

Board Meeting Agenda



8.00 a.m. Wednesday 30 July 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 25 June 2025 and 2 July 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 15 mins
BREAK				9.45 a.m.	15 mins
WORKSHOP					
5	Performing Arts Workshop ¹ , Dan Clarke	To Discuss	T & C	10.00 a.m.	1 hour
CONFIDENTIAL MEETING CLOSED AND PUBLIC MEETING OPEN					
PROCEDURAL					
6	Register of Directors' Interests and Rolling 12-Month Board Work Programme, Vicki Salmon	To Note	T & C	11.00 a.m.	5 mins
7	Public Minutes 25 June 2025 and 2 July 2025, Vicki Salmon	To Approve	T & C		
CE REPORT AND PERFORMANCE REPORTS					
8	CE Report, Nick Hill 1. Financial Performance Report 2. Current Operational Risks ¹ (RC)	To Note	T & C	11.05 a.m.	55 mins

¹ S7(2)(f)(i),(h) LGOIMA 1987

Board Meeting Agenda

Item	Subject	Action	Trust/Co.	Start Time	Duration
PUBLIC MEETING CLOSED AND CONFIDENTIAL MEETING OPEN					
LUNCH				12.00 p.m.	30 mins
COMMITTEE UPDATES AND APPROVAL PAPERS					
9	Board Committee Updates <ul style="list-style-type: none">Risk and Finance Committee 23 July 2025, Carol Cheng	To Note	T & C	12.30 p.m.	5 mins
FINANCIAL YEAR END REPORTING					
10	Financial Year Ending 30 June 2025 – Reporting Pack ² , Justine White	To Approve	T & C	12.35 p.m.	25 mins
APPROVAL PAPERS					
11	Statement of Intent ² , Nick Hill and Justine White	To Approve	T & C	1.00 p.m.	1 hour
12	Major Events Contract ³ , Annie Dundas	To Approve	C		
13	Q4 Risk Report and Q4 Enterprise Risk Report to Council ² , Justine White	To Approve	T & C		
14	Travel Guideline and Delegated Authority Policy ² , Justine White	To Approve	T & C		
NOTING PAPERS					
15	Health and Safety Report ⁴ , Lynn Johnson and Jade Strampel	To Note	T	2.00 p.m.	30 mins
16	Spark Arena Update ³ , Justine White and Malcolm Lawry	To Note	T & C		
ANY OTHER BUSINESS					
17	Any Other Business, Vicki Salmon	To Discuss	T & C	2.30 p.m.	15 mins
	Close of Meeting			2.45 p.m.	

² S7(2)(f)(i),(h) LGOIMA 1987

³ S7(2)(f)(i),(h),(i) LGOIMA 1987

⁴ 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 Tātaki Auckland Unlimited facilities. Spouse Peter Gordon and Homeland may do consulting work for Dan Clarke and Auckland Live from time to time
Carol Cheng	Non-Executive Director	<ul style="list-style-type: none"> 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) • 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 Board Meeting – 4 March (Feb meeting)
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"> 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"> Public Board meeting - shareholder feedback on SOI 	<ul style="list-style-type: none"> CEO Report H&S Report Annual insurance renewal 	<ul style="list-style-type: none"> Annual Plan and Capital Plan FY25 Three Year Plan NHS Expression of Interest 	<ul style="list-style-type: none"> Māori Engagement Committee – 18 June Capital Projects Committee – 24 June Board Meeting – 2 July (Public Board Meeting)

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"> SOI FY26 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"> 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"> Workshop: Auckland Art Gallery 	<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 Board Meeting – 2 Dec (Nov Meeting)
Dec-25		<ul style="list-style-type: none"> CEO Report H&S Report 		

BOARD MEETING

HELD ON: Wednesday 25 June 2025 at 8.00 a.m.

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

PRESENT:

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

APOLOGIES: None

ATTENDED:

Nick Hil	Chief Executive
Justine White	Chief Operating Officer
Tim Kingsley-Smith	Company Secretary & Legal Counsel

1. AGENDA AND APOLOGIES

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

The Chair noted that there were no apologies.

2. TAU ECONOMIC DEVELOPMENT TRANSFER TO COUNCIL

Nick Hill, Justine White and Tim Kingsley-Smith presented to the Board.

- Management noted that the 2024 reform of Auckland Council's Council-Controlled organisations (CCO Reform) recommended the Economic Development (ED) function of Tātaki Auckland Unlimited Limited (TAUL) be transferred and integrated into Auckland Council. Council's Governing Body accepted the CCO Reform and its recommendations on 12 December 2024 (resolution GB/2024/179) and delegated to the Auckland Council Chief Executive the approval to undertake the necessary steps to achieve the transition of the ED function of TAUL to Council with the transition effective 30 June 2025.
- Management noted that Council, as TAUL's sole shareholder, via a special resolution and letter of direction, has directed the Board to take all necessary steps to give effect to the transfer of the ED function to Council. The estimated net assets of the ED function and purchase price for the transfer is \$6.316m which will be returned to Council via a dividend of \$6.316m – distributed against retained earnings of \$5.565m and a return of contributed capital via share buyback of 172 ordinary shares with a value of \$751k. TAUL will be transferring the function, assets, budget and staff associated with its ED function to Council.
- Management noted that the net assets / purchase price of the transaction is an estimate based on current figures. However, the Implementation Agreement has a 'wash-up' process to ensure that the final net assets / purchase price is based on confirmed and audited TAUL financials.
- The Board queried the basis for the solvency test. Management noted that the funding associated with TAUL's ED function [REDACTED] will move back to Council following the transfer, but the remainder of TAUL's business funding (including Tātaki Auckland Unlimited Trust's funding) will continue to be funded at the agreed levels. Following the transfer TAUL will still own \$10m of assets in its own capacity and, considering the confirmed Council funding under the Long Term Plan, in Management's opinion, will continue to be able to pay all its debts and therefore, remain solvent.

- Management noted that roughly ■ TAUL staff are expected to transfer to Council as part of the transition. The Board requested that Management confirm the final number of TAUL staff transferred to Council, the final fixed assets / purchase price, and the deferred tax figure of the transition at a future board meeting. **(ACTION POINT)**
- The Board queried what the fixed assets of the ED function was comprised of. Management noted that the fixed assets primarily consisted of leasehold improvements at Te Puna Creative Innovation Quarter and GridAKL, software, furniture and equipment and intellectual property such as trademarks. The Board noted that the fixed assets register was not appended to the Implementation Agreement in the pack and requested that Management circulate the same. **(ACTION POINT)**

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

The Board

1. **Approved** the Board resolutions as proposed in the paper (see next page), and
2. **Noted** the shareholder special resolution and letter of direction.

The meeting ended at 8.38 a.m.

Chair

Date

Tātaki Auckland Unlimited Limited (Company) Company Number 3089627

Written Resolutions of the Board of Directors

Background:

The Company has entered into, or proposes to enter into, the following documents (**Documents**):

- a) an implementation agreement intended to be dated on or about the date of these resolutions between the Company's sole shareholder, Auckland Council, and the Company relating to the transfer and integration of the Company's economic development function for the purchase price outlined in the agreement (**Purchase Price**) (**Implementation Agreement**); and
- b) any other document incidental to, contemplated by, or considered necessary, advisable or expedient in connection with the document described above or the transactions described or contemplated therein, including the deliverables referred to in schedule 1 of the Implementation Agreement (**Transactions**).

The effective date of the Transactions is intended to be 30 June 2025 (**Effective Date**).

The board of directors of the Company (Board) (having taken into account all relevant factors) proposes that on the Effective Date (and subject to transfer completion occurring under the Implementation Agreement) the Company make a distribution of an unimputed dividend to the Company's sole shareholder, Auckland Council, in an amount equal to \$5,565,000 (Dividend).

The Board (having taken into account all relevant factors) proposes that on the Effective Date the Company shall acquire from Auckland Council 172 ordinary shares in the Company for an aggregate purchase price of \$751,000 and, immediately on receipt, cancel those Shares (Share Buyback, together with the Dividend, the Distributions). Auckland Council, being the sole entitled person of the Company is expected to agree to, and concur in, the Share Buyback occurring other than in accordance with sections 59 to 65 of the Companies Act 1993 (Act).

The entry by the Company into the Documents and Transactions will constitute a 'major transaction' for the purposes of section 129 of the Act. Auckland Council has approved the Company's entry into and performance of the Documents and the Transactions outlined above to the extent required by and for the purposes of section 129(1) of the Act.

Auckland Council has instructed the Board to enter into the Documents and the Transactions and make the Distributions contemplated by these resolutions. That instruction constitutes:

- a) the prior approval of the sole shareholder of the Company to the Distributions, pursuant to clause 18.1 of the constitution of the Company (**Constitution**); and
- b) the consent of the sole entitled person of the Company pursuant to section 107(1)(a) and (c) of the Act.

Pursuant to the Implementation Agreement, the parties have agreed to set off the payment of the Purchase Price by Auckland Council to the Company against the obligation to make payment of the Distributions by the Company to Auckland Council.

Noted:

1. Direction from shareholder: The Company's sole shareholder, Auckland Council, has confirmed to the Board that entry into and performance of the Documents and the Transactions are in accordance with the Company's purpose and its objective as a Council Controlled Organisation.
2. Board's opinion: Under the Constitution, directors of the Company are permitted to act in the best interests of Auckland Council, and it is the Board's opinion that the Documents, the Transactions and the Distributions are in the best interests of Auckland Council.
3. Interested directors: Each director confirms that he or she is not interested in the Documents, or the Transactions.

4. Solvency test:

- a) In determining whether the Company should declare the Dividend and make the Share Buyback, the Board has had regard to (among other things) the instructions from Auckland Council and the matters set out in the certificate which accompanies these resolutions.
- b) Based on those matters, the Board is satisfied that the Company will, immediately after making the Distributions, satisfy the solvency test set out in sections 4 and 108(5) of the Act.

Resolved:

- 1) The directors approve the entry of the Company into the Documents and the Transactions and any document in connection with or contemplated by the Documents and the Transactions.
- 2) The Company declare the Dividend, and set off payment of the Dividend in accordance with the Implementation Agreement.
- 3) Subject to receipt of the consent referred to in paragraph 3 of the “background” section above, the Company shall effect the Share Buyback on the Effective Date and set off payment of the consideration for that buyback in accordance with the Implementation Agreement.
- 4) The board shall provide notice of the Share Buyback to the Registrar of Companies within 10 working days of the Share Buyback.
- 5) Immediately upon acquisition of its shares pursuant to the Share Buyback, those shares be cancelled and the share register of the Company be updated to reflect the Share Buyback and cancellation of the acquired shares.
- 6) Each director of the Company and Nick Hill (Chief Executive Officer of the Company) is an authorised signatory (**Authorised Signatory**).
- 7) Any one or more Authorised Signatories are authorised to:
 - a) approve the final form of the Documents (including any amendments or additions to the Documents made prior to execution);
 - b) approve any other documents which the Authorised Signatory regards as being necessary to give effect to the Transactions and these resolutions;
 - c) complete any blanks which may be left in the Documents; and
 - d) sign each Document (where a Document is a deed, that Document may be signed by any two directors of the Company, a director and an Authorised Signatory (whose signatures must be witnessed) or one or more attorneys appointed by the Company).
- 8) Each Authorised Signatory is authorised to give any notice or other communication or take any other action, on behalf of the Company, that is required in connection with the Documents and the Transactions.
- 9) Any director or any employee of the Company authorised by a director or Mayne Wetherell is authorised to make any necessary filings with the Companies Office relating to the matters referred to in these resolutions.

BOARD MEETING

HELD ON: Wednesday 2 July 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	
Dan Walker	

APOLOGIES:

Hinurewa Te Hau	
Desley Simpson	Deputy Mayor and Lead Councillor

ATTENDED:

Executive Team	Nick Hill Chief Executive (Teams), Kevin Buley Director Auckland Zoo, Daniel Clarke Director Performing Arts, Annie Dundas Director Destination, Scott Couch Head of Commercial Stadiums, Tom Irvine Acting Director Auckland Art Gallery, Lynn Johnson Chief People Officer, Mandy Kennedy Chief Digital Officer, Vincent Lipanovich Director New Zealand Maritime Museum, Helen Te Hira Director Māori Outcomes, Shelley Watson Director Marketing, Comms & Growth, Justine White COO
Tim Kingsley-Smith	Company Secretary & Legal Counsel
Malcolm Lawry	GM Commercial and Business Development
Sarah Johnstone-Smith	CCO Governance, Auckland Council
Ariana Aminian	Equal Justice Project
Ayesha Mohammed	Equal Justice Project
Melanya Burrows	Strategic Relations Manager
Sarah Anderson	Head of Climate and Sustainability
Parin Rafiei-Thompson	Head of Sustainable Business, Auckland Council
Paul Tyler	GM Property
Georgina Cervin	Commercial Programme Lead
Peter Ashdown	Director, PwC

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

1. AGENDA AND APOLOGIES

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

The Chair noted the apology of Hinurewa Te Hau and Deputy Mayor Desley Simpson.

2. 27 MAY 2025 CONFIDENTIAL MINUTES AND ACTION TRACKER

The Board noted that once the new head of health and safety at Tātaki Auckland Unlimited (TAU) has settled into the role after his arrival in September, it would be good to get his initial views on TAU's health and safety function.

The Board requested two amendments to the confidential 27 May 2025 minutes:

- P.3 CE Confidential Update 2nd sentence – word change.
- P.5 CCO Reform Transition Programme: ED Office 2nd sentence last bullet point – sentence rewording.

Subject to the amendments discussed being made, the Board:

1. **Approved** the 27 May 2025 confidential minutes; 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.

CCO Reform

- Management noted that the transition of the TAU Economic Development team to Council as part of the CCO Reform was completed on 30 June 2025. While the process and deadline were challenging, there were no significant technical or logistical issues with the transition.

Auckland Art Gallery Director Appointment Process

- Management updated the Board on the appointment process for the role of Director of the Auckland Art Gallery. The Chair and Chief Executive have met with the Auckland Art Gallery Advisory Committee and a group of key stakeholders and donors of the Gallery to seek their input. The recruitment process will be managed by Kerridge and Partners and will be open to all applicants.

Sale of Auckland Film Studios

- Management updated the Board on the sale of Auckland Film Studios (AFS). [REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
- Management confirmed that probity and legal experts have been involved in the process throughout to help ensure that the process is robust, and that thorough due diligence [REDACTED]
[REDACTED] has been undertaken. The Board requested that Management provide a paper on the sale of AFS including the history and key elements of the process at an upcoming board meeting. (**ACTION POINT**)

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

[REDACTED]

- [REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]

Major Events Funding

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

- Management confirmed that if further industry money is not secured, the \$4m major events funding shortfall for FY26 will come from TAU's major events reserve fund. Using the reserve fund to fill the FY26 major events funding gap would come close to exhausting the fund. While taking this approach would push the funding gap issue back one year, it would not resolve the underlying issue.
- The Board noted that securing major events funding for FY26 does not provide any ongoing security for events [REDACTED] because of how far in advance events [REDACTED] need to be planned. Many of Auckland's major events in FY27 and beyond will need funding certainty within the next three to six months due to long lead times. TAU's risk register needs to be updated to reflect the significant and growing risk that the ongoing shortage of major events funding will negatively impact both the securing of new major events, and the continuation of well-established major events in Tāmaki Makaurau.

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

Western Springs Stadium EOI

- Management noted that the Western Springs Stadium (WSS) Expression of Interest (EOI) process was established in 2024 when TAU was approached about the future of WSS firstly by the Ponsonby Rugby Club (PRC), and then separately after the proponents of the *Auckland Arena* had initially introduced their idea to the Mayor's office. To be able to deal with both parties in accordance with TAU and Council policy, TAU needed to conduct a fair and transparent process to allow those parties, as well as any other interested parties, to make proposals in a structured and comparable way. That process was the WSS EOI process.
- Management noted that the proponents of the *Auckland Arena* proposal recently advised a senior official at the council, then TAU, that they were withdrawing their WSS EOI proposal. One stated reason for the withdrawal, when clarity was sought by the CE, was that the process to build a private development on public land was "more challenging" than anticipated. Management's advice is that the withdrawal of the TAU's preferred option from the EOI process does not oblige TAU to support or progress any other option or proposal.

Malcolm Lawry joined the meeting.

- The Board and Management discussed the results of the public consultation on the WSS EOI options. Overall, there was a high level of public engagement with almost 15,000 responses. The public feedback was inconclusive with no clear preference identified – and significant differences between the general responses, the responses from those residing in the Albert-Eden and Waitematā Local Board areas, and the responses from organisations (where a single submission can represent significant numbers of people).
- The Board noted that the withdrawal of the *Auckland Arena* EOI proposal means that TAU will now need to undertake further work on the future options for WSS as other than the 'status quo' option, the remaining options require substantial additional public funding with no identified source. PRC's lease for WSS does not expire until 2027, so there is now an opportunity to work in conjunction with Council to look at the options for WSS as part of the Stadium Investment Plan and as part of broader Western Springs precinct planning. However, there is still a need to develop a preferred option for WSS to provide stakeholders and the community with certainty.
- The Board requested that Management advise Council that:
 - Following the withdrawal of the *Auckland Arena* proposal from the WSS EOI process, TAU withdraws its recommendation to the Governing Body that TAU negotiate an agreement to develop *Auckland Arena* (option 1 in the consultation) as its preferred direction for the future of WSS, subject to understanding the views of the public.
 - The Board is not able to recommend an alternative option for WSS at this time without undertaking further work.
 - The scheduled Governing Body meeting for the end of July to consider the public feedback and provide direction on the future of WSS is now not required, although time is still of the essence to develop a preferred option for WSS to provide certainty.
 - In conjunction with Council, TAU will develop advice consistent with Council's stadium investment principles for consideration by elected members by the end of the year.
(ACTION POINT)

The Board **noted** the update.

Malcolm Lawry left the meeting and Sarah Johnstone-Smith joined the meeting.

5. ANNUAL PLAN FY26 AND CAPITAL PLAN FY26

Justine White presented to the Board.

- The Board and Management discussed the Annual Plan and Capital Plan FY26. [REDACTED]

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

- Management summarised the accounting treatment that has been agreed with Council to enable TAU to access the major events reserve fund in FY26. The fund will likely need to be accessed to fund the \$4m major events funding shortfall in FY26.
- Management noted that the Board's approval of the Capital Plan FY26 and endorsement of the plans for the following two years will not change TAU's normal approval processes for individual capital project business cases. Separately, TAU's stadiums capital programme over the next three years will likely need to change as Council's Stadium Investment Plan is developed.

Subject to TAU's approval processes for individual capital project business cases being maintained, and on the understanding that TAU's stadiums capital programme will likely change as Council's Stadium Investment Plan is developed, the Board:

1. **Approved** the Annual Plan FY26; and
2. **Approved** the FY26 Annual Capital Plan and approved in principle the FY27 and FY28 Annual Capital Plans.

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

The Equal Justice Project, the Executive Team, Parin Rafiei-Thompson, Sarah Anderson and Melanya Burrows joined the meeting.

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

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

7. PUBLIC MINUTES 27 MAY 2025

Subject to the amendments to the confidential minutes discussed at Item 2 being made to the public minutes, the Board **approved** the 30 April 2025 public minutes as an accurate record of the meeting.

8. TAU STATEMENT OF INTENT 2025-28 PUBLIC SUBMISSIONS

The Equal Justice Project presented to the Board.

- The Equal Justice Project noted that the recent changes to TAU as part of the CCO Reform process has not changed TAU's core environmental goals – including those relating to climate resilience, net zero emissions, responsible water use and zero waste. TAU needs to continue its strong focus on sustainability when delivering major events and when promoting tourism. Council now has the responsibility to ensure that the environment is a key consideration as part of Council's economic development activity.
- The Equal Justice Project discussed sustainable tourism and the need to have reliable, low cost, effective, and low impact travel options for young people. Many young people are keen to explore values-based travel and have authentic experiences, but young people in the suburbs of Tāmaki Makaurau – who potentially still feel disconnected from the rest of the city in the wake of COVID-19 – also need to be able to easily travel into the city for events and activities.

The Board **thanked** the Equal Justice Project for attending the meeting and **noted** the submission.

9. TAU STATEMENT OF INTENT 2025-28 – CONSIDERATION OF SHAREHOLDER COMMENTS

Nick Hill spoke to the paper.

- The Board and Management discussed the shareholder comments on TAU's draft SOI. The Board requested that Management make TAU's support of Group Shared Services and the Better Value Projects programme more explicit in the SOI.

- The Board noted the shift in language regarding the grading of the condition of capital assets contained within the SOI shareholder comments. Management noted that the change in the description of one of the condition categories of capital assets from “acceptable condition” to “fair to very good condition” is not a significant change to the category, but more of a semantic change to the description of the category to unify category descriptions across the Council Group. Management agreed to confirm with Council that its understanding is correct.
- The Board provided additional feedback on the draft SOI and Management agreed to update it accordingly. A new draft version of the SOI will be circulated to directors for further review and feedback within the next few days, before the final version of the SOI for approval is included in the 30 July board meeting pack.

The Board **noted** the draft SOI and the shareholder comments.

10. CE REPORT

The Executive Team spoke to the paper.

- The Board and Management discussed the performance of TAU over the previous month.
 - Management noted that it was a good month for TAU across the business and TAU will achieve, or be close to achieving, all its KPI's for the year. This is an excellent result given the additional work created by the CCO Reform process.
 - The Board noted that there has been good feedback from the public on the Zoo's dinosaur exhibition. Management agreed that the exhibition has been well-received as has the 'dinosaur nights' experience.
 - Management noted that the next TRENZ international tourism business event (May 2026) is to be held in Tāmaki Makaurau, which will provide an excellent opportunity to showcase the city and region. The Board agreed and noted that all business units across TAU need to work together to fully leverage and take advantage of this opportunity.
- The Board acknowledged the hard work of the executive team and staff over the course of a successful financial year for TAU. The organisation will achieve budget and most of its KPI's in a very busy year, which is commendable.

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

The Equal Justice Project, the Executive Team, Sarah Johnstone-Smith, Parin Rafiei-Thompson, Sarah Anderson, and Melanya Burrows left the meeting.

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

11. BOARD COMMITTEE UPDATES

The Board was provided with updates of recent board committee meetings.

- A member of the Māori Engagement Committee (MEC) provided an update on the 18 June MEC meeting. The Hui Whakamarama event in April was positively received and the committee discussed ways to make future events better and more focussed. The Auckland Art Gallery *Toi Tū Toi Ora* documentary is due to open at the NZ International Film Festival in early August and the team is working with the documentary creators to organise a screening of the documentary for Gallery staff.
- The Chair of the Capital Projects Committee noted that the committee considered and recommended that the Board approve the TAU Capital Plan (Item 5) and the capital programme business cases (Item 14).

The Board **noted** the update.

Lynn Johnson joined the meeting.

12. HEALTH AND SAFETY REPORT

Lynn Johnson spoke to the paper.

- Management noted that following the last board meeting, the health and safety team has reviewed footwear across the business and one team now has an updated requirement that footwear for certain tasks must include proper ankle support. There have been more rainy days recently and – as would be expected – this has resulted in a greater number of slips, trips, and falls incidents across the organisation. Incident reporting continues to improve across the business, which is encouraging.

- [REDACTED]

The Board **noted** the report.

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

Lynn Johnson left the meeting.

13. ANNUAL REPORTING UPDATE

Justine White spoke to the paper.

The Board **noted** the update.

Paul Tyler joined the meeting.

14. TAU CAPITAL PROGRAMME

Justine White and Paul Tyler spoke to the papers.

Auckland Town Hall Clock Tower Conservation Works

The Board:

1. **Approved** the Business Case for the Auckland Town Hall Clock Tower Conservation Works along with the associated Capital investment of up to [REDACTED]; and
2. **Delegated** the financial authority to enter into any associated contracts to Nick Hill, CE of Tātaki Auckland Unlimited.

Auckland Zoo Masterplan Stage 3 – Project 1

- The Board queried the cost estimates for Project 1 of the Zoo's masterplan stage 3. Management noted that the TAU GM Property and COO are on the steering committee of the Zoo's capital programme and therefore have oversight of the budget and financials of significant capital projects within the programme. Capital projects at the Zoo tend to be more complicated than standard capital projects due to their nature. For example, the perimeter fence must consider aesthetic, pest, and security factors as well as very difficult local terrain in places.
- The Board asked about the procurement process for the project. Management noted that the TAU GM Property is heavily involved on the procurement side of the project. The project is a large piece of work so there should be a highly competitive tender process. Once a lead contractor is chosen, there will be an opportunity to apply their expertise in some areas and explore better and cheaper options – which could reduce the overall project cost.

The Board:

1. **Approved** allocation of [REDACTED] for Project 1 – Masterplan infrastructure and enabling works, through to construction completion.
2. **Delegated** authority to Nick Hill (CE Tātaki Auckland Unlimited) to enter into contracts as required to deliver Project 1 – Masterplan infrastructure and enabling works.

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

Paul Tyler left the meeting. Georgina Cervin and Peter Ashdown joined the meeting.

15. NORTH HARBOUR STADIUM EOI, NORTH HARBOUR STADIUM STEERING GROUP

Georgina Cervin presented to the Board.

- Peter Ashdown confirmed that the Board had asked for declarations of interests earlier in the meeting (Item 6). Peter Ashdown noted that he had found no exceptions during the North Harbour Stadium (NHS) EOI process and that his report would reflect this.
- Management noted that the NHS EOI Evaluation Panel has unanimously agreed to recommend that TAU retains management of the NHS and Domain Precinct, and the Chairs and Deputy Chairs of the Upper Harbour, and Hibiscus and Bays local boards (the NHS Steering Group) have unanimously endorsed that recommendation.
- Management noted that the Evaluation Panel did not consider that either of the proposals received through the EOI process were suitable or met all the requirements of the EOI.
- Management noted that the Evaluation Panel believes that there is now a real opportunity through the work done pursuant to the EOI process and incorporating Council's strategic investment objectives, for TAU – in conjunction with the local boards – to develop a re-focused model to deliver significantly better outcomes for the community at NHS. In parallel, the ongoing work regarding the long-term future of the venue will provide an opportunity to focus on what the vision and role is for NHS.
- Management noted that the NHS EOI process has been an NHS Steering Group-led initiative throughout, and the Steering Group is keen to continue to lead the communications on it. The Steering Group has said that it is looking forward to working with TAU in the future.
- Management noted that the NHS EOI process was a fair and collaborative process. The EOI was listed on GETS, was open to all applicants, and picked up significant media interest at the time that the EOI was opened. Independent experts were used to undertake the financial analysis that underpinned the evaluation panel and Steering Group's decisions.

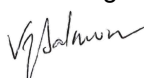
The Board **approved** the supplier recommendation report prepared by the evaluation panel for the North Harbour Stadium operator opportunity EOI procurement process.

Jennah Wootten left the meeting at 2.37 p.m.

16. ANY OTHER BUSINESS

- The Board agreed to write to a letter to the Minister of Finance, as a NZ studio operator in support of the New Zealand Film Commission's position regarding the New Zealand screen production rebate.
- The Board recognised the recent passing of Clay Hawke, a true leader for Ngāti Whātua Ōrākei and Tāmaki Makaurau, and expressed their condolences to friends and whānau.

The meeting ended at 2.52 p.m. The next meeting is scheduled for 30 July 2025.



Chair

1/08/2025

Date

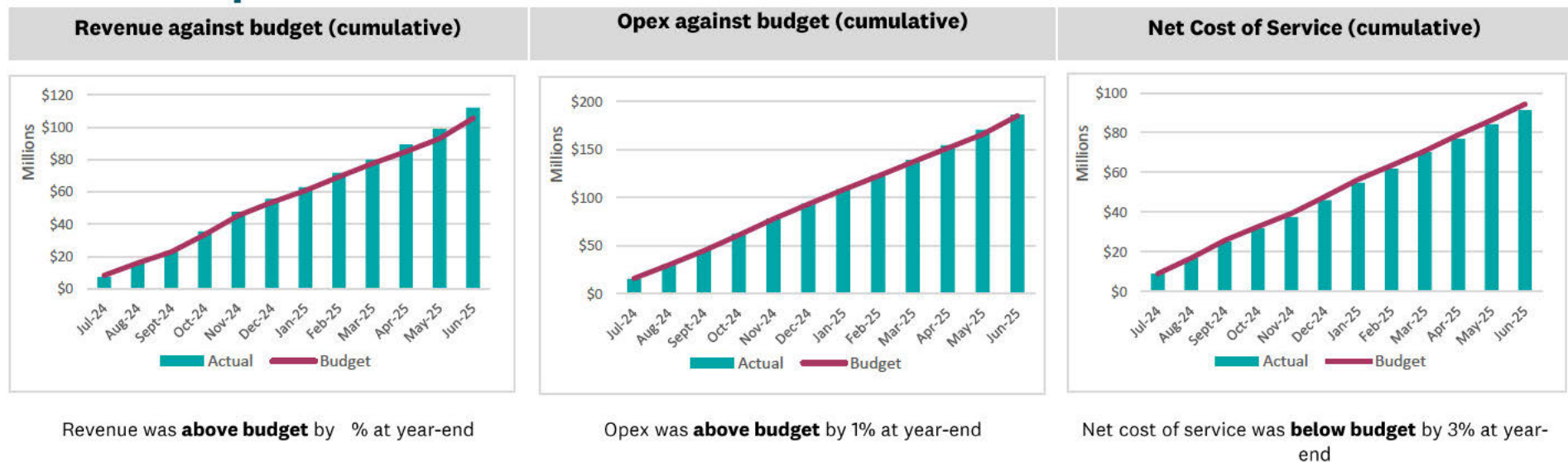
Chief Executive Report

Report to the Board of Tātake Auckland Unlimited, 30 July 2025

1. Introduction

- The withdrawal of the Western Springs Auckland Arena proposal that had been supported by TAU was announced. TAU will take a step back and do further work on the remaining options, with a view to recommending a solution as part of the Council’s stadium investment planning leading into the Long-Term Plan.
- Based on the recommendation of the NHS Steering Group, the TAU Board agreed to continue as the operator of NHS. Management is working with the Steering Group on developing and local advisory group, considering policies to improve community use, and advice to the Council on the future NHS as part of the Long-Term Plan.
- TAU hosted a planning workshop with all Council event delivery groups as a step towards the establishment of Auckland Council Events over the next year.
- TAU finishe the financial year with a strong result (subject to audit), with record patronage at Zoo (two years in a row), Maritime Museum and Auckland Stadiums, a small financial surplus, an improvement to Cost to Serve per Patron across the business and an overall reduction in risk Auckland Live substantially increased the number of events and lifted its NPS score, while the Gallery effectively hit its visitation targets.
- Funding uncertainty for major events continues to be challenging, with short term and long-term consequences. We are working actively with the Council and the industry to solve the short term and long-term funding gaps and address problems

2. Finance update



3. Strategic Plan implementation

Experiences and events

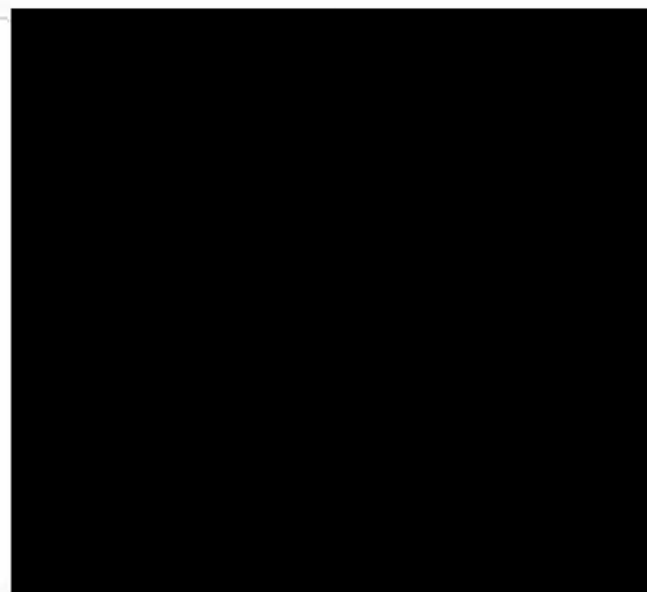
Performing Arts	Major Events	Auckland Conventions & Business Events
<p>June capped off a strong financial year with a packed programme across TAU's venues and spaces, including the return of the Cabaret Festival, Matariki events, and a new contemporary music series with Live Nation.</p> <p>Attendance across the month was 79,995 exceeding budget by more than 42,000, while 44 events were held 24 higher than projections. In the first week of June alone, more than 22,000 people attended events in the Aotea Arts Quarter, boosting both vibrancy of the city and the night time economy.</p> <p>Auckland Live Presenter Services: Delivered a diverse lineup of performances and events including:</p> <p>Winter Series (Great Hall) (Live Nation)</p> <ul style="list-style-type: none"> ▪ Dave Dobbyn: [REDACTED] tickets ▪ Teeks: [REDACTED] tickets ▪ Mail Grab: [REDACTED] tickets ▪ Japanese Breakfast: [REDACTED] tickets <ul style="list-style-type: none"> • Dracula's Sanctuary (26 – 29 June, Civic Theatre) Three performances, [REDACTED] tickets sold • Auckland Art Show (27 – 29 June, Viaduct Events Centre) [REDACTED] attendees across three days • NZ Opera – La Bohème (29 May – 6 June, Kiri Te Kanawa Theatre) Four performances, [REDACTED] tickets + [REDACTED] subscriber tickets <p>Auckland Live Programming and Producing teams: Successfully produced and presented a significant, curated programme in June while also preparing for a large programme for July and beyond. In addition to Cabaret Festival, the team presented Morning Melodies, The Civic Tours, Séance and Flight, RNZ Band 65th Anniversary Concert, Ihirangaranga, Ladies of Hip Hop NZ 2025 and opened Silo Theatre's <i>Taniwha</i>.</p> <p>Auckland Live Cabaret Festival 2025 (3–15 June, Civic Theatre): The Auckland Live Cabaret Festival made a triumphant return after an absence of three years in a two-week</p>	<p>Live events: Samoa vs. Scotland International Rugby match (18 July, Eden Park): Forecast attendance 20,950.</p> <p>2025 Full Metal Orchestra and SYNTHONY Origins (26 July): Full Metal Orchestra tickets went on sale, with media interviews scheduled. SYNTHONY Origins is also in market</p> <p>2025 All Blacks test matches (September): Two matches (All Blacks vs. Australia and South Africa) 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] tied 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) Will take place at Eden Park with TAU support. Tickets sales are tracking strongly.</p> <p>SailGP February 2026: Has been contracted for 2026 and Auckland was included in the Global Announcement.</p> <p>For other upcoming events, refer to appendix 4: TAU Calendar</p> <p>Contracting/Prospective Events: (Confidential)</p>	<p>Business Events (ACVE) ACVE actualised 37 business events across 51 event days, with 13,491 attendees, total gross revenue for June of [REDACTED] (including catering). Revenue to ACVE was [REDACTED] ACVE net contribution after COGS was [REDACTED]</p> <p>FY25 total gross revenue of [REDACTED] (Gross revenue = net revenue + catering invoices). Year-end net contribution was [REDACTED] 5% above budget and a 6% increase on the previous financial year</p> <p>The team contracted 48 future events with a venue hire of [REDACTED]</p> <p>The business received 41 opportunities with a value of [REDACTED]</p> <p>Viaduct Events Centre was showcased for the Meetings Celebration event.</p> <p>Auckland Convention Bureau (ACB) <i>See table below for notable results.</i></p> <p>There are 71 future business events confirmed for Auckland (to 2029) resulting from ACB's support with an estimated future economic value of \$96.7m.</p>

takeover of The Civic. Olivier award-winning cabaret variety show *La Clique* presented 14 shows while programming in the Wintergarden showcased both domestic and international cabaret artists. The design of The Civic, atmosphere and experience was world-class. There were 27 different events and activations presented. Total attendance including ticketed events and attendance at free events, experiences and bars was more than [REDACTED]. A full report on the success, challenges and learnings is progressing in addition to insights into economic impact and customer feedback. The NPS for the Cabaret Festival was 78 and 20.4% people visited Auckland to attend including 4.7% percent of surveyed visiting from overseas.

Ihirangaranga (23 & 24 June, Concert Chamber)

To acknowledge and celebrate the Matariki season, Auckland Live presented *Ihirangaranga* by Horomona Horo, Regan Balzar, Michael Moore and Jeremy Mayall. It was an improvised live artwork featuring speed painting, poetry and taonga puoro. Feedback from attendees noted that it was a beautiful and intimate experience including the best thing they've seen this year. Attendance of [REDACTED] cross performances.

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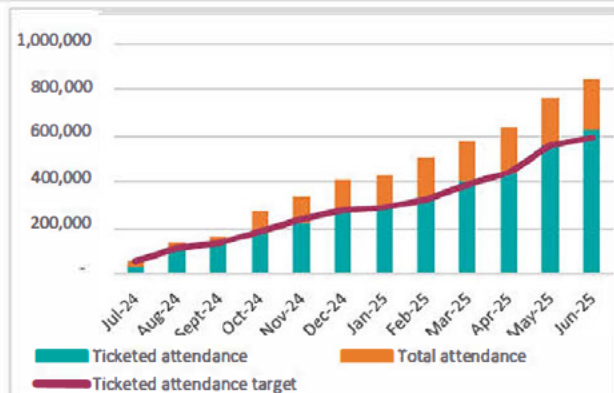
Auckland Events Calendar (AEC)

Auckland Events Calendar for Summer –

discovery work is in progress to determine the scope of data to be surfaced, improvements in auto publishing and the design of the events page of the Discover Auckland platform.

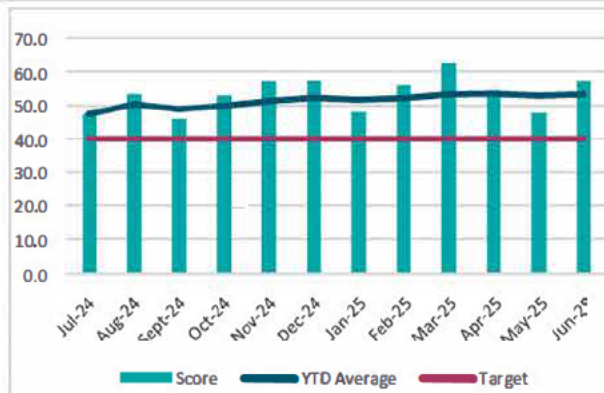
KPI RESULTS

Performing Arts: ticketed and total attendance (cumulative)



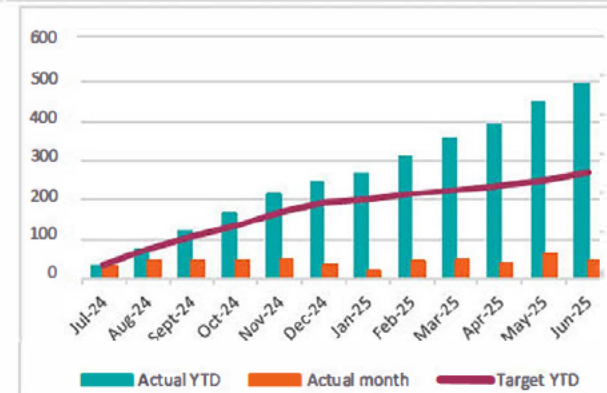
Performing Arts' year-end ticketed attendance was **above target** at 627,000

Performing Arts: NPS for TAU audiences and participants



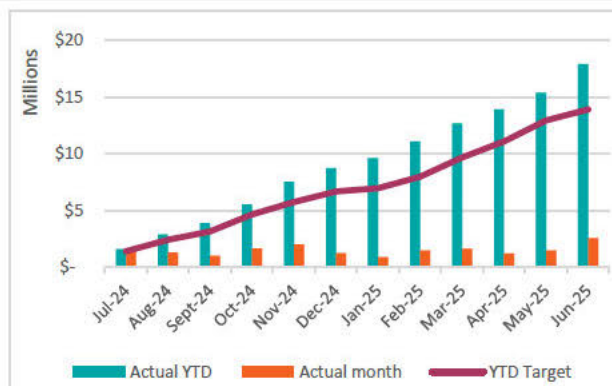
Performing Arts' year-end NPS score was **above target** at 53.2

Performing Arts: number of events



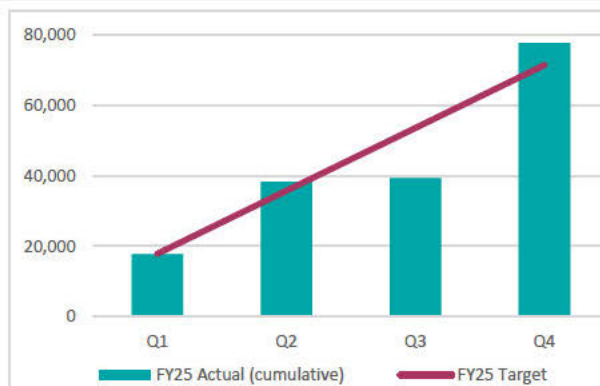
The number of Performing Arts events held across FY25 (496) was **above the year-end target** of 270

Performing Arts: YTD Revenue



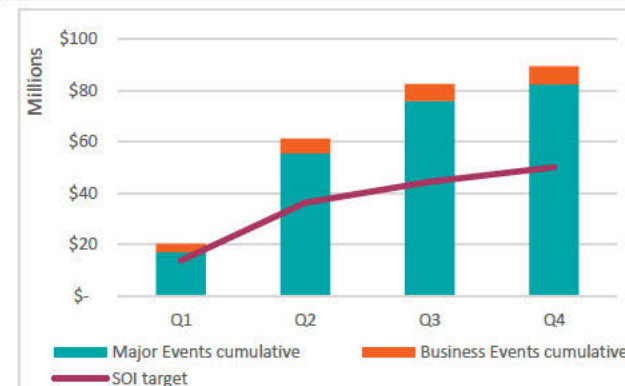
Performing Arts' year-end revenue was **above budget** - \$17.9m against a budget of \$13.9m. Includes Director Performing Arts, Performing Arts and Presenter Services sub-units.

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



Performing Arts' year-end result was **above target** at 77,735

Major events and business events: contribution to regional GDP



Year-end results were **above target** at \$89.3m

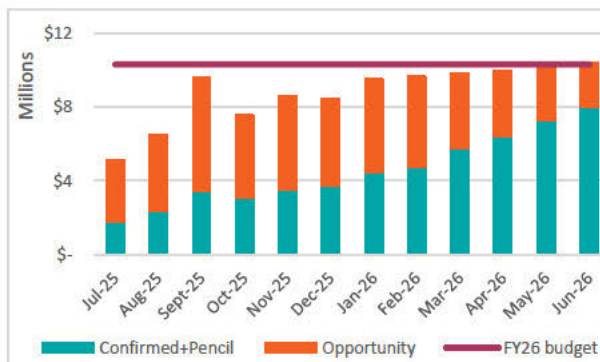
ACVE: FY 2025 Forecast YE Net Revenue vs Budget



At \$10.8m, confirmed events were above target against the FY25 budget at year-end. Aotea Centre comprises 29% and Viaduct Events Centre comprises 43% of revenues.

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

ACVE: FY 2026 Forecast YE Revenue vs Budget



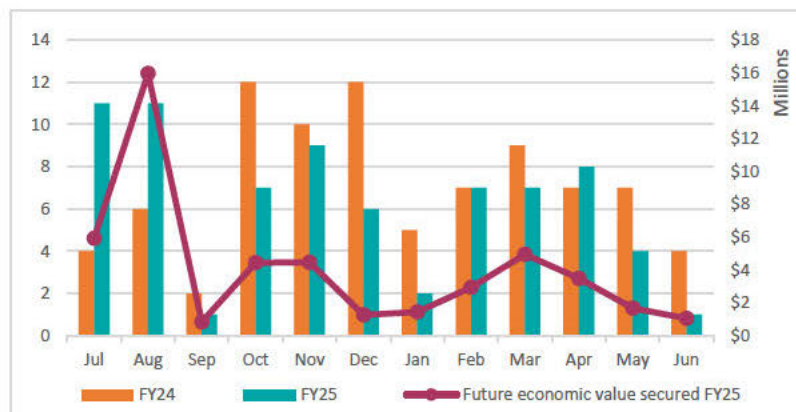
ACVE FY26 budgeted venue revenue is \$10.3m. Based on current bookings, \$8.0m of this revenue is confirmed, 78% of Budget. A further \$2.4m of opportunities are in the pipeline.

ACVE: number of events (cumulative)



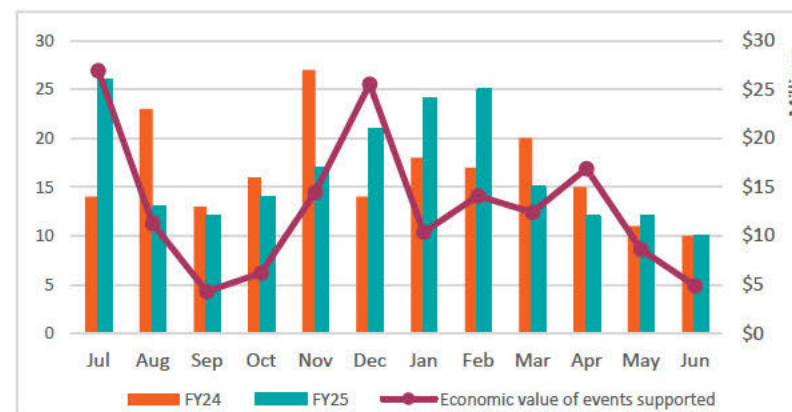
The number of ACVE events held (360) was **below the year-end target** of 368.

Auckland Convention Bureau: business events secured



ACB helped to secure **1 new business event** for Auckland in June with an estimated value of **\$1.05m** in future economic benefit for the region. The event is due to take place in 2028.

Auckland Convention Bureau: new opportunities supported



ACB generated or assisted with **10 new business event opportunities** for Auckland in June, with dates through to 2029 and an estimated economic value of **\$4.89m** if all are secured.

Auckland Convention Bureau: Notable monthly results

Notable bids submitted/in-progress	Est. Economic Impact	Attendees	Visitor Nights

Taonga and places

Auckland Zoo

- **June visitation was a record 80,082** 30.9% above budget and almost 10,000 higher than the previous highest visited June (2024). Full year **visitation was 859,873**, the highest year end figure in the Zoo's history and 1.6% above budget a great result considering the Zoo was tracking almost 30,000 visits below budget at the end of Q3.
- **Dinosaur Nights & Lights**, a night time lighted experience on the Dinosaur Discovery track sold out on opening night on the Matariki public holiday (20 June) and ran every night until 13 July.
- **June revenue** from all sources was **\$1.38m**, and **YTD revenue \$15.9m**, 0.7% below budget.
- June was another busy month for the **Conservation Learning** team with **5019 learners** engaging onsite at the Zoo, more than 50% above budget for the month. Onsite sessions finished just 737 under budget for the year.
- The Zoo's *Hidden New Zealand* animal encounter has had a recent overhaul, inspired by Manawatia a Matariki, the presentation now seamlessly integrates **matauranga Maori** in the form of purakau about kararere taonga.
- The **Season 3 finale of Wild Heroes** aired on Three on 28 June. Season 3 had almost 1m viewers YTD across all platforms. Filming for **Season 4** has now started.
- **Watercare** established a construction site close to the central lake in the Zoo to begin remedial work on a section of the **Ōrākei Main Sewer (OMS)**. The site is away from public spaces and has little impact on Zoo operations at this point. The work is expected to take three months.
- By the end of FY24/25, the Zoo delivered **\$14.4m of capital renewals** including concept design for Masterplan Stage 3, just under 10% lower than budget.
- The Zoo presented the **Masterplan Stage 3 infrastructure and enabling works** business case to the **Capital Projects Committee** in June, seeking board approval to fund \$11.2m to deliver the project. These works provide construction access for Stage 3, essential service and vehicle access and critical infrastructure upgrades, including improved water treatment to help mitigate the impact of Highly Pathogenic Avian Influenza (HPAI).

Auckland Art Gallery Toi o Tāmaki

- **Total visitation in June was 51,348**, exceeding budget by 5848 **A Century of Modern Art** attracting 18,533 visitors (40% conversion). June's strong visitation lifted the year end daily average to target levels. Total visitation across FY25 was 497,974, just 026 below budget (noting that the Gallery was unexpectedly closed for two days).
- The **Matariki public holiday was the Gallery's busiest day of FY25** with 5016 visitors
- **Gallery Operations:** Fire & Monitoring Compliance Project: FENZ approved updated interim Evacuation Plan. Key documents are being finalised with full compliance gap analysis, Phase One report underway.
- **Heritage Restoration Project:** Roof and façade works on Kitchener Wing are largely complete and remedial work to Tower Gallery have been completed.
- **Learning & Outreach:** There were **1799 school visits in June** (19% higher than the same period last year) from 28 schools across 19 bookable days. In June **2806 children participated in educational experiences** through the Gallery, more than double the number from June 2024 (1186), while **1581 participants in Kids & Whānau Create workshops**.
- **Publishing:** Two new paid audio guide tours went live for the *A Century of Modern Art* exhibition while one went live for *The Robertson Gift: Paths through Modernity*
- **Public programmes:** 8650 attended the Gallery's public programmes in June, including 801 after hours visitors for Winter Late Series, 603 for Music of the Month event, and 320 for Cook Island workshop and *Dance on Screen*.
- **Research Library & Archives:** 30,000 books, 1500 artist files and furniture have been moved back onsite following office refurbishment and the library has been re-opened. The Reading Room of the Library was open for 1st night of the Winter Late series and saw 106 participants.
- **Gallery shop:** 39.2% of Gallery shop revenue came from merchandise made in Aotearoa New Zealand. More than 3500 *A Century of Modern Art* items have been sold.
- **Advancement & Business Development:** *A Century of Modern Art* opening reception welcomed more than 300 guests including Minister of Culture & Heritage Paul Goldsmith who opened the exhibition. Advancement hosted four tours of *A Century of Modern Art* for donors in June. The Gallery patrons celebrated the joint acquisition of Brett Graham's *Wastelands* with the artist.
- **Membership:** June was the second highest sales month of FY25, with **752 memberships sold** (against a target of 690), including 190 guest passes. June's **renewal rate of 69% was the highest across FY25**. The new Dual Membership product is attracting new as well as existing members.

New Zealand Maritime Museum

- NZMM continued to see strong visitation year end total visitation hitting 177,980 a record for the museum and 3% up on FY23/24. Auckland visitation continues to grow and saw a 9% increase, showing the museum's increasing local popularity and relevance International visitation saw a 2% decline, which was expected given the fall off in cruise ship visits. Education also saw an uplift with a 3% improvement on last year.
- Planning for NZMM's involvement with the Auckland Wooden Boats festival is progressing, with talks with representatives from the Australian Wooden Boats Festival regarding their presence at next year's event advancing, reciprocating NZMM's attendance in Hobart in February 2025.
- Work on the Gallery Refresh project is progressing well. Initial briefings for all NZMM volunteers have been undertaken with positive feedback across one in person and three online sessions. Details around architectural and infrastructural requirements are being refined, and content themes being developed, positioning the museum to move toward a construction business case later in 2025.
- Final approval has been received to undertake the floor improvement works at Percy Vos critical to long term planning and operations. This work will be undertaken over the second half of this calendar year.
- *Te Moananui A Toi* exhibition development is proceeding, with some key challenges resulting in a review of opening dates, which are to be confirmed. Additional ocean literacy research attached to this exhibition, funded by a grant from the International Congress of Maritime Museums, has been undertaken. NZMM has received the final report and is preparing (via document and online webinar) to share these results with the international maritime museum community as required by the grant.
- Ngāti Whatua designated some key contacts for NZMM staff to work with over development of ~~the~~ a gallery based on the museum's name in Te Reo, gifted by Ngāti Whatua and Sir Hugh Kawheru. An initial hui with the iwi and gallery design representatives took place with very positive feedback, and discussion on content is ongoing.

Film Studios

Auckland Stadiums

- June rounded out a very strong attendance year for Auckland Stadiums with total visitation for FY25 reaching 852,315, 12% ahead of budget. Go Media Stadium accounted for 68% of overall attendance with Western Springs accounting for a further 20%. Event days for FY25 totalled 1291, with the greatest level of activity occurring at North Harbour Stadium (45%) and Go Media Stadium (36%).
- [REDACTED]
- The Auckland Stadiums business unit achieved a record financial result in FY25 with a net surplus of \$4.7 million, 12% ahead of budget. The strong financial performance reflects the success in building commercial partnership and tenancy revenue streams, together with a year-round sports calendar, which has significantly reduced TAU's exposure to the more volatile concert market.
- The Central Interceptor project works at Western Springs Stadium are due for completion at the end of March 2026. By that time, Watercare will have been on site for four years
- [REDACTED]
- Go Media Stadium has been announced as a finalist in two categories in the NZEA Event Awards: 'Sports Event of the Year' Auckland FC's first game; 'Sustainability Initiative of the Year' Decarbonisation and Solar. The winners will be announced in September.

Integrating Auckland's cultural institutions

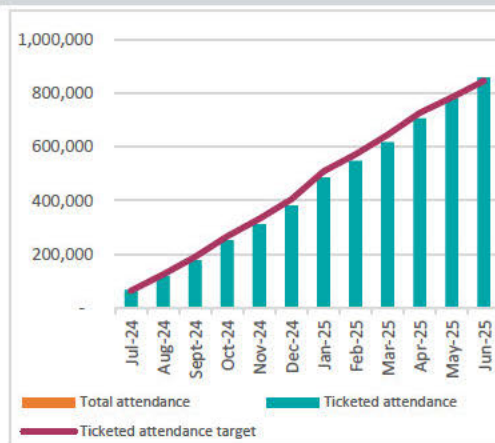
- The third Cultural Sector Alliance meeting took place, with a focus on the initial key metrics report. There has been agreement on what areas will be focussed on, and further work is to be undertaken to draft an initial side-by side comparison document for review by the directors of the Cultural Sector Alliance institutions. The next meeting is scheduled for August.
- [REDACTED] which is with the Mayor and Deputy Mayor for signature or feedback. MOTAT Board appointment recommendations were accepted by the council and the new members' terms will begin in October.

Western Springs Precinct <ul style="list-style-type: none"> The Auckland Arena Consortium notified the council and then TAU that it had decided to withdraw its Western Springs Stadium EOI proposal. TAU will now consider the implications of this and report back to Governing Body in the new political term. Waikaraka Park upgrade project Construction works are still facing challenges from heavy rain; further soil contamination and ground condition issues are being addressed. Works are still expected to be completed in time for the first race on 5 November. 	Central Wharves
Aotea Arts Quarter <p>Strong programme of events and activations delivered in the precinct.</p>	

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

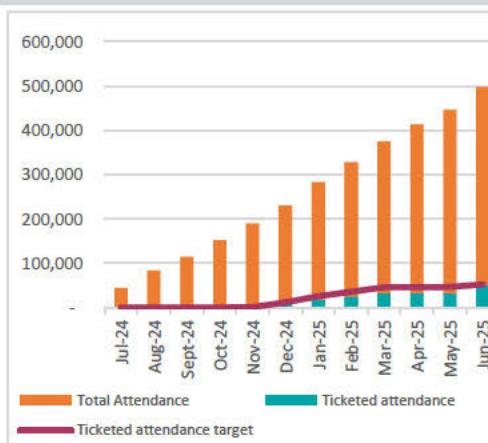
KPI RESULTS

Auckland Zoo: ticketed and total attendance (cumulative)



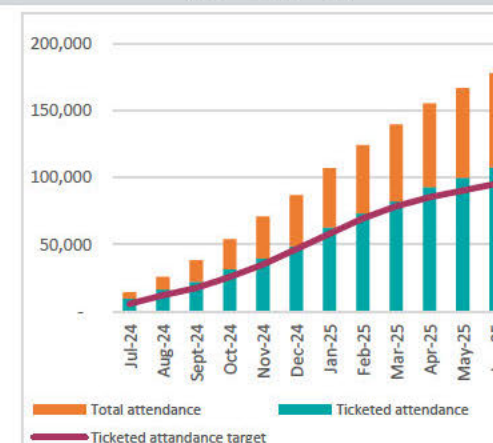
The Zoo's year-end ticketed attendance was **above target** at 860,000

Auckland Art Gallery: ticketed and total attendance (cumulative)



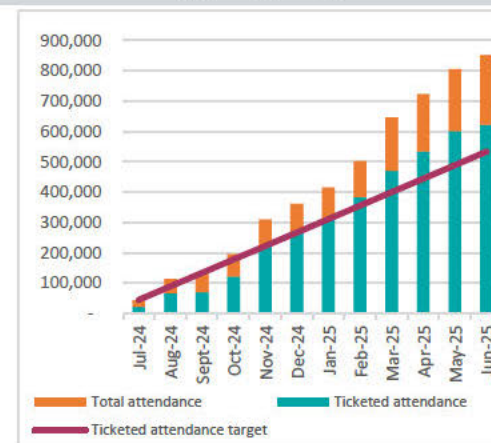
The Gallery's year-end ticketed attendance was **below target** at 52,000

NZ Maritime Museum: ticketed and total attendance (cumulative)



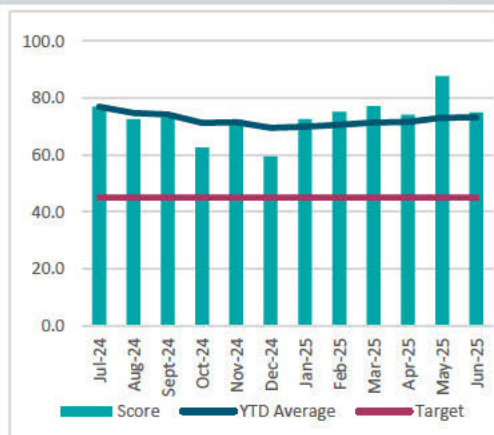
The Museum's year-end ticketed attendance was **above target** at 107,000

Auckland Stadiums: ticketed and total attendance (cumulative)



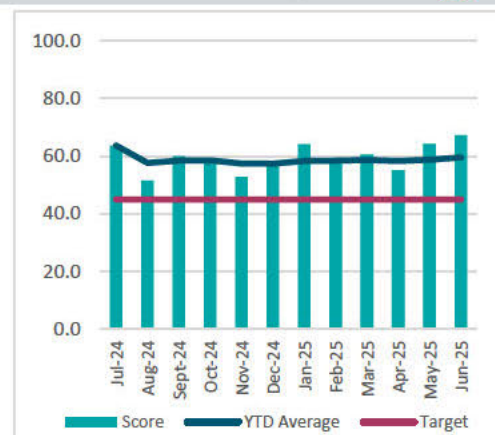
Auckland Stadiums' year-end ticketed attendance was **above target** at 623,000

Auckland Zoo: NPS



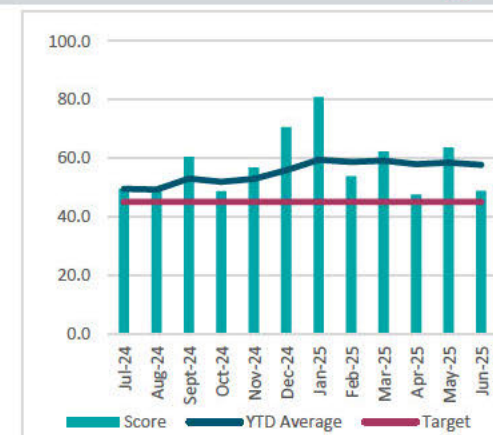
The Zoo's year-end NPS score was **above target** at **73.2**

Auckland Art Gallery: NPS



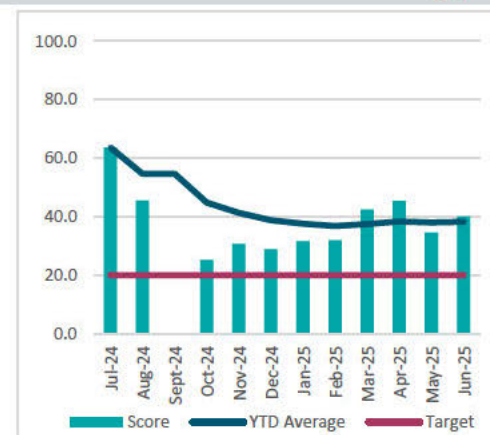
The Gallery's year-end NPS score was **above target** at **59.6**

NZ Maritime Museum: NPS



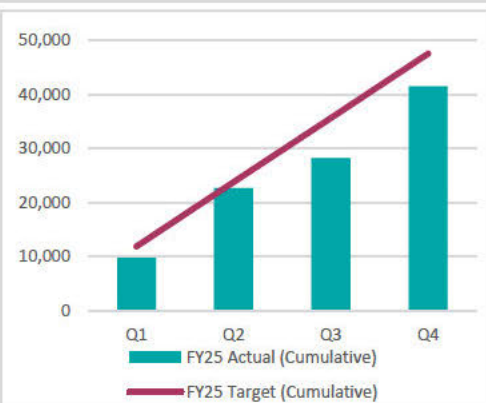
The Museum's year-end NPS score was **above target** at **57.7**

Auckland Stadiums: NPS



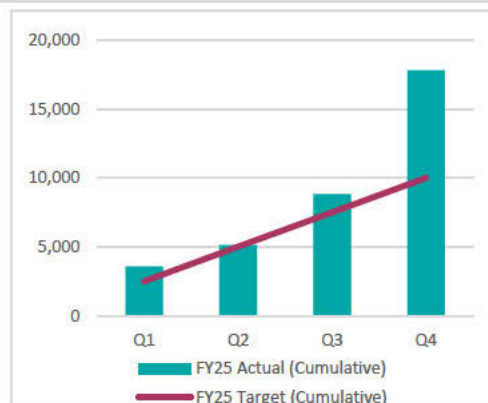
Auckland Stadiums' year-end NPS score was **above target** at **38.2**

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



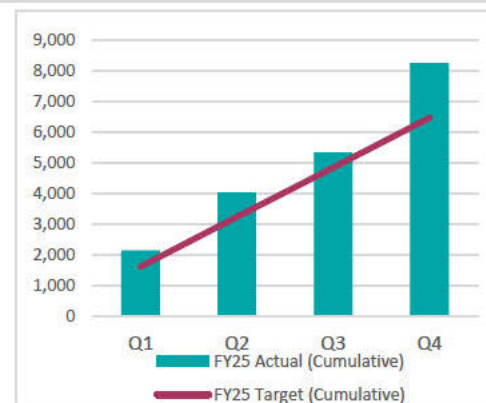
The Zoo's year-end result was **below target** at 41,463

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



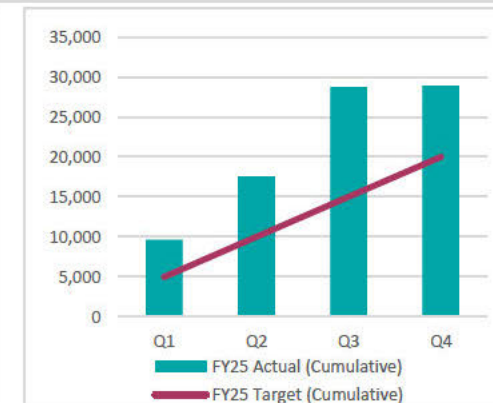
The Gallery's year-end result was **above target** at 17,815

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



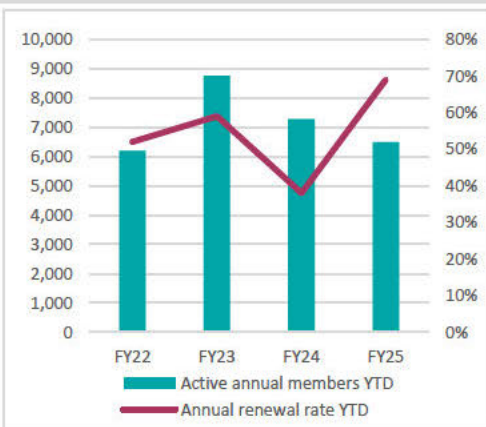
The Museum's year-end result was **above target** at 8,262

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



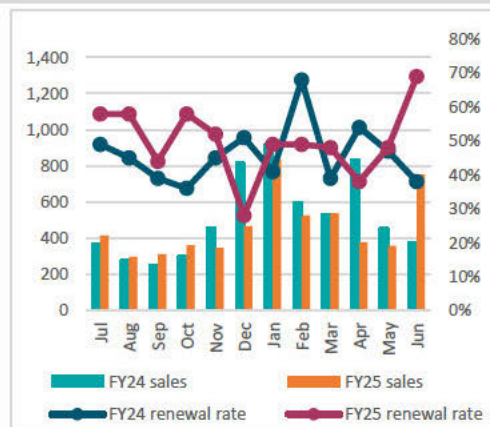
Stadium's year-end result was **above target** at 28,904

Auckland Art Gallery: annual membership



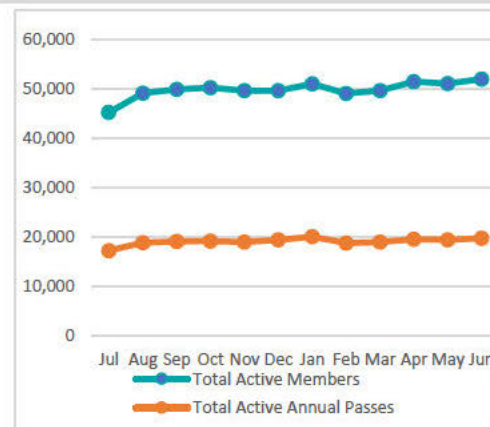
The Gallery's year-end average renewal rate was 50% and there were 6486 active members at year-end

Auckland Art Gallery: monthly membership



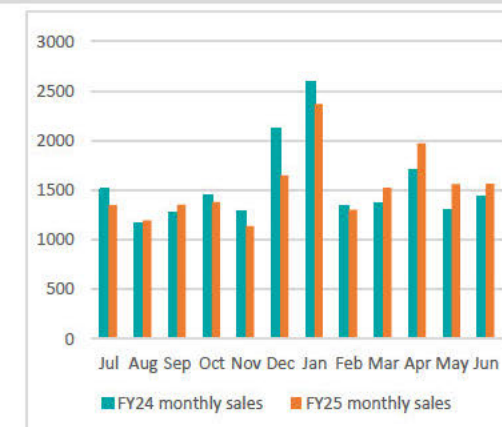
The Gallery's monthly renewal rate was 69% in June and 752 memberships were sold

Auckland Zoo: annual membership



At year-end, the Zoo had 19,661 active passes and 51,934 active members

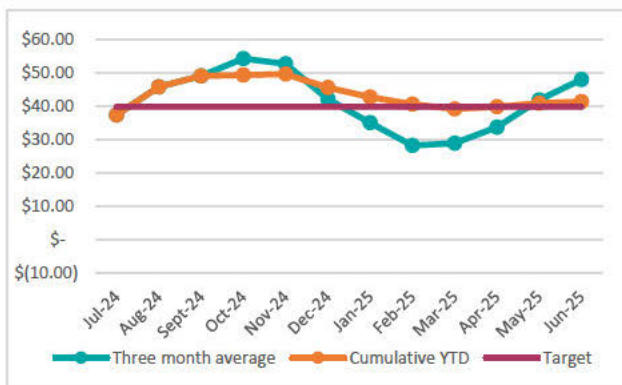
Auckland Zoo: monthly membership



1561 Zoo memberships were sold in June, more than in June last year (1429)

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

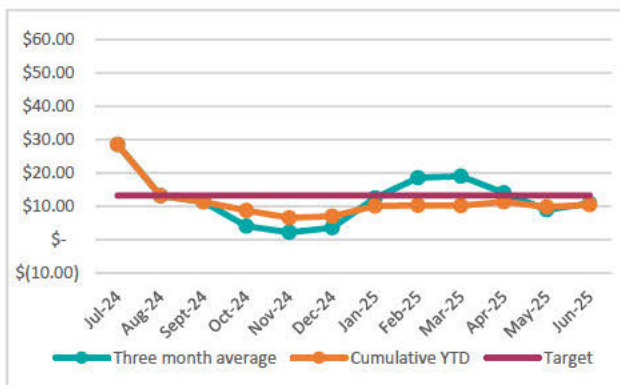
Auckland Art Gallery: Net cost of service per patron



Auckland Art Gallery's year-end net cost of service per patron:

\$41.50

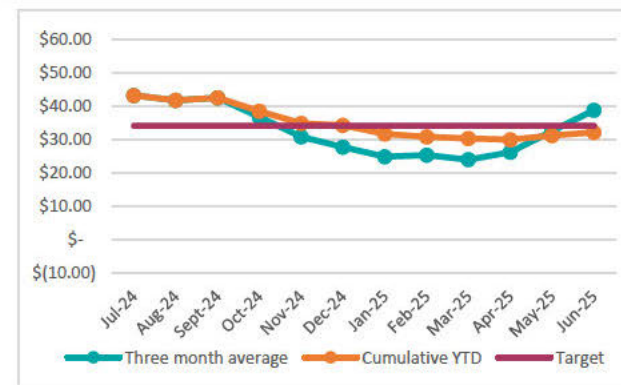
Auckland Live and Auckland Conventions, Venues & Events: Net cost of service per patron



Auckland Live & Conventions' year-end net cost of service per patron:

\$10.50

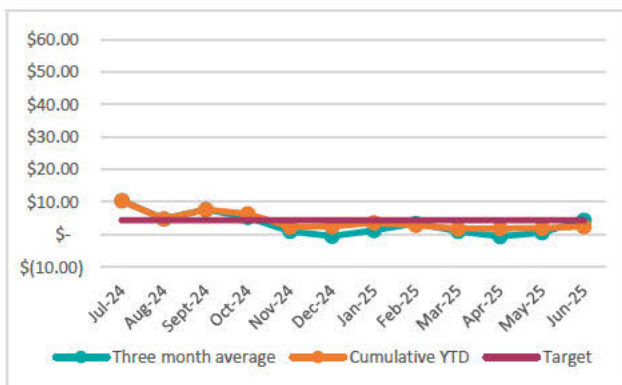
NZ Maritime Museum: Net cost of service per patron



NZ Maritime Museum's year-end net cost of service per patron:

\$32.20

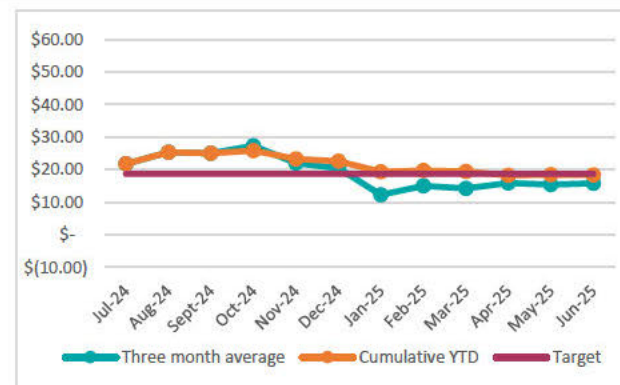
Auckland Stadiums: Net cost of service per patron



Auckland Stadium's year-end net cost of service per patron:

\$2.50

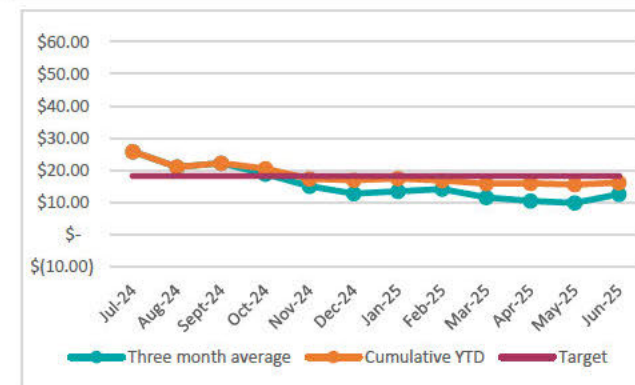
Auckland Zoo: Net cost of service per patron



Auckland Zoo's net cost of service per patron YTD:

\$18.40

Total Tātaki Auckland Unlimited Trust: Net cost of service per patron



TAUT's net cost of service per patron YTD:

\$16.20

Auckland's prosperity

Visitor Economy

Destination Partnership Programme (DPP):

- **DPP Industry event** held in June to launch third year of the programme which 180 businesses attended.
- **74 partners** have been sent contracts totalling **\$1.4m** with multiple new partners – Including Auckland Transport, Commercial Bay, Hopinacab, Northwest County Business Association.
- Hotel signups have been slow, there will be a shortfall in funding from hotels as there is uncertainty with DPP and the Mayor's Events Fund seeking money from hotels

Trade activity:

- **US Trade and Media Meetings** held with leading US tour operators cruise lines and media agencies while participating in formal programme with FIFA Club World Cup event
- **Kiwi Link India July** Tourism New Zealand led event with 40 NZ operators/RTOs meeting with Indian product managers and key frontline sellers. India now 5th largest source arrival market (81K YE May)
- **Inbound Operator (IBO) Programme** – 22 famil participants were hosted ensuring IBO partners are well informed on new/refurbished Auckland product, with objective of increasing Auckland representation via brochured product and sales channels.

Media famils:

- *Sunrise* live broadcast from Waiheke Island aired on 23 June, reaching an Australian audience of more than 400,000 (in partnership with TNZ)
- Te Arai to feature in *Welcome to Wrexham*, the award winning TV series. TNZ partnership with Wrexham FC on their NZ pre season tour.

Māori Tourism Development Programme

- **Treasures of Tamaki** was presented as part of Auckland's MEETINGS 25 offering.
- Nine new treasures informed of successful application with plans to onboard with an online induction in July.
- Treasures product featured in IBO famil showcasing TIME Unlimited Tours, Te Manutapu and Panapa Charters

Destination Development:

- **Nighttime Economy** was the focus of the DPP Industry update panel discussion. It was a positive, forward looking discussion with a panel from SkyCity, K'Rd Business Association and Live Nation.

Tech & Innovation

- No Update this month

Screen

- **Big Screen Symposium** drew a record 530 attendees. Screen Auckland represented on panel 'Doing Business with India and Singapore'. India named a new strategic focus by NZFC.
- **Film protocol update** is underway guidelines and presentation update for a more transparent and navigable tool for screen industry and council group stake holders.
- **FilmApp "2.0"** is developing significant improvements to make the permit process simpler, faster, and more user-friendly for filmmakers.
- **Aronga Māori:** in anticipation of the plan change decision on 28 July, preparing to adapt permit process to include Sites and Places of Significance to Mana Whenua.
- **International inquiries** a rise in significant inquiries. Pipeline prospects cautiously more optimistic for late 2025/early 2026 than they were a month ago. Competitiveness of international rebate remains a serious issue.

- **TRENZ 2026** event project management plan (high level) completed; stakeholder engagement and event planning in progress.
- Engagement with **Matakana Coast Tourism** (including a Destination update at AGM AGM) and **Aotea Great Barrier Island tourism group**.

Regional Tourism Boost Fund

TAU led a \$680,000 North America focused campaign on behalf of 30 regional tourism

of July, with steady progress towards their targeted incremental arrivals.

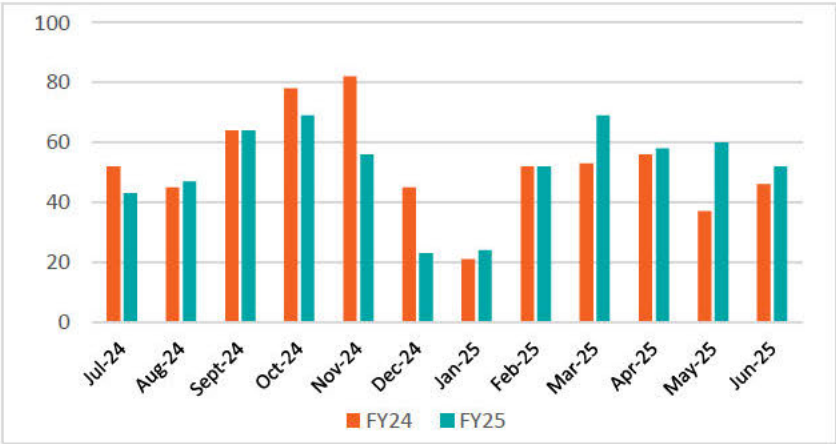
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Economic Transformation & Investment

- **Auckland Economic Monitor and State of the City** – The second edition of the *Auckland Economic Monitor* and third edition of *State of the City: Benchmarking Tamaki Makaurau*, were launched in June and July providing updated data and analysis on Auckland’s economic performance and ongoing comparators to Auckland’s international peers.
- **Council transition structure** – Significant work being undertaken to support transition and changes are being prepared for and adopted.

KPI RESULTS

Screen permits processed



The number of permits processed in June (52) was more than June 2024 (46)

Attributable value of private sector investment secured



At year-end the attributable value or private sector investment was **above target**

Auckland's reputation

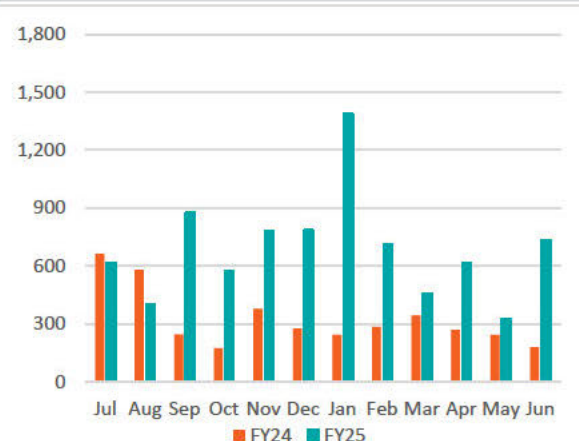
Destination	Events	Cultural Organisations
<ul style="list-style-type: none"> • <i>It's On In Auckland</i> city centre promotion came out of market at end of June with preliminary results showing it reached more than 70% of those aged 25 65 in Northland, Waikato, BOP, Wellington, Canterbury, Dunedin, New Plymouth Palmerston North • A three month extension to events-centric domestic visitation promotion was briefed to in house and agency teams Activity leading into July includes Stuff and YourEx sponsored content featuring DPP partners alongside All Blacks & Warriors matches, NZIFF and NZ Fashion Week. • Results for April May Air NZ domestic promotion revealed more than 11.6m delivered impressions via high impact mobile, social, display and Demand Gen channels, generating an average 0.62% CTR and more than 41,000 clicks to the Auckland site on Air NZ. Added value included Air NZ homepage takeover, <i>Kia Ora</i> ad and retail promotion. Auckland routes saw a 165% lift in ticket sales during the targeted booking window and 39% uplift across the full booking period, proving strong campaign impact and conversion. • Results for April May AU TripAdvisor campaign leveraging TNZ's primed audiences showed listed DPP experiences on the TripAdvisor Auckland hub saw 61% YOY uplift. Hotel data showed 11% YOY increase in all Auckland hotel bookings. Among users exposed to the campaign there was 48% lift in Auckland page views, 80% lift in Auckland hotel page views, 30% lift in attraction views and 23% lift in restaurant views. • The launch event and surrounding publicity for Iconic Auckland Eats generated 129 media items generating c. 200,000 in EAV. It was also pitched in to the Australian market resulting in the multiple media stories in News.com.au <i>Explore Magazine</i> which was syndicated to 77 community media including Canberra Times, The Macleay Argus, Newcastle Herald, Northern Daily Leader etc. Total reach 805,000. In support of the domestic marketing campaign, TAU hosted <i>Kia Ora</i> magazine on an Auckland famil resulting in a comprehensive travel guide for PDF 24 hours in Auckland 	<ul style="list-style-type: none"> • Positive media pick up resulting from the announcement that SailGP will return to Auckland in 2026 Michelle Hooper as spokesperson. • Wrap around comms support for ACB hosting NZ's biggest business events industry event of the year MEETINGS 2025, providing speaking notes, interview prep for spokespeople, talking points and event prep sheets for the Mayor, while supporting the host city famil. Targetted pitching resulted in strong industry pick up with 14 individual media pieces • Auckland Live's marketing team supported 48 promoters and TAU's major campaigns: the New Zealand International Film Festival, New Zealand Opera, <i>Chicago</i>, and <i>Priscilla, Queen of the Desert</i> Strategic marketing campaigns are underway for 14 Auckland Live presented campaigns, including <i>The Gruffalo</i>, the Auckland Live Cabaret Festival featuring <i>La Clique</i>, <i>Darkfields</i>, <i>The Art of Banksy</i>, <i>Wharenuī Harikoa</i>, and <i>Ihirangaranga</i> • Auckland Live experienced notable growth in its digital audience, with the total email database increasing by 5000. Google Ads also performed strongly during the month, delivering a 34.8% increase in estimated revenue and achieving a return on investment of \$23 for every dollar spent. • Auckland Live Cabaret Festival featuring La Clique was a flagship marketing campaign for 2025. A full design refresh was delivered, the campaign included extensive publicity via 818 PR, content from Outspoken by ODD. This was complemented by TAU organic comms for Cabaret Festival with positive media uptake across the board. • Programmatic and retargeting via Ticketmaster alone drove \$52,736 in ticket revenue. Auckland Live's winter season was 	<ul style="list-style-type: none"> • A Century of Modern Art marketing drove 2m impressions and more than 10,000 web clicks across 28 May-19 June which helped strong exhibition visitation of 18,000 7 29 June (779 a day). • Marketing for the Gallery's Matariki Ahunga Nui proved effective, helping to draw 5016 visitors to result in the most visited day since 24 February. • Auckland Art Gallery achieved 113 media mentions in June reaching 5.6m. Highlights included <i>A Century of Modern Art</i> on <i>Breakfast TV</i> <i>NZ Listener</i>, <i>Viva</i>, artist Ron Te Kawa in the tv series <i>Pathfinders</i>, Brett Graham discussing <i>Wastelands</i> on RNZ and <i>Te Karere</i>, continued coverage of Mark Adams exhibition, and Matariki / return of Guide Kaiārahi. • NZ Maritime Museum delivered successful Matariki events supported by paid social which drove a 22% YOY increase in website traffic. • Phase 2 of the Zoo's Dinosaur Discovery Track campaign helped drive significant visitation with 10,000 visits above target for June • Dinosaur Nights and Lights launched in market focussed on high-impact out o home ads with digital spend to drive conversion. Promotion resulted in more than 8000 visitors including three sold out events across June. • The Zoo launched a Matariki campaign including a Community Day partnership with Mai FM to broaden audiences' understanding of the Zoo's role in connecting people to the natural world • The Zoo achieved 155 media mentions with significant TV coverage (105 items) originating from a <i>Wild Heroes</i> episode and Zoo social post about alligator Dixie swallowing a jandal. Another high performing story was the Dinosaur Discovery Track and associated <i>record visitation numbers</i> (Inc. Breakfast TV).

<p>International tourism famils and media:</p> <ul style="list-style-type: none"> Charlie Hobbs writing for <i>Conde Nast Traveler</i> visited Auckland in June, resulting in this Instagram post (3.4 million reach) with full media coverage to come. <i>Conde Nast Traveler</i> also listed Auckland as one of the 10 Best places to live in the world (16 million monthly unique viewers). Fodors Travel published a thoughtful look at travel impact in Aotearoa as a result of Scott Laird's famil in January and <i>US News</i> published an Auckland travel guide (40 million viewers) off the back of a targeted pitch. TAU supported TNZ's hosting of Australia's biggest morning show <i>Sunrise</i>, including a live cross from Waiheke Island and filming from SkyJump All Blacks Experience. The crosses generated approx. \$1.3m in EAV, reaching an average viewership of 350,000 across two days. They also led to a mention for Auckland in Sam Mac's 'day in the life as a tv weatherman' story on 7News website TAU supported journalist Rob McFarland who shared his experience of walking on Waiheke in The hidden side to one of NZ's most popular islands for <i>Sydney Morning Herald</i> (reach 1.5m). The Sydney media event with Josh Emmett in May generated further stories including <i>Australia Good Food Guide</i>, <i>Spice Magazine</i>, <i>Nine Honey</i> and <i>Food & Beverage Media</i> 	<p>further supported by a \$100,000 City Centre Targeted Rate funded campaign, focused on out o home and digital in Whangārei, Tauranga, Hamilton, and Rotorua, and Auckland Airport's domestic and international airports</p> <ul style="list-style-type: none"> ACVE The social media strategy continues to yield positive results, with 94 new followers on LinkedIn and 20 across Meta channels. The ACVE website recorded 6856 users and received 117 enquiry form submissions. 	<ul style="list-style-type: none"> Auckland Stadiums. Communications planning and media management for North Harbour Stadium EOI decision retaining TAU as operators. Proactive media activity in partnership with council delivered 32 media items across media outlets Marketing activity drove sales and awareness for two sold out Warriors matches at Go Media Stadium. Cumulative organic social media reach of 1.6m from c.47,000 followers.
Economic Development	Auckland brand and reputation	Discover Auckland and Customer Strategy
<ul style="list-style-type: none"> Screen Auckland elevated its industry presence by sponsoring two of the sector's most influential events – Big Screen Symposium and Doc Edge. Through compelling visual content and targeted promotional efforts, the team showcased Auckland's strengths as a premier screen production destination, reinforcing its reputation on both national and international stages. Te Puna Creative Hub launched a teaser video, generating early momentum and anticipation for the initiative. Strategic support for events such as the AI Forum amplified visibility, though targeted LinkedIn activity via TAU positioning the hub as a future focused, leading destination for innovation and creativity Economic Transformation: The City Centre Proposition MBM campaign is now complete. In June, the website attracted 62,000 views, with 5340 clicks on the prospectus and 48,000 video views. PR/media activity is progressing, with GRCPN coordinating a visit from a Singaporean journalist from <i>The Straits Times</i> in early August. 	<ul style="list-style-type: none"> Studio highlights: He Kete Matauranga Hui filming and wrap up reel, Major Events TVC, Zoo Dinosaur Track promo assets, BEIA Meetings full stand design and filming/editing wrap reel, NZMM Ocean and Ice final weeks promo assets, ACVE Rebrand, Iconic Eats design assets and hype reel edit, ACB Australian Famil filming, DPP Partners Annual Sizzle reel, Auckland Live Ihirangaranga show collateral, DPP Partners Prospectus refresh 	<p>Discover Auckland</p> <ul style="list-style-type: none"> Platform enhancements deployed, including content automation, GA4 tracking, AI POC and UAT refresh Quarterly development roadmap confirmed mobile enhancements, major events microsites and continuous enhancements Iconic Auckland Eats campaign microsite updated for launch with top 100 dishes and related content Data and Tracking workshop and tag audit to map out focus for FY26

<ul style="list-style-type: none"> • Tech Economy Auckland Startup Week launched on 10 July with a new website www.aucklandstartupweek.com, reinforcing Auckland's position as a leading innovation hub. Communications support for Startup Week including website copy creation, media release and event briefings. A new LinkedIn page was created to amplify key messages and content. • Climate Connect Aotearoa ClimateWise engagement continues, with tailored content developed for banks, insurers, mentors, and general audiences. Recent activity includes collaboration with QBE on insurance focused content, ASB business mentors, and delivery of a new pitch presentation. Promotion is underway for August workshops targeting tourism and hospitality SMEs, supported by newsletter content and a registration landing page. Planning is also in progress for an August webinar for business associations and mentors. A presentation on ClimateWise learnings is being prepared for the Aotearoa Climate Adaptation Network conference in July. Two new articles were published on the Knowledge Hub, alongside a highlights video from the He Kete Mātauranga Hui. • ED transition: continued handover of projects and channels to council e.g. developing Screen Auckland marcomms RASCI, completion of comms activity for The State of The City 2025 report and release of the Auckland Economic Monitor 		<p>Customer Strategy</p> <ul style="list-style-type: none"> • Consent and privacy form audit underway to ensure legal compliance across digital assets • Consent advice provided for DPP membership , <i>We the Young</i> NZ Maritime Museum Webinar • Customer strategy roadmap completed • Auckland Art Gallery Education newsletter migrated to Salesforce Marketing Cloud
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KPI RESULTS

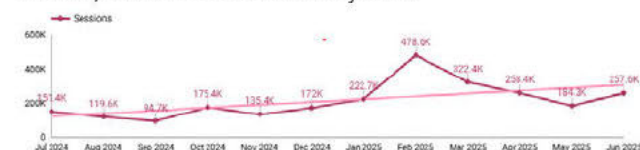
Media coverage mentioning TAU



Media mentions **increased by 122%** this month, with 40% of the uplift attributed to a targeted Destination media campaign involving Channel 7 Australia *Sunrise* programme live from Waiheke Island, and widespread TV syndication across Australia of a light hearted Auckland Zoo story about an alligator that underwent surgery after swallowing a jandal. Domestically, the Iconic Auckland Eats Top 100 announcement accounted for 18% of all coverage.

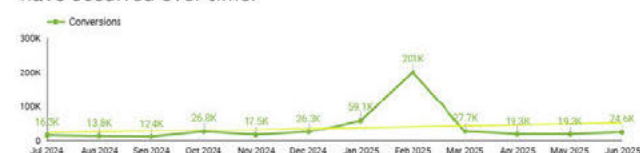
Discover Auckland Platform Performance

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



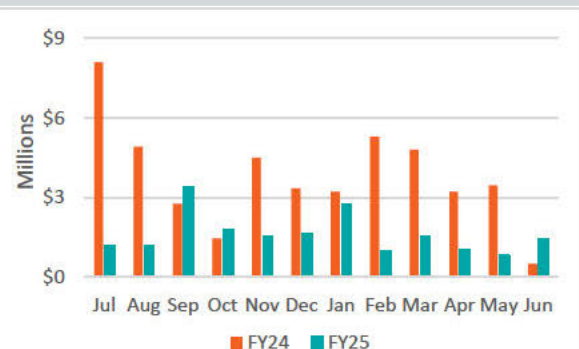
2.6m sessions in the past 12 months, with a 107% uplift in June 2025 vs 2024. Driven by Iconic Eats, three day itinerary for family fun, Whats on in Auckland this June and heightened paid social.

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.



Top operator referrals for June were Sea Life Kelly Tarltons, Wētā Workshop Unleashed and Gravity X. The top event links for June were Matariki Festival 2025, *The Art of Banksy* and Auckland Live Cabaret Festival.

Equivalent Advertising Value (EAV) of TAU media coverage



In June, EAV **grew by 78%** driven by volume increase across mediums. Prominent stories included the Auckland Art Gallery's *A Century of Modern Art* exhibition, Auckland Live's Cabaret Festival, New Zealand Fashion Week previews, and SailGP' regional impact, which dominated the news cycle. TAU CE Nick Hill, Destination Director Annie Dundas, and Head of Major Events Michelle Hooper featured prominently across this coverage.

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 June - 30 June

City	Country	Total users	Total Users as %	Sessions	Sessions as %
1. Auckland	New Zealand	116,044	54%	137,003	55%
2. Christchurch	New Zealand	17,697	8%	19,710	8%
3. Sydney	Australia	16,575	8%	18,812	8%
4. Wellington	New Zealand	11,526	5%	13,033	5%
5. Melbourne	Australia	9,897	5%	11,222	5%
6. Brisbane	Australia	7,320	3%	8,266	3%
7. Hamilton	New Zealand	5,141	2%	5,712	2%
8. Tauranga	New Zealand	3,476	2%	3,790	2%
9. Whangarei	New Zealand	1,673	1%	1,879	1%
10. Perth	Australia	1,167	1%	1,321	1%

293% uplift in Australia sessions in June 2025 vs 2024 due to DPP activity reaching 18% of total sessions for the month. Continue to see an increase of traffic from Australia, primarily from Sydney, Melbourne and Brisbane.

Climate change and environmental sustainability

Climate Change and Sustainability (General Update)	Te Tāruke-ā-Tāwhiri: Auckland's Climate Plan (Economy Priority)
<p>Cross cutting:</p> <ul style="list-style-type: none"> On boarding of two new starters within the Climate and Sustainability team Sarah Anderson, Head of Climate and Sustainability and Claire Allan, Senior Climate and Sustainability Advisor Work is underway for the 2024/25 climate-related disclosure, with a focus on updating statements, providing evidence, and finalising this year's process for TAU Board oversight. Main focus is data collection and analysis for the annual greenhouse gas emissions inventory, and the consolidation within Auckland Council Group. The Nature-based Solutions (NbS) feasibility study for Aotea Centre was finalised and confirmed there is high feasibility for implementing NbS across key areas. A Monitoring, Evaluation & Learning (MEL) Scorecard for TAU Stadiums Adaptation Plan has been developed. This will be piloted FY25/26 with the stadiums operation team to track and monitor adaptation actions and resilience measures on a quarterly basis. 	<ul style="list-style-type: none"> From 1 July 2025, responsibility for Economy Priority of the climate plan passes to Economic Development within the council, including Climate Connect Aotearoa TAU is still committed to delivery of the climate plan as a member of Auckland Council Group and a review of associated actions is underway.

Māori outcomes

Contributions towards other strategic priorities of <i>Kia Ora Tāmaki Makaurau</i>	Kia ora te Ahurea Māori Identity and Culture
<p>Kia Hāngai te Kaunihera: An empowered organisation</p> <p>Māori Engagement Committee: The Māori Engagement Committee of the Tātake Board met 18 June. The committee endorsed management's recommendation to establish an 8% official procurement target for Māori and Pacific peoples-owned businesses and social enterprises, with an aspirational goal of reaching 10%. This target represents a concrete commitment to supporting indigenous and Pacific peoples economic development through institutional purchasing power. The committee has requested the development of a comprehensive position paper for TAU Board consideration. This paper will focus on establishing meaningful partnerships and strategic relationships with Iwi and Mātāwaka at governance level, ensuring authentic collaboration in decision making processes. NZMM Director Vincent Lipanovich presented the museum's response to the Whāia te Ao Māori research conducted by kaupapa Māori researchers Tū Ohu Collective. The response paper outlined the museum's approach to implementing 10 key recommendations through short, medium, and long term strategic goals. Significantly, all recommendations have elements currently in progress, demonstrating the museum's commitment to meaningful change.</p>	<ul style="list-style-type: none"> Wharenuī Harikoa: As part of Te Mahere Aronga deliverables, Māori Outcomes has supported the promotion of the <i>Wharenuī Harikoa</i> installation at The Civic through targeted outreach to Māori audiences. This initiative directly supports two key strategic objectives: showcasing kaupapa Māori through programming in TAU venues and enhancing whānau access and experiences across TAU facilities. Created by artists Lissy and Rudi Robinson Cole, <i>Wharenuī Harikoa</i> presents an innovative crocheted wharenuī that beautifully merges traditional Māori practices with contemporary artistic expression. The installation brings joy, vibrant colour, and meaningful connection to Aotearoa, demonstrating how ancestral knowledge can be reimagined through modern creative techniques. This work exemplifies the transformative potential of kaupapa Māori art to engage diverse audiences while honouring cultural traditions and values.
	Kia ora te Umanga Māori Business, Tourism and Employment
	<ul style="list-style-type: none"> Tāmaki Ora Māori Outcomes Framework: the council's new framework to measure Māori wellbeing, outcomes and performance for Tāmaki Makaurau, Tāmaki Ora, came into effect 1 July 2025. This change also triggered a refresh of the Māori Outcome Fund.

Auckland Zoo

Kia ora te Kaunihera

Building cultural capabilities: a range of workshops involving staff, volunteers in support of building individual and organisational capability

Kia ora te Hononga

Auckland Zoo hosted 378 Mana Whenua and Mātāwaka in June through the Wellbeing in Nature Community programme:

- Ngāti Te Ata Waiohū kura and kohanga reo (181)
- He Pua Mai i Rangiatea (50)
- Te Puna Okahukura (132)
- Ngāti Whātua whānau (7)
- Whānau (8)

Kia ora te Whānau

- Matariki 2025 For the last three years, activities for Matariki have been in market. The Zoo is a great place to reflect and connect during Matariki. It ran Matariki Community Day with MaiFm which champions connection and ran video ads on TVNZ/Discovery and Whāakata Māori highlighting the zoo as a place of connection.
- Mānawatia a Matariki booklet for tamariki during Matariki and enjoy a hīkoi into Te Wao Nui.
- Keepers delivering the Hidden New Zealand encounter introduced pūrākau during Matariki in collaboration with the Conservation Learning Facilitator Kaupapa Māori.
- The award winning, husband and wife duo 'Aro' is made up of Charles (Te Rarawa, Ngaapuhi, Ngaati Te Ata Waiohū, Ngaati Mutunga) and Emily Looker, performed at the launch of the Dino Nights & Lights on Matariki.
- Hangi was included on the menu at the Zoo's cafés for visitors to the Matariki launch of Dino Nights & Lights

Kia ora te Taiao | Kaitiakitanga

- Kaitiaki from Ngāti Maniapoto spent time with Head of Animal Care & Conservation to discuss their aspirations and future care of Archy's Frogs from their rohe.

The changes incorporate feedback from Mana Whenua, Mātāwaka and the Houkura Independent Māori Statutory Board, He Whenua Makaurau Schedule of Issues of Significance Report 2025 2030 and other engagement information. Tāmaki Ora builds on the foundation of Kia Ora Tāmaki Makaurau, but introduces four key shifts:

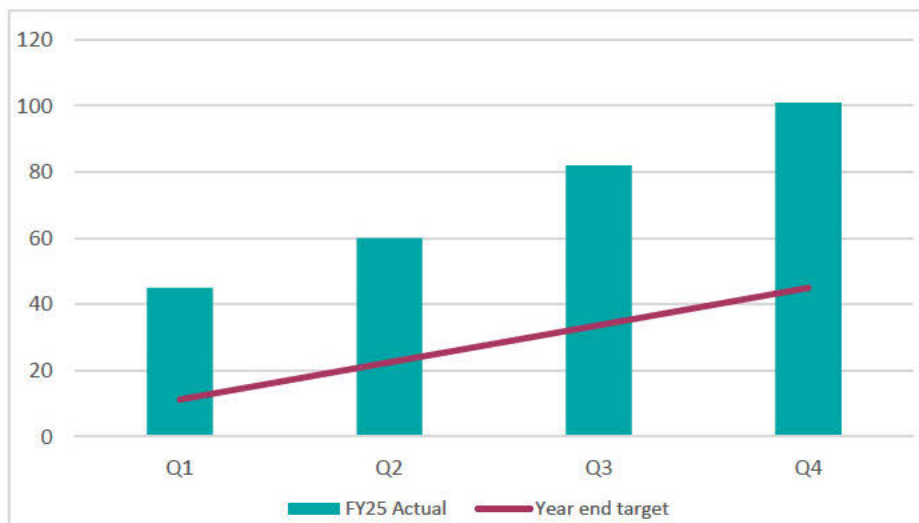
- Prioritising Māori and community needs: A stronger focus on aligning the council's delivery and support with the aspirations of Mana Whenua, Māori and communities
- Sharper strategic focus: Seven ora outcomes and three organisational enablers (Tūāpapa), each grounded in te ao Māori values
- Integrated performance approach: A logic model that links council activities to outputs, outcomes, and long term impact
- Greater accountability: A Māori outcomes reporting framework (to be developed in FY26) to improve measurement, evaluation, reporting and public transparency.

Of the seven Tāmaki Ora outcomes, TAU will shift its focus towards Tuakiri Ora: Cultural identity & wellbeing; Taiao ora: Environmental wellbeing; and Ōhanga ora: Economic wellbeing. Decision making regarding the review and oversight of the \$171m Māori Outcome Fund has also changed. Previously the Director of Māori Outcomes had a seat at the decision making table. This function has now been elevated to the Policy and Planning Committee. Te Mahere Aronga will be refreshed to align with Tāmaki Ora. The new framework may also trigger Māori outcome related phrasing, measurement, evaluation and reporting set out in future Statements of Intent.

- **Treasures of Tāmaki:** For an update on the Māori Outcomes Fund funded Māori tourism development initiative, Treasures of Tāmaki, see the Destination Tourism section of this report.

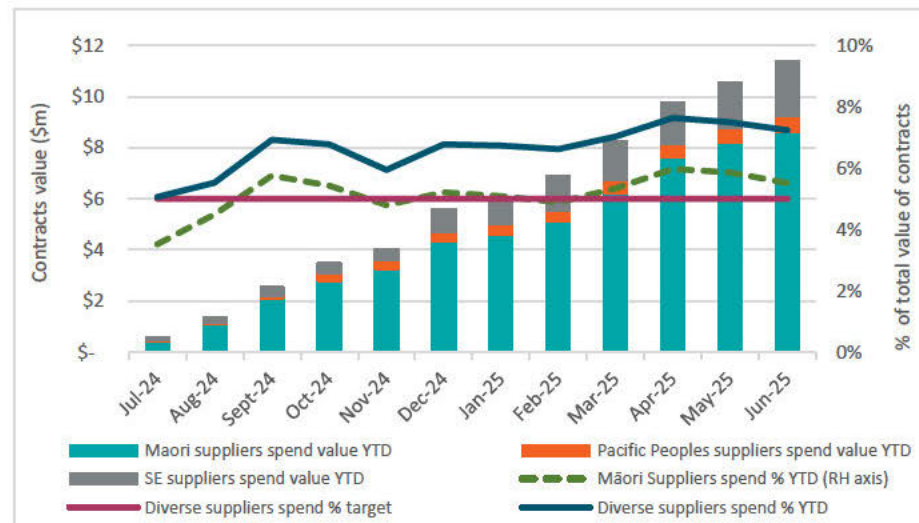
KPI RESULTS

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



Year end results are 101 – **above the target** of 45

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



TAU's diverse suppliers spend % is at 7.23% - **above the target** of 5%. The majority of the total diverse suppliers spend value was with Māori suppliers at the end of June (76%).

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

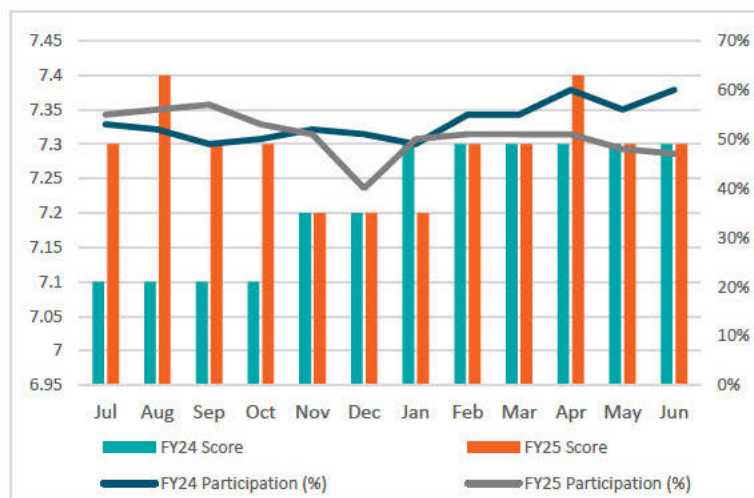
- The **CRM team** made updates to the Destination solution to reflect the new membership tiers. Good progress is being made on the design of the strategic invitations solution to be trialled later in the year to provide out the linkages to grants and sponsorships.
- **Data Governance and Culture:** TAU continues to leverage the GSS Data workstream to adopt and adapt data governance policies in line with TAU's strategy and culture. Team is keen to leverage the data training material, however the content and examples are very council focused. The data champions have met for their first working session to start defining Critical Data Elements, and this work is also being incorporated into project work.
- **Dexibit** ticketing data from Ticketmaster is being validated to support the automation of venue utilisation calculations, saving up to 116 hours of manual work per annum, with further benefits as it will provide the basis for more real time forecasting.
- **AI:**
 - The user group developed a TAU transparency statement to be ratified by the AI Governance group later in the month. New tools are being assessed for specific use cases, e.g. research, and the team is starting to develop Custom GPTS to solve for specific organisational use cases, for example the creation of digital project documentation.
 - TAU is still waiting for the council pilot of Co Pilot 365 to be approved before it can conduct a POC to determine the value proposition. Feedback from other organisations suggests that there is incredible value that could be unlocked.
 - The AI Impact Project is progressing as scheduled. Sprint 1 has been completed, including the first Steering Group session. Sprint 2 workshops are underway, with a focus on the Futures Triangle — a strategic foresight tool used to explore and map the forces shaping the future of tourism, events, and experiences. In parallel, the team is reviewing TAU's existing digital assets, including Discover Auckland, Auckland Stadiums, and Auckland Live.
- The **Gallery web site** has moved into the design phase, working closely with 3rd party UX/UI partner.
- The **Gallery lounge door** can now be accessed by swiping membership cards.
- Refer to CE sub-reports in Resource Centre for Customer Strategy/CRM/eDM benefits dashboard (quarterly) and Cybersecurity dashboard (monthly).

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

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

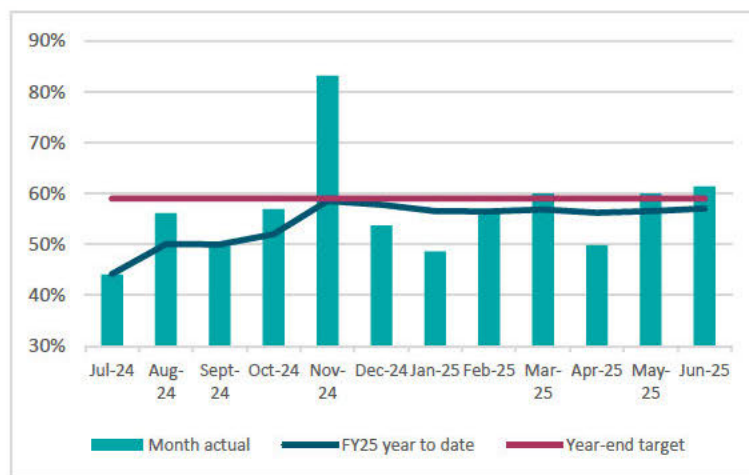
KPI RESULTS

OfficeVibe engagement score and participation



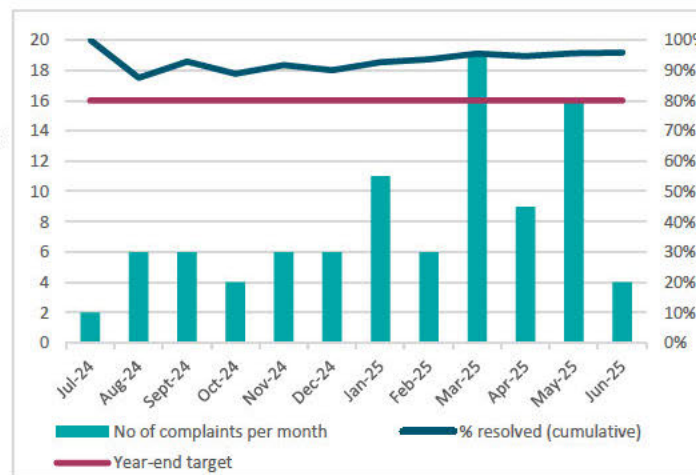
S6(a),S7(2)(f)(i),(h) LGOIMA 1987

% expenses through non-rates revenue



At 57%, the percentage of expenses funded through non rates revenue was **below target** (59%) at year-end

% of customer complaints resolved within 10 working days



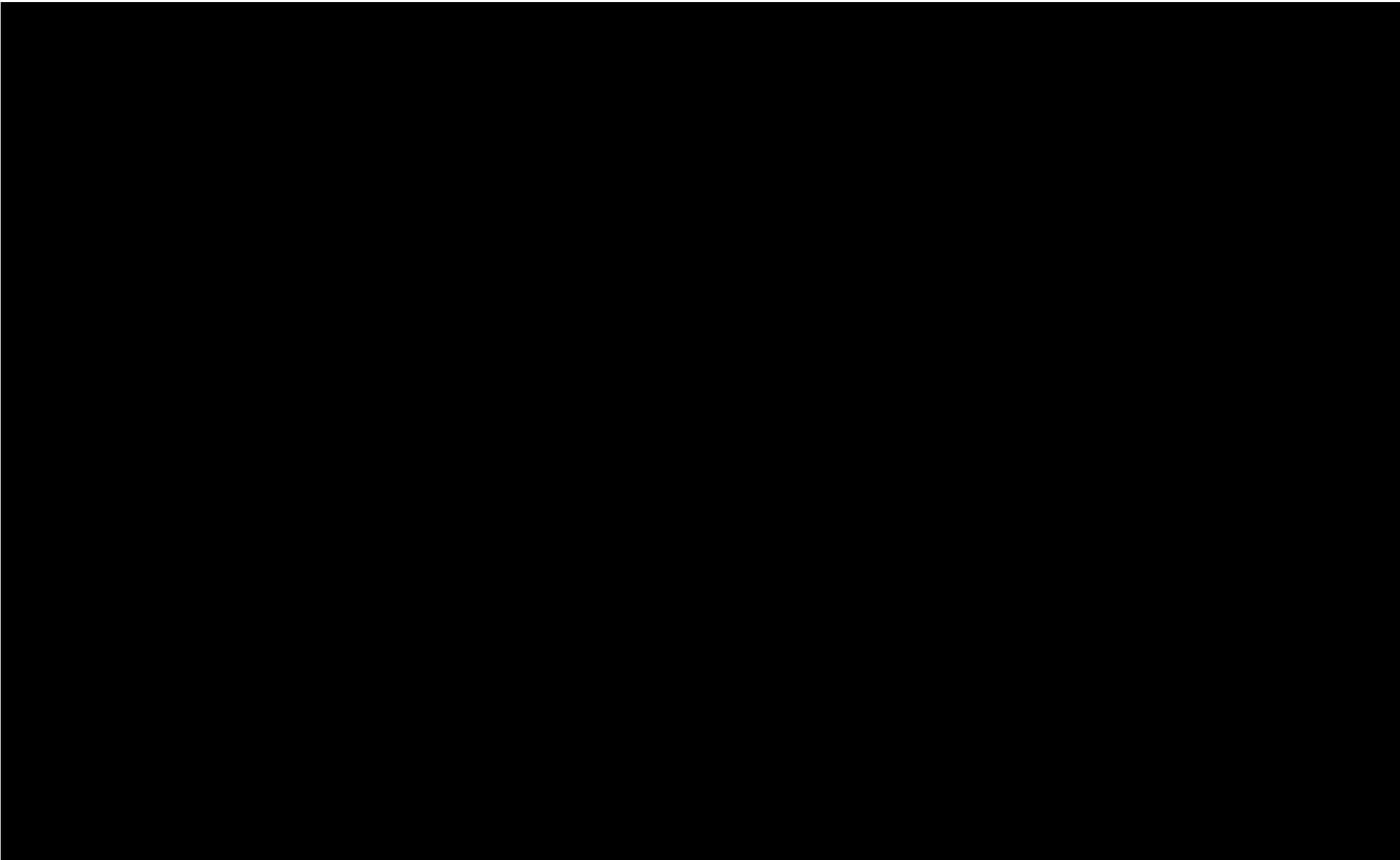
At year-end, 96% of complaints have been resolved within 10 working days YTD. **Above target.**

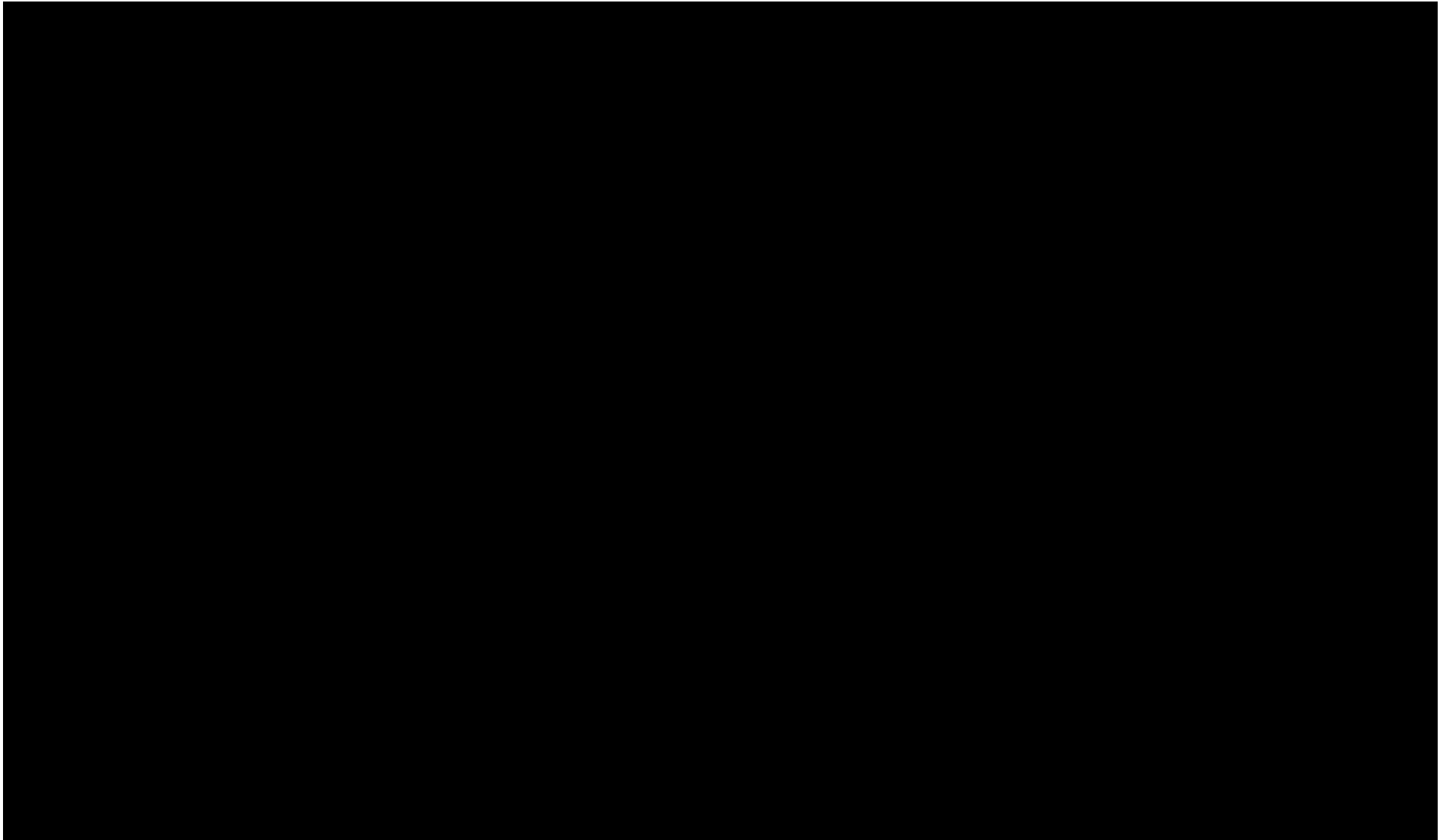
Schedule of Appendices

- | | |
|---|-------------|
| 1. Climate Change & Environment Strategic Plan – Snapshot | (Quarterly) |
| 2. TAU Cybersecurity Dashboard | (Monthly) |
| 3. GSS Cyber Dashboard | (Monthly) |
| 4. TAU calendar | (Monthly) |
| 5. Major Events project status | (Monthly) |

CE sub-reports in Resource Centre

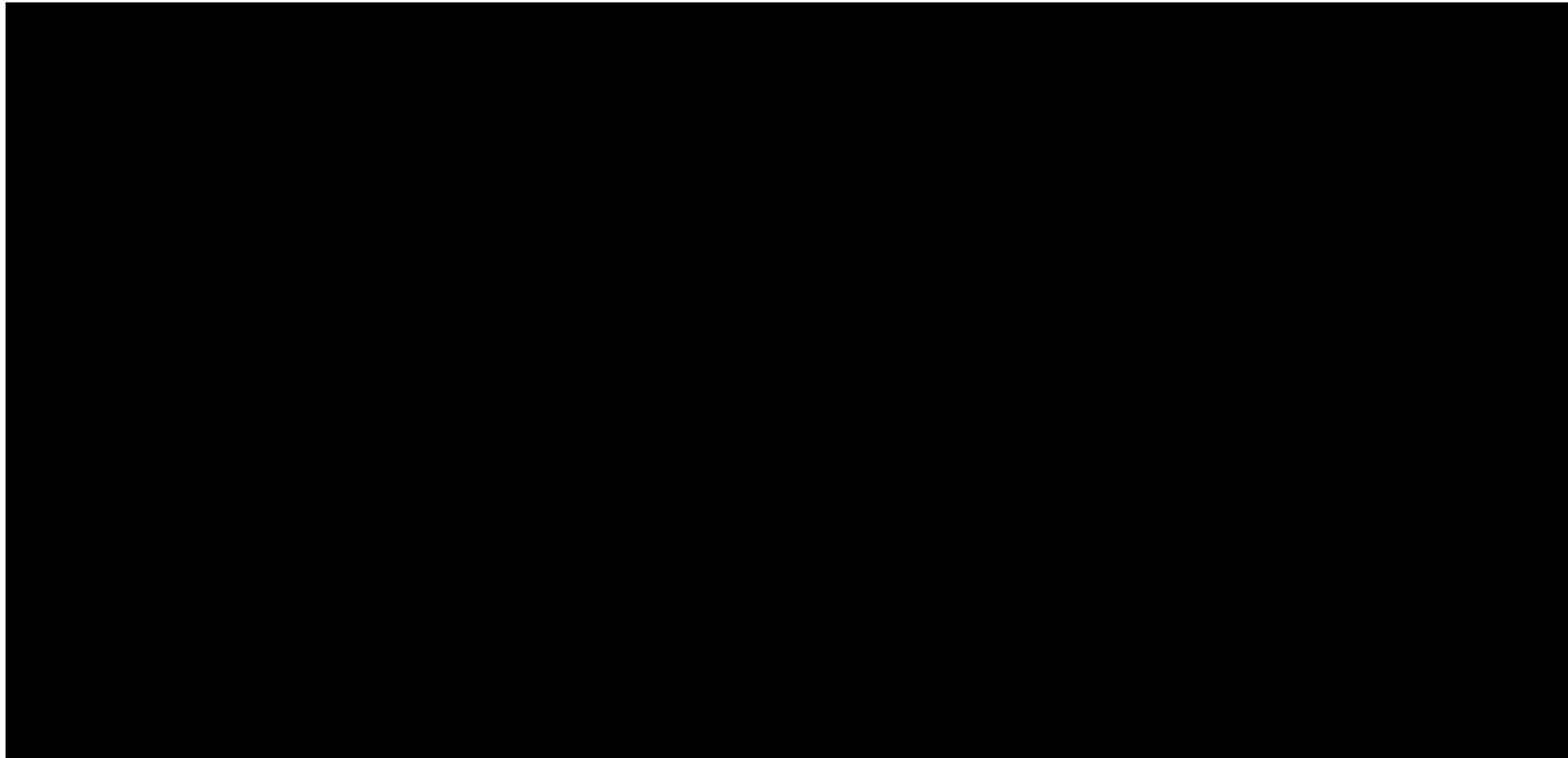
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|--|--------------|
| • Finance Report | (Monthly) |
| • Risk Report | (Monthly) |
| • Customer Strategy / CRM / eDM benefits dashboard | (Quarterly) |
| • Capital Projects Report | (Bi-monthly) |



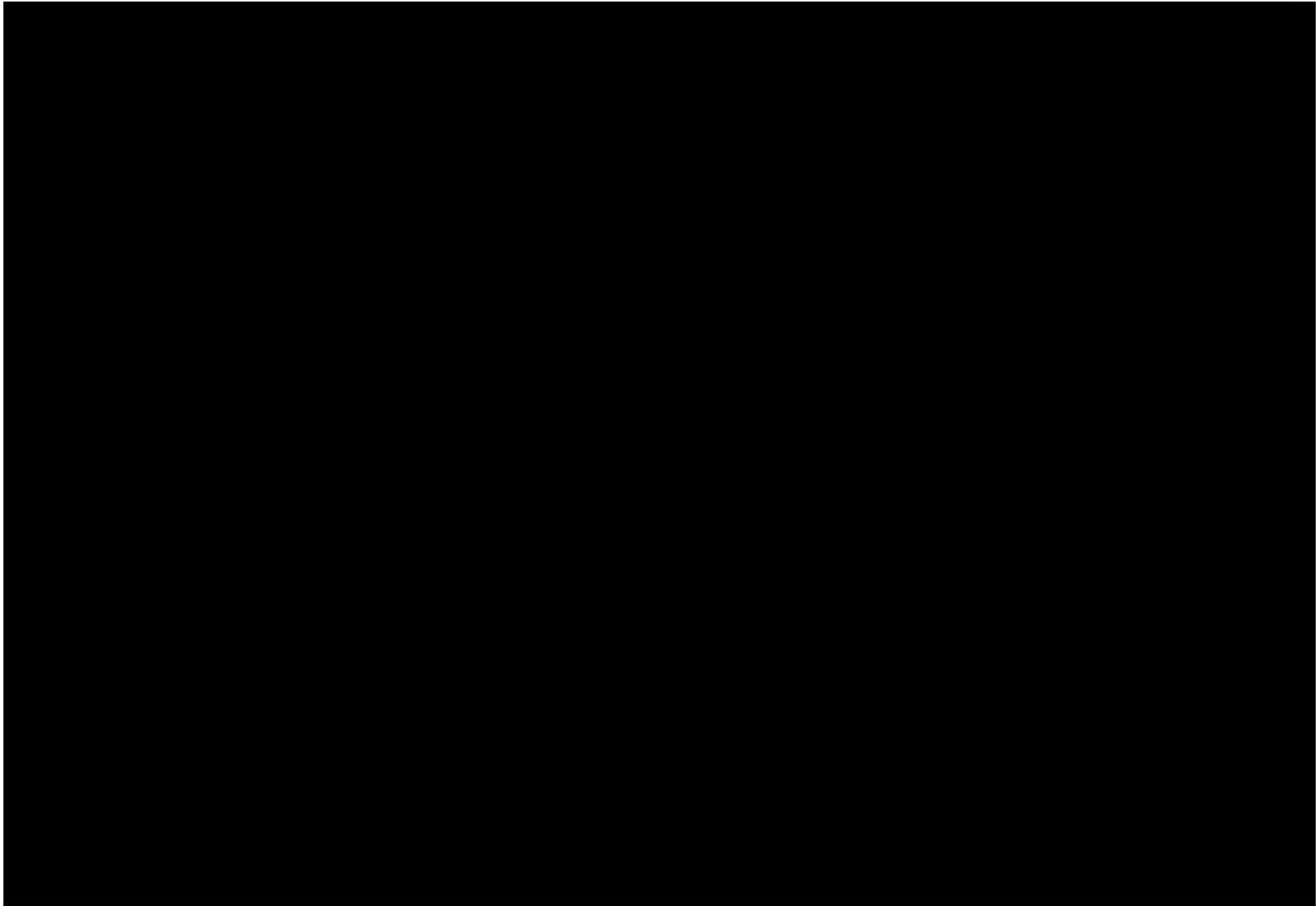


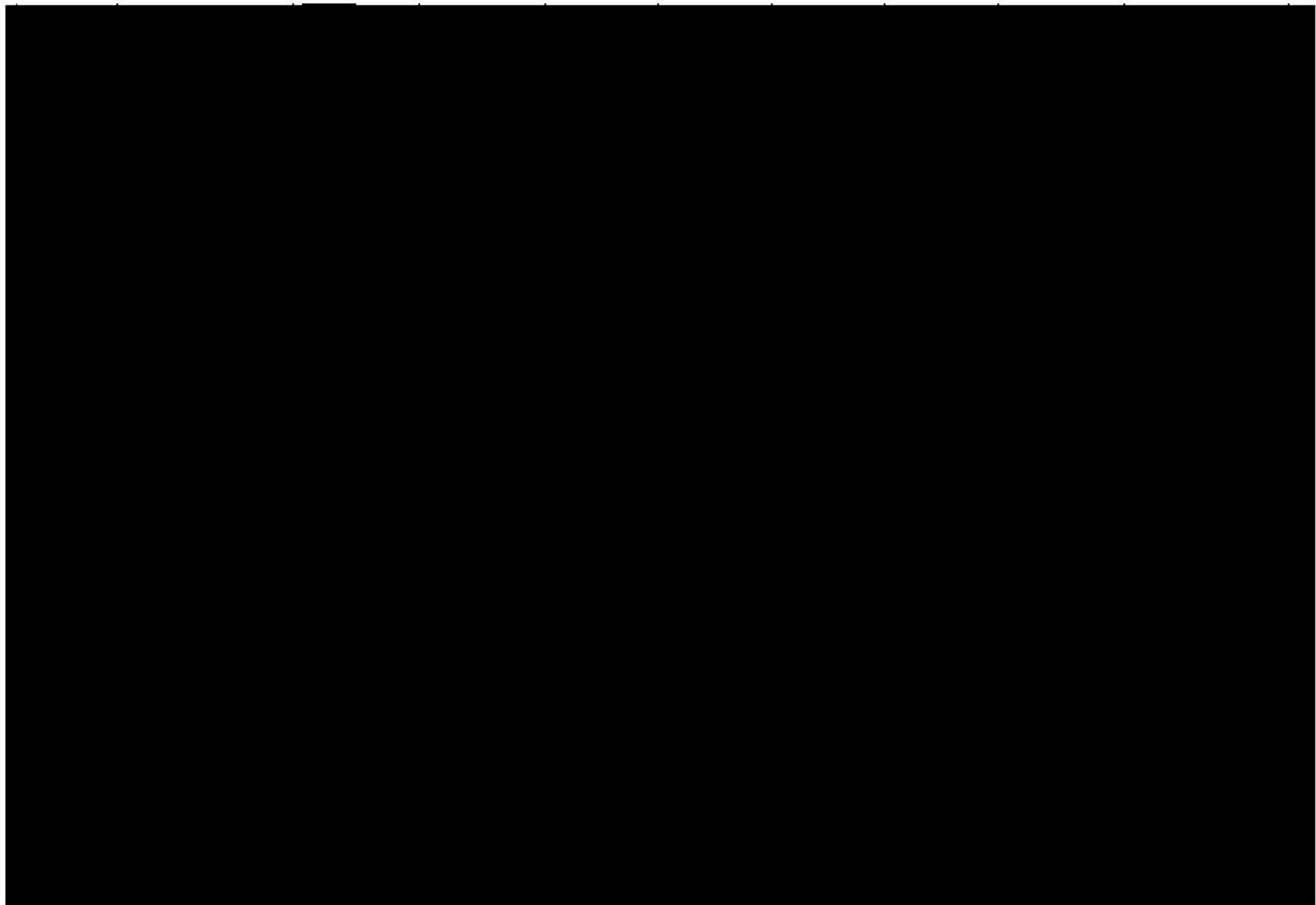
S6(a),S7(2)(f)(i),(h) LGOIMA 1987

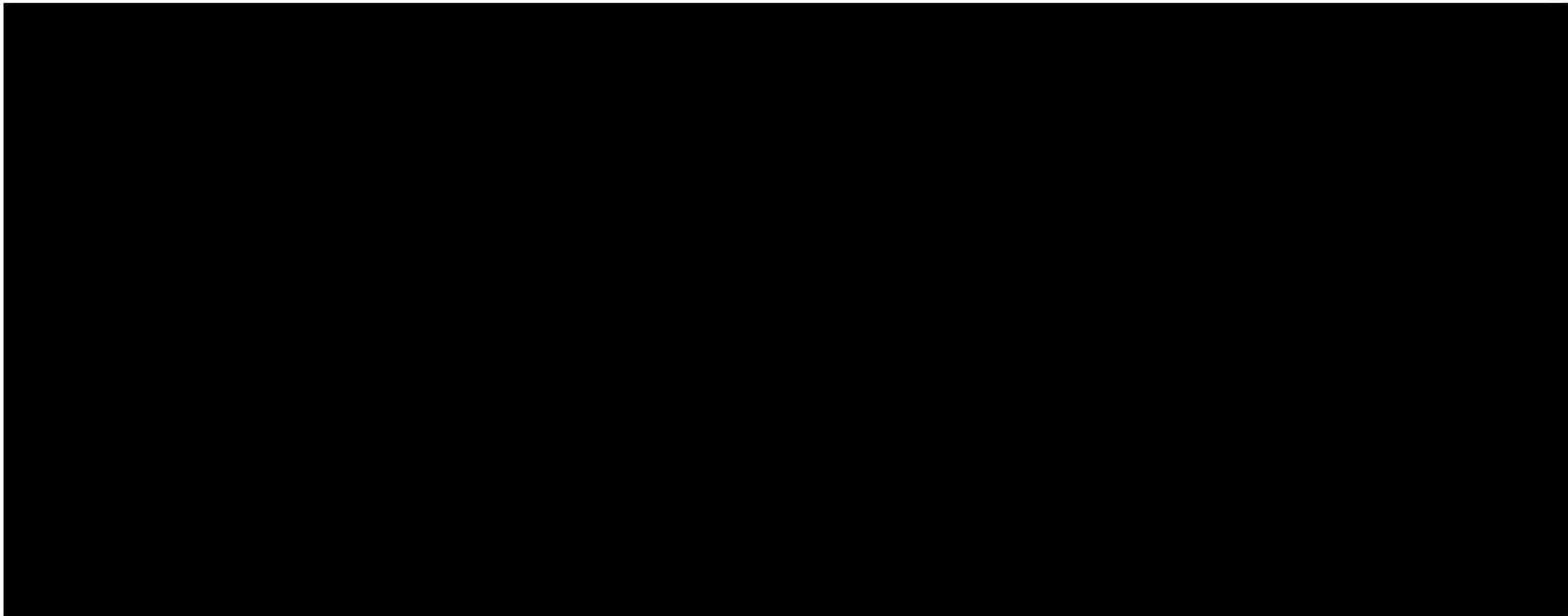
S6(a),S7(2)(f)(i),(h) LGOIMA 1987



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







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

Operating Performance – FY2025

Operating performance 2024/25

\$ million		FY 25			Full year
	Notes	Actual	Adj Budget	Variance	Annual Plan
Net direct expenditure	A	91	94	4	94
Direct revenue	B	113	102	11	106
Fees and user charges		61	56	5	57
Operating grants and subsidies		15	7	8	26
Other direct revenue		38	39	(1)	22
Direct expenditure		204	196	(7)	200
Employee benefits	C	94	91	(4)	80
Grants, contributions and sponsorship	D	12	10	(2)	8
Other direct expenditure	E	98	96	(2)	112
Other key operating lines					
Vested assets		(3)		3	
Depreciation and amortisation		75	56	(19)	56
Finance & Interest		21		(21)	
Capital Grants to TAU+ Partners					
Capital investment trend					
Capital expenditure	F	70	81	11	81
Capital revenue		0	0	0	



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 year.

B. Direct Revenue is favourable mainly due to several Performing Arts events exceeding revenue targets during the year, strong Film Studio operating margins and Insurance recoveries, and Central Government funding for Project Ikuna, offset by Art Gallery visitor and grant revenue.

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

D. Grants, contributions and sponsorship is unfavourable due to Major Event Programme brought forward to the current financial year from 2025/26.

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

F. Steady progress made during the year with most of the adjusted total budget spent. This has been achieved by robust forward planning and scheduling. This has proved an effective strategy to increase the over-all delivery target for the financial year.