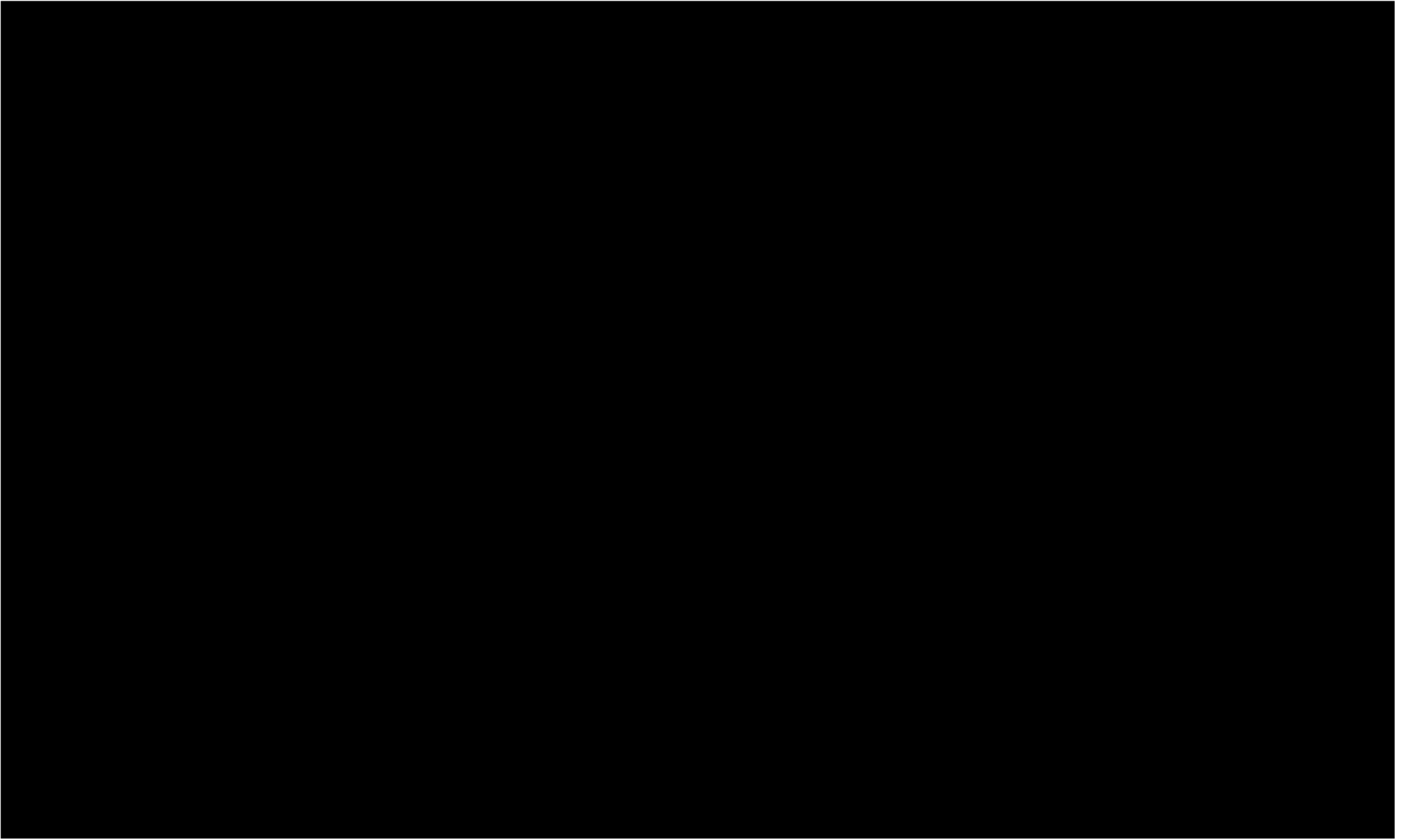
87% of complaints had been resolved within 10 working days YTD. **On target.**

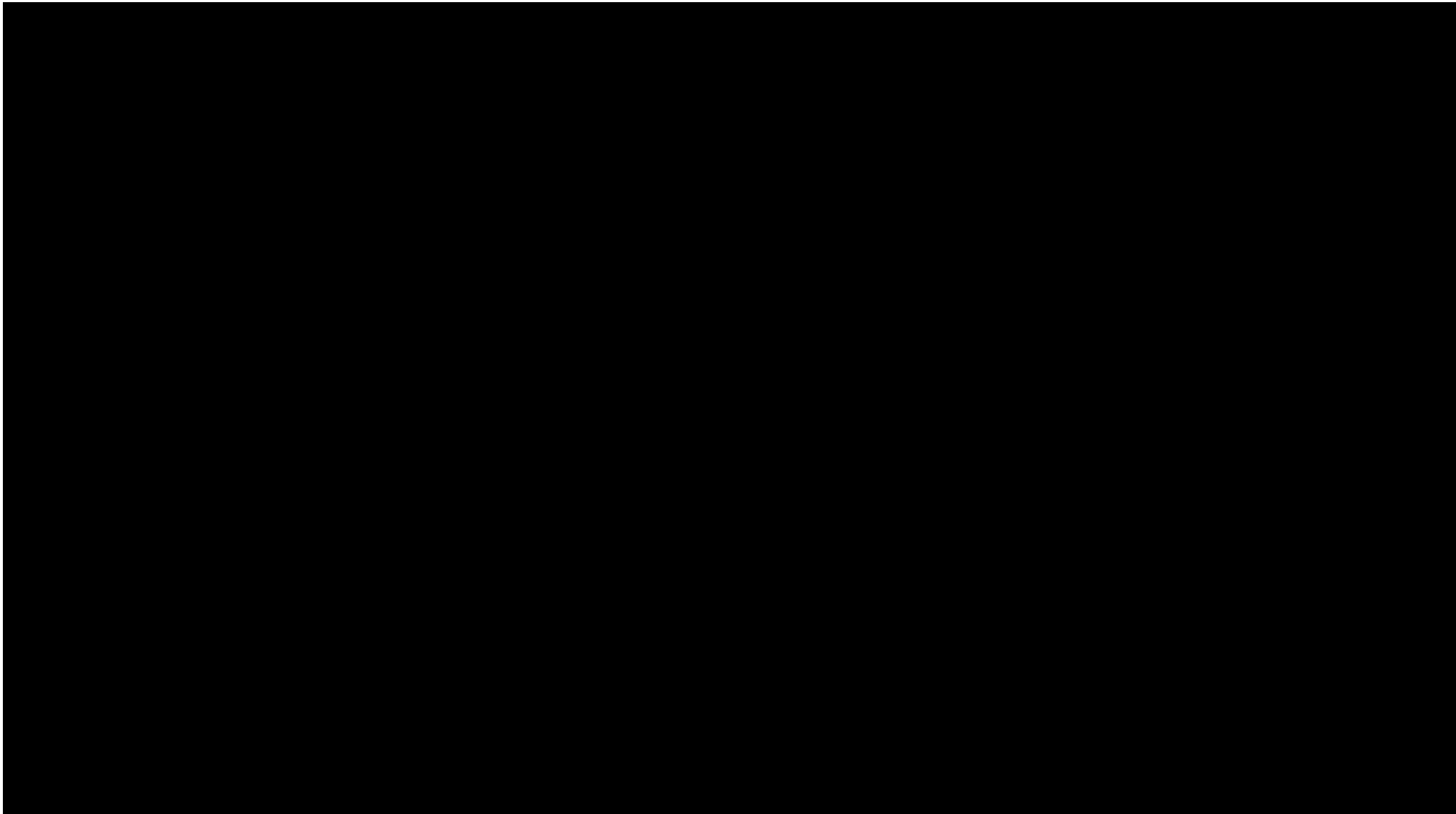
Schedule of Appendices

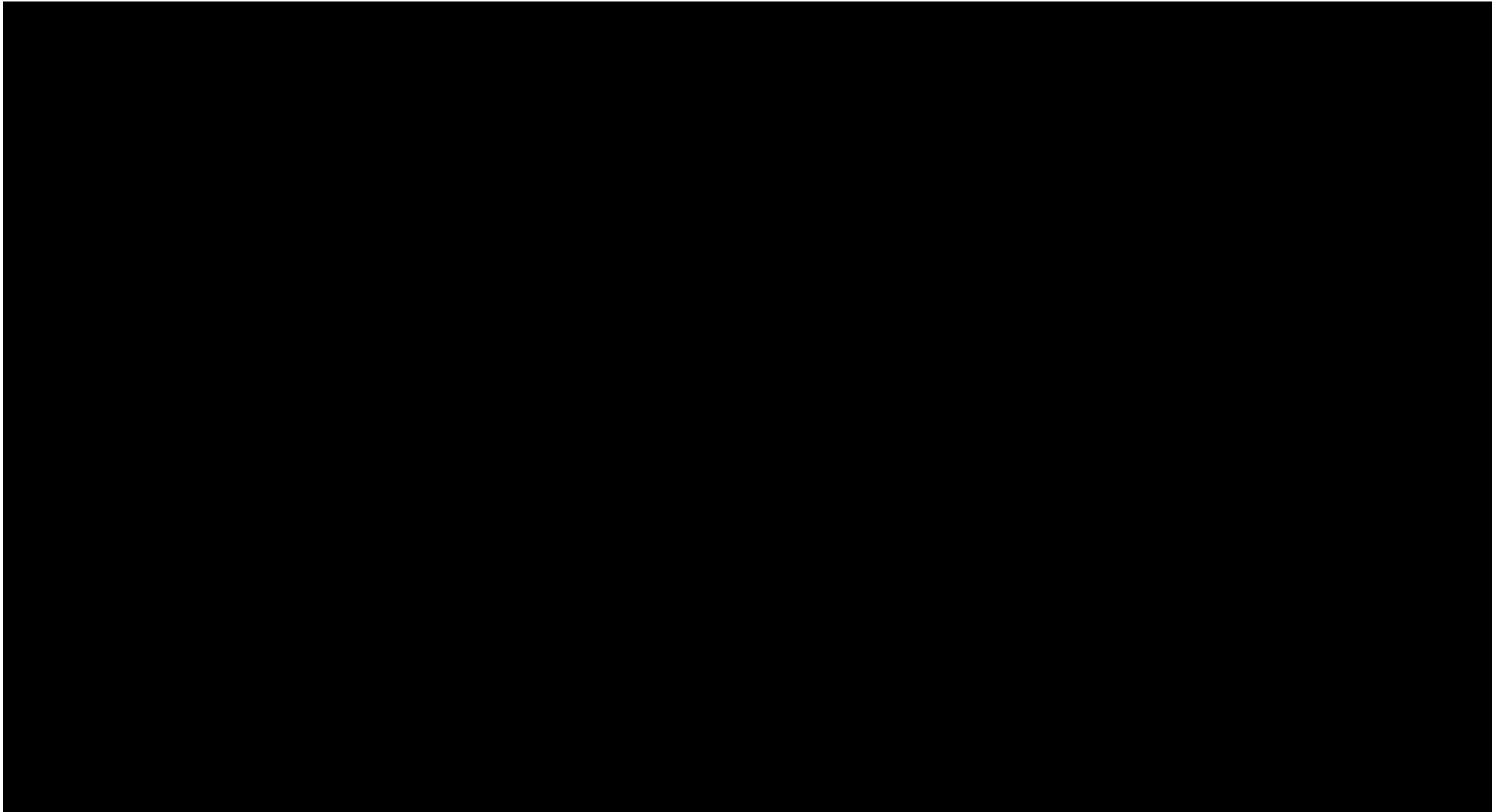
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|---|--------------------|
| 1. TAU Cybersecurity Dashboard | (Monthly) |
| 2. GSS Cyber Dashboard | (Monthly) |
| 3. Q3 Snapshot: Waste Indicators | (Quarterly) |
| 4. TAU calendar | (Monthly) |
| 5. Major Events project status | (Monthly) |

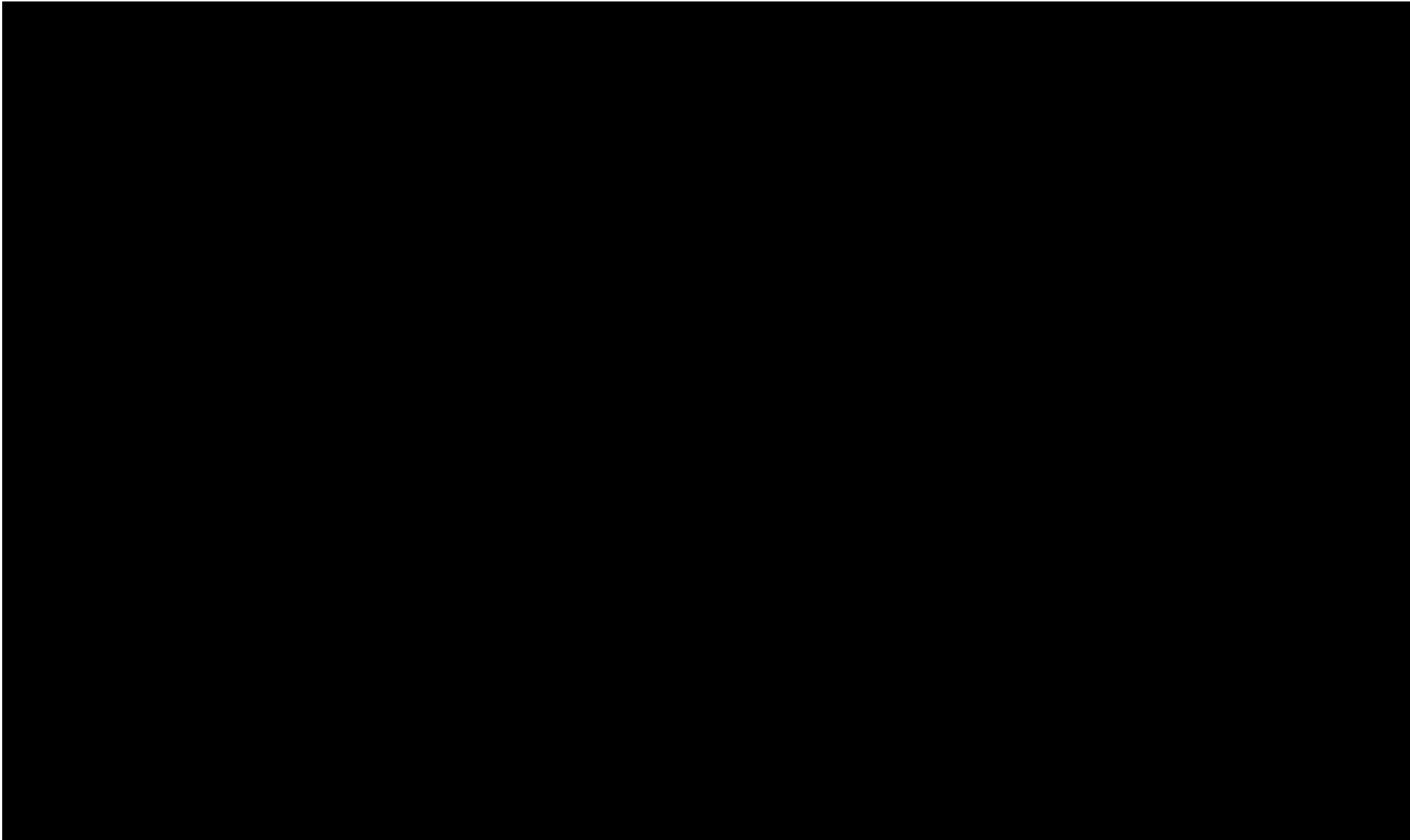
CE sub-reports in Resource Centre

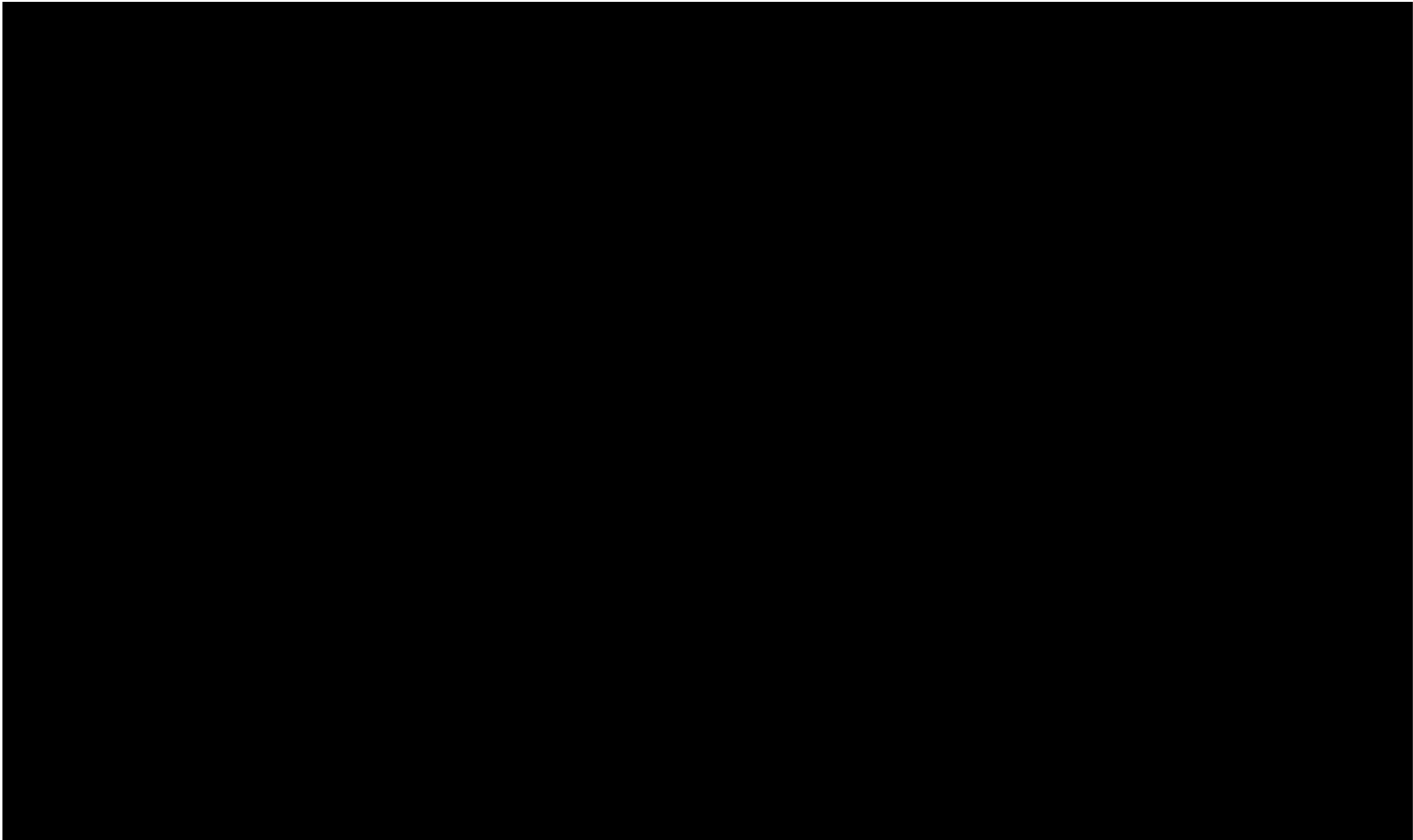
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| • Finance Report | (Monthly) |
| • Risk Report | (Monthly) |
| • Customer Strategy / CRM / eDM benefits dashboard | (Quarterly) |
| • Capital Projects Report | (Bi-monthly) |
| • Shareholder Feedback on Draft SOI | |

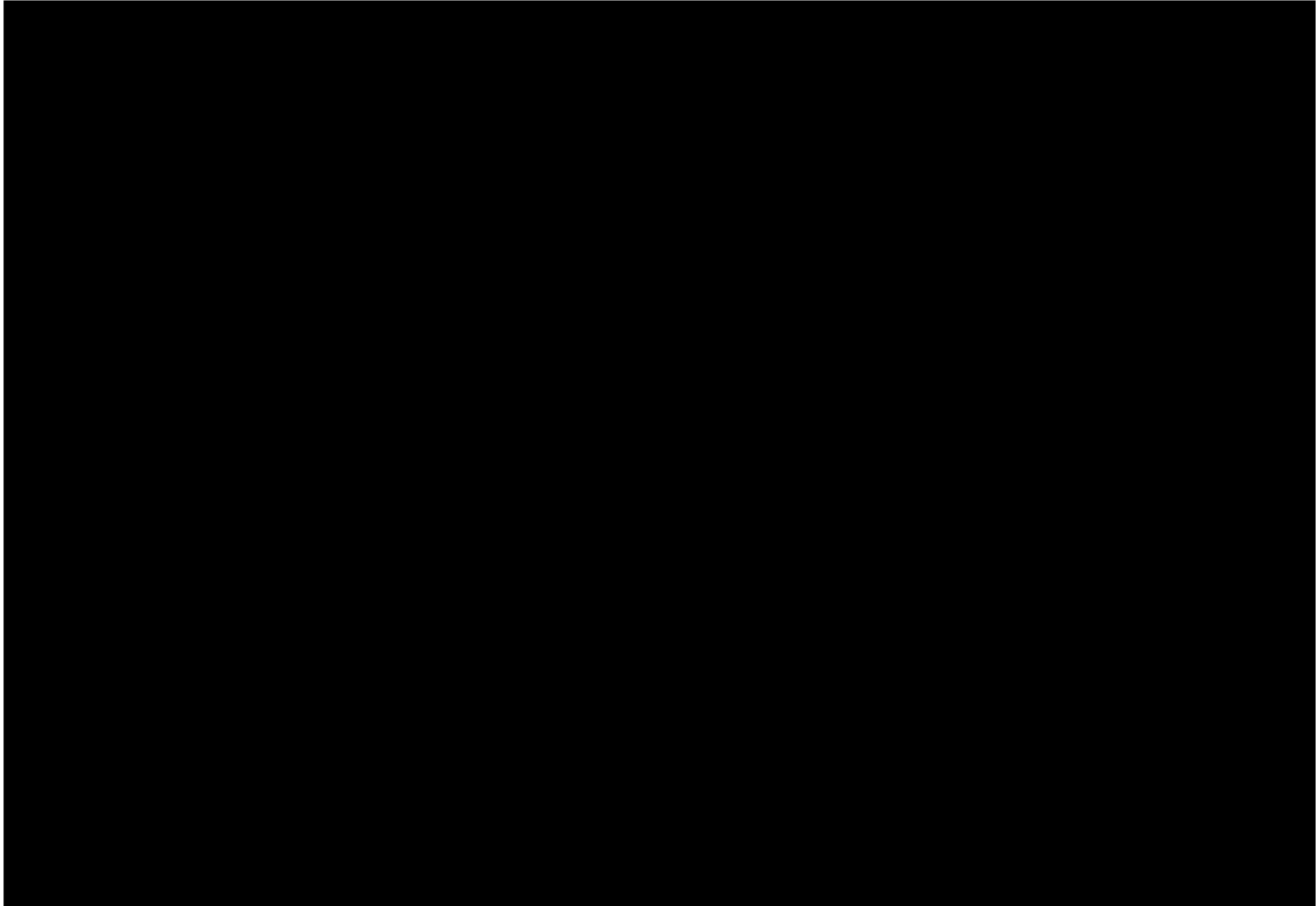


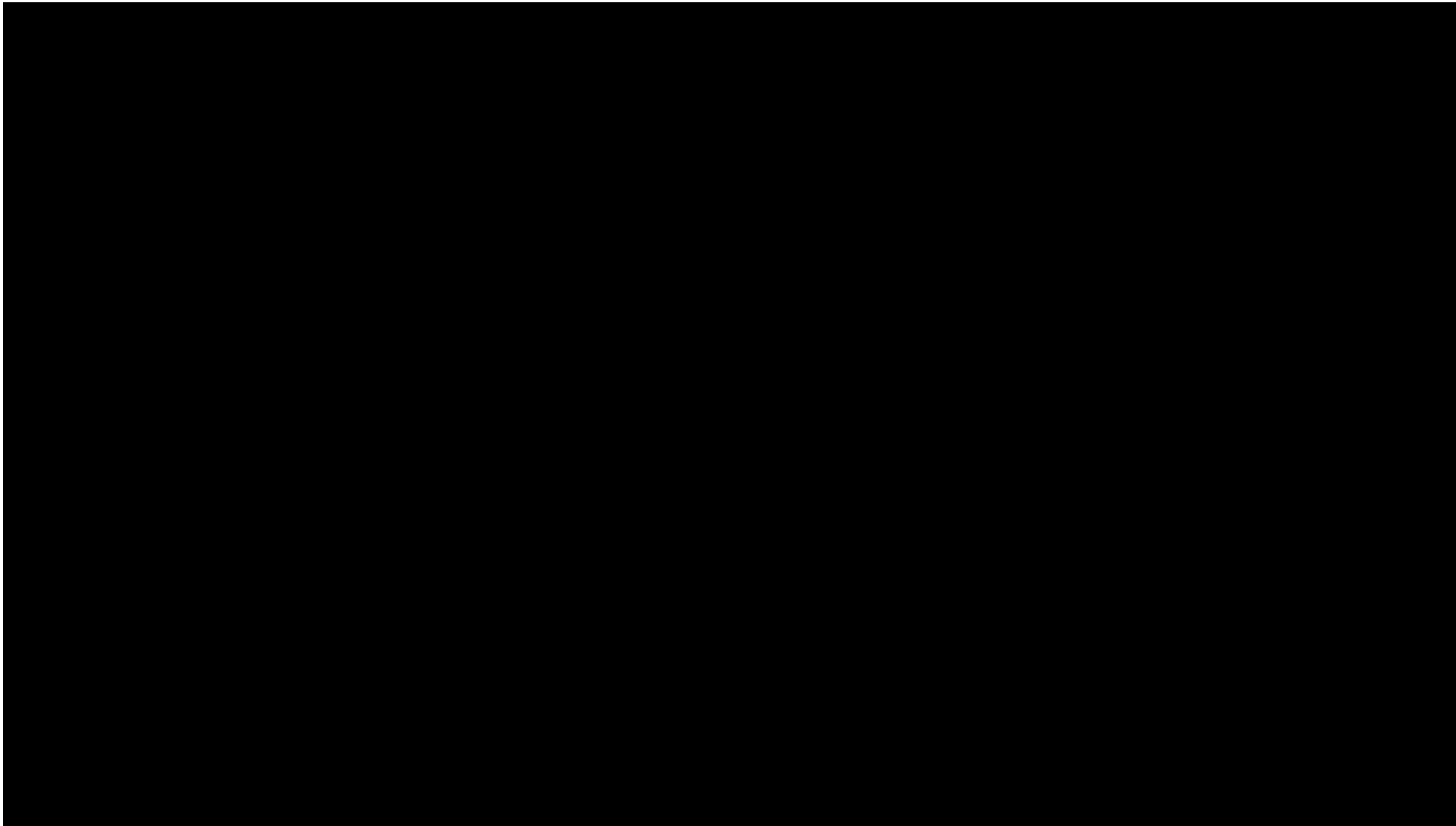


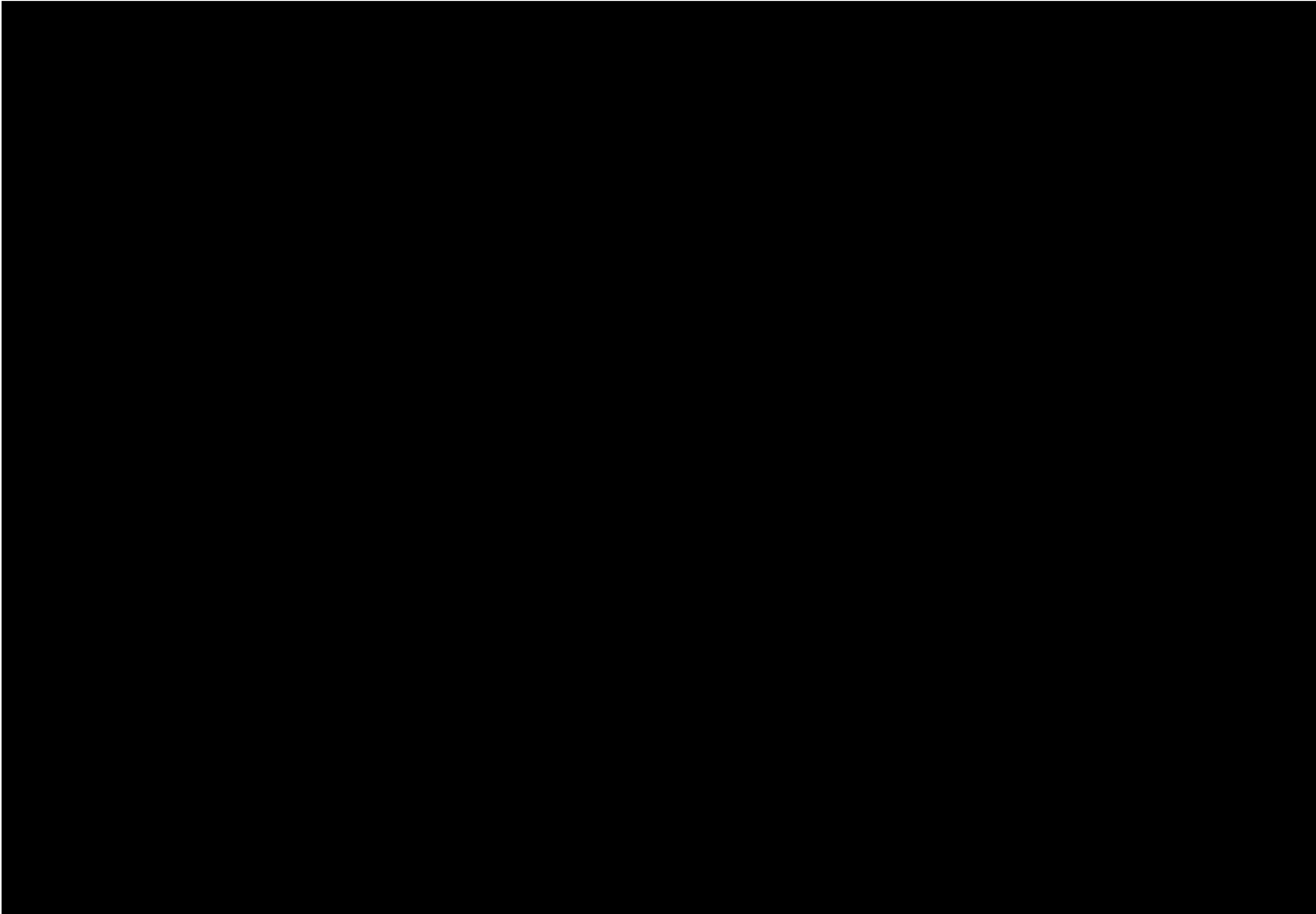


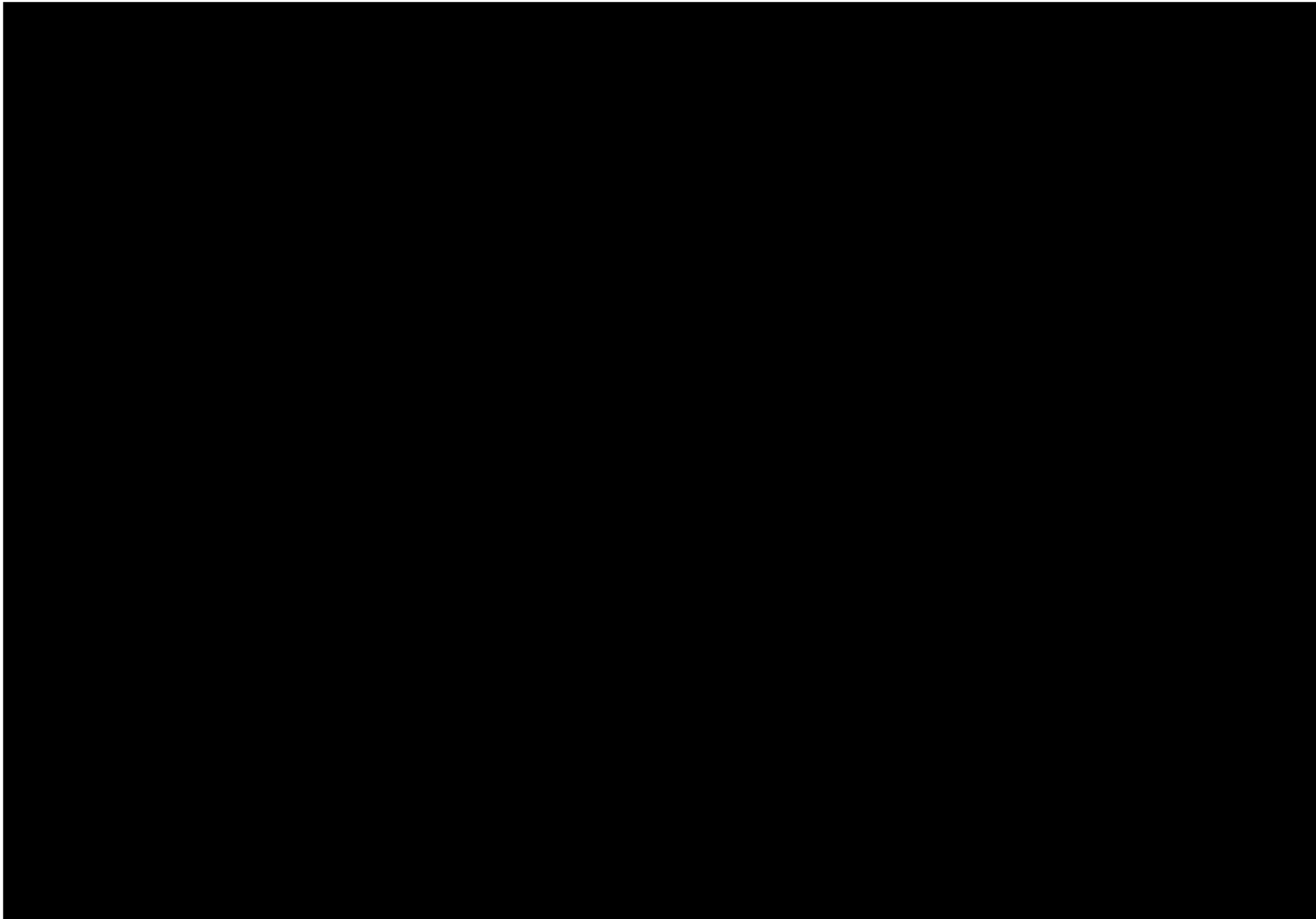


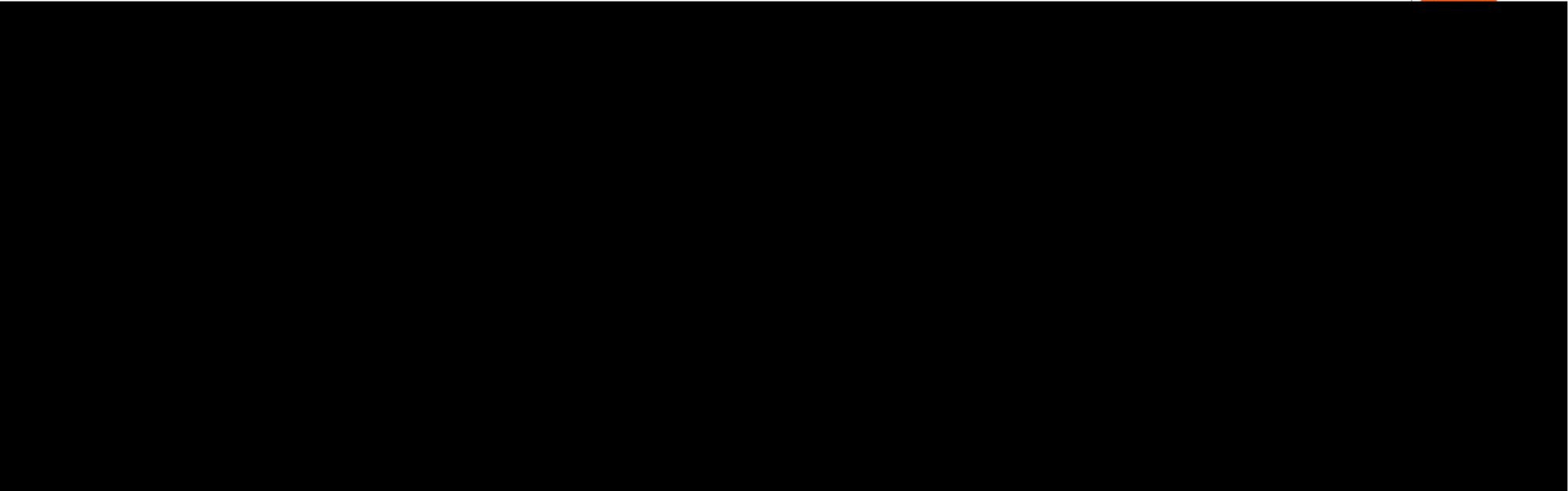












Monthly Operating Performance – April 2025

Operating performance trend

\$ million	Notes	FY 25 YTD			Full year
		Actual	Adj Budget	Variance	Adj Budget
Net direct expenditure	A	76.9	80.8	3.9	94.3
Direct revenue	B	89.4	84.0	5.4	105.6
Fees and user charges		48.5	46.7	1.8	57.0
Operating grants and subsidies		11.0	6.1	4.9	26.2
Other direct revenue		29.9	31.2	(1.3)	22.4
Direct expenditure	C	166.3	164.8	(1.5)	199.9
Employee benefits		77.4	75.4	(2.0)	79.8
Grants, contributions and sponsorship		9.5	8.6	(0.9)	7.7
Other direct expenditure	D	79.4	80.8	1.4	112.4
Other key operating lines					
Vested assets		(2.3)		2.3	
Depreciation and amortisation		50.2	46.6	(3.6)	56.0
Finance & Interest		15.1		(15.1)	
Capital Grants to TAU+ Partners					
Capital investment trend					
Capital expenditure	E	59.8	71.0	11.2	81.1
Capital revenue		0.3	0.0	0.3	



Key commentary

The “Adjusted Budget” includes approved budget carry forwards, where elements of the budget from FY24 which were not spent in the year and Auckland Council has approved this unspent budget being transferred to FY25.

A. Net Direct Expenditure is favourable for the 10 months to April 2025.

B. Direct Revenue: TAU is favourable due to several Performing Arts events exceeding revenue targets year to date, strong Film Studio operating margins and Insurance recoveries, offset by minor timing variances in grant revenue for Art Gallery.

C. Direct Expenditure: Staff Costs are unfavourable due to recognition of the significant impact of the group payroll correction, alongside additional resources required to cover the increase in event activities including for Performing Arts.

D. Other direct expenditure is favourable due reduced costs for Stadiums and Art Gallery due to reduced revenue activity, offset by additional Outsourced and Professional Services costs reflecting higher than planned activities and committing to a refreshed Performing Arts programme which is higher than planned.

E. Steady progress made during the year with nearly 69% of the adjusted total budget spent year to date. This has been achieved by robust forward planning and scheduling major works over Christmas venue closure periods, specifically at the Aotea Centre, Civic Theatre and Viaduct Events Centre. This has reduced the impact of historically low spend over the holiday period and proved an effective strategy to increase the over-all delivery target for the financial year.