

# 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 <sup>1</sup> , 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 <sup>1</sup> (RC)	To Note	T & C	11.05 a.m.	55 mins

<sup>1</sup> 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"><li>Risk and Finance Committee 23 July 2025, Carol Cheng</li></ul>	To Note	T & C	12.30 p.m.	5 mins
FINANCIAL YEAR END REPORTING					
10	Financial Year Ending 30 June 2025 – Reporting Pack <sup>2</sup> , Justine White	To Approve	T & C	12.35 p.m.	25 mins
APPROVAL PAPERS					
11	Statement of Intent <sup>2</sup> , Nick Hill and Justine White	To Approve	T & C	1.00 p.m.	1 hour
12	Major Events Contract <sup>3</sup> , Annie Dundas	To Approve	C		
13	Q4 Risk Report and Q4 Enterprise Risk Report to Council <sup>2</sup> , Justine White	To Approve	T & C		
14	Travel Guideline and Delegated Authority Policy <sup>2</sup> , Justine White	To Approve	T & C		
NOTING PAPERS					
15	Health and Safety Report <sup>4</sup> , Lynn Johnson and Jade Strampel	To Note	T	2.00 p.m.	30 mins
16	Spark Arena Update <sup>3</sup> , 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.	

<sup>2</sup> S7(2)(f)(i),(h) LGOIMA 1987

<sup>3</sup> S7(2)(f)(i),(h),(i) LGOIMA 1987

<sup>4</sup> 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"> <li>Coopers Creek Vineyard Ltd (Director and Shareholder)</li> <li>Salmon and Partners Ltd (Director and Shareholder)</li> <li>Remuera Golf Club (President)</li> <li>Greenhills Forest GP Limited (Shareholder)</li> </ul>		<ul style="list-style-type: none"> <li>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.</li> </ul>
Jennah Wootten	Deputy Chair	<ul style="list-style-type: none"> <li>Perpetual Guardian Holdings Limited (Director)</li> <li>Perpetual Trust Limited (Director)</li> <li>Generate Global (Director and Shareholder)</li> <li>National Facilities Advisory Group (Member)</li> </ul>	<ul style="list-style-type: none"> <li>Active – Auckland Sports &amp; Recreation (CEO)</li> </ul>	
Alastair Carruthers	Non-Executive Director	<ul style="list-style-type: none"> <li>Homeland NZ Enterprises Ltd (Director and Shareholder)</li> <li>Homeland NZ Trading Ltd (Director and Shareholder)</li> <li>Carruthers Consulting Ltd (Director and Shareholder)</li> <li>Television New Zealand Ltd (Chair)</li> <li>Cornwall Park Trust Board (Trustee)</li> <li>Auckland University of Technology (AUT) Foundation (Trustee)</li> <li>Ringa Hora Services – Workforce Development Council (Director)</li> <li>Auckland Regional Amenities Funding Board (Board Member)</li> <li>Auckland War Memorial Museum Trust Board (Deputy Chair)</li> <li>Museum of Transport and Technology Board (Director)</li> </ul>		<ul style="list-style-type: none"> <li>The ARAFB provides operating funding to some entities who occupy and perform in Tātaki Auckland Unlimited facilities.</li> <li>Spouse Peter Gordon and Homeland may do consulting work for Dan Clarke and Auckland Live from time to time</li> </ul>
Carol Cheng	Non-Executive Director	<ul style="list-style-type: none"> <li>Hong Consulting Limited (Director and Shareholder)</li> <li>CYWE Trustee Limited (Director and Shareholder)</li> <li>Auckland International Airport Limited (Shareholder)</li> <li>Spark New Zealand Limited (Shareholder)</li> <li>Comvita Limited (Shareholder)</li> <li>SkyCity Entertainment Group Limited (Shareholder)</li> <li>The Asia New Zealand Foundation Te Whītau Tūhono (Trustee)</li> </ul>		<ul style="list-style-type: none"> <li>Asia New Zealand Foundation provided sponsorship for Auckland Culture Festivals</li> <li>Asia New Zealand Foundation provided sponsorship for Guo Pei Exhibition at the Auckland Art Gallery.</li> </ul>



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

## 12-Month Work Programme

Month	Shareholder Accountability	Operations & Business Planning	Strategy and Business Focus	Board and Committee Dates
<b>Jan-25</b>	<ul style="list-style-type: none"> <li>Financial reporting for the ½ Year ended 31 December 2024</li> <li>Q2 Risk Report</li> </ul>	<ul style="list-style-type: none"> <li>CEO Report</li> <li>H&amp;S Report</li> </ul>	<ul style="list-style-type: none"> <li>Western Springs Stadium EOI Workshop</li> </ul>	<ul style="list-style-type: none"> <li>Risk and Finance Committee – 24 Jan (½Y Accounts)</li> <li>Board Meeting – 29 Jan (½Y Acts)</li> </ul>
<b>Feb-25</b>	<ul style="list-style-type: none"> <li>Letter of Expectation</li> <li>Q2 Performance Report</li> </ul>	<ul style="list-style-type: none"> <li>CEO Report</li> <li>H&amp;S Report</li> </ul>	<ul style="list-style-type: none"> <li>Board Strategy Session – 19 Feb</li> <li>Workshop: New Zealand Maritime Museum Masterplan</li> </ul>	<ul style="list-style-type: none"> <li>Capital Projects Committee – 19 Feb</li> <li>Remuneration Committee – 20 Feb</li> <li>Board Meeting – 4 March (Feb meeting)</li> </ul>
<b>Mar-25</b>	<ul style="list-style-type: none"> <li>Draft 2025 -2028 Statement of Intent</li> </ul>	<ul style="list-style-type: none"> <li>CEO Report</li> <li>H&amp;S Report</li> <li>Auditor engagement and fees</li> </ul>	<ul style="list-style-type: none"> <li>Major Events Commitments Review</li> </ul>	<ul style="list-style-type: none"> <li>Māori Engagement Committee – 14 March</li> <li>Risk and Finance Committee – 19 March</li> <li>Board Meeting – 26 March</li> </ul>
<b>Apr-25</b>	<ul style="list-style-type: none"> <li>Q3 Risk Report to Council</li> <li>Q3 Performance Report</li> <li>MOTAT Director Appointments</li> </ul>	<ul style="list-style-type: none"> <li>CEO Report</li> <li>H&amp;S Report</li> <li>Board Evaluation (biennial – next due: 2026)</li> </ul>	<ul style="list-style-type: none"> <li>TAU Name and Branding</li> <li>Council Major Events and Destination Strategy Development</li> <li>NZMM Master Plan Design Development for Stages 1 &amp; 2</li> </ul>	<ul style="list-style-type: none"> <li>Capital Projects Committee – 16 April</li> <li>Board Meeting – 30 April</li> </ul>
<b>May-25</b>	<ul style="list-style-type: none"> <li>CCO Reform Transition Programme Workstream One: Economic Development Office</li> </ul>	<ul style="list-style-type: none"> <li>CEO Report</li> <li>H&amp;S Report</li> </ul>	<ul style="list-style-type: none"> <li>TAU Board and North Harbour Stadium Steering Group Meeting: NHS Stage 2</li> </ul>	<ul style="list-style-type: none"> <li>Risk and Finance Committee – 14 May</li> <li>Board Meeting – 27 May</li> </ul>
<b>Jun-25</b>	<ul style="list-style-type: none"> <li>Public Board meeting - shareholder feedback on SOI</li> </ul>	<ul style="list-style-type: none"> <li>CEO Report</li> <li>H&amp;S Report</li> <li>Annual insurance renewal</li> </ul>	<ul style="list-style-type: none"> <li>Annual Plan and Capital Plan FY25</li> <li>Three Year Plan</li> <li>NHS Expression of Interest</li> </ul>	<ul style="list-style-type: none"> <li>Māori Engagement Committee – 18 June</li> <li>Capital Projects Committee – 24 June</li> <li>Board Meeting – 2 July (Public Board Meeting)</li> </ul>

## 12-Month Work Programme

Month	Shareholder Accountability	Operations & Business Planning	Strategy and Business Focus	Board and Committee Dates
<b>Jul-25</b>	<ul style="list-style-type: none"> <li>SOI FY26</li> <li>TAU End of Year Financial Reporting Packs</li> <li>Q4 Risk Report to Council</li> </ul>	<ul style="list-style-type: none"> <li>CEO Report</li> <li>H&amp;S Report</li> </ul>	<ul style="list-style-type: none"> <li>Workshop: Performing Arts</li> </ul>	<ul style="list-style-type: none"> <li>Māori Engagement Committee – 17 July</li> <li>Risk and Finance Committee – 23 July</li> <li>Board Meeting – 30 July</li> </ul>
<b>Aug-25</b>	<ul style="list-style-type: none"> <li>Q4 Performance Report</li> <li>TAUL and TAUT Annual Report</li> <li>Financial reporting for the year ended 30 June 2025</li> <li>Climate Related Disclosures</li> </ul>	<ul style="list-style-type: none"> <li>CEO Report</li> <li>H&amp;S Report</li> </ul>	<ul style="list-style-type: none"> <li>Workshop: Auckland Art Gallery</li> </ul>	<ul style="list-style-type: none"> <li>Remuneration Committee – 12 August</li> <li>Capital Projects Committee – 13 August</li> <li>Risk and Finance Committee – 21 August (FY25 Statements)</li> <li>Board Meeting – 26 August</li> </ul>
<b>Sep-25</b>		<ul style="list-style-type: none"> <li>CEO Report</li> <li>H&amp;S Report</li> </ul>		
<b>Oct-25</b>	<ul style="list-style-type: none"> <li>Public Board meeting - performance against SOI targets for Year Ended 30 June 2025</li> <li>Q1 Performance Report</li> </ul>	<ul style="list-style-type: none"> <li>CEO Report</li> <li>H&amp;S Report</li> </ul>	<ul style="list-style-type: none"> <li>Workshop: Auckland Zoo</li> </ul>	<ul style="list-style-type: none"> <li>Capital Projects Committee – 14 Oct</li> <li>Board Meeting – 29 Oct (Public Board Meeting)</li> </ul>
<b>Nov-25</b>	<ul style="list-style-type: none"> <li>Q1 Risk Report to Council</li> </ul>	<ul style="list-style-type: none"> <li>CEO Report</li> <li>H&amp;S Report</li> </ul>		<ul style="list-style-type: none"> <li>Risk and Finance Committee – 12 Nov</li> <li>Board Meeting – 2 Dec (Nov Meeting)</li> </ul>
<b>Dec-25</b>		<ul style="list-style-type: none"> <li>CEO Report</li> <li>H&amp;S Report</li> </ul>		

# Chief Executive Report

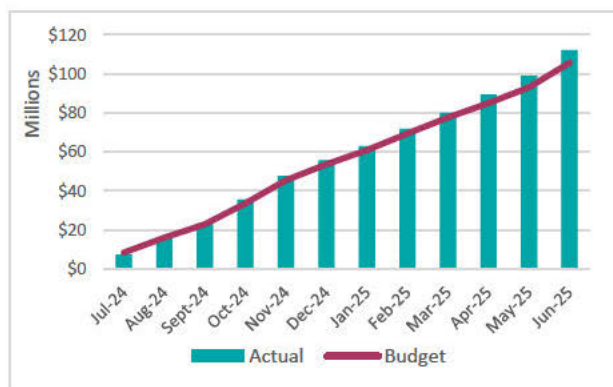
Report to the Board of Tātaki Auckland Unlimited, 30 July 2025

## 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 finished 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.

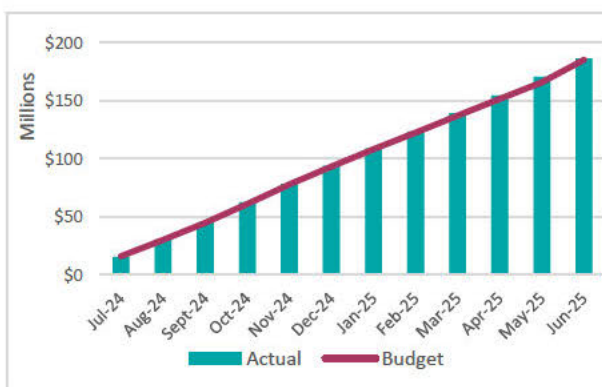
## 2. Finance update

Revenue against budget (cumulative)



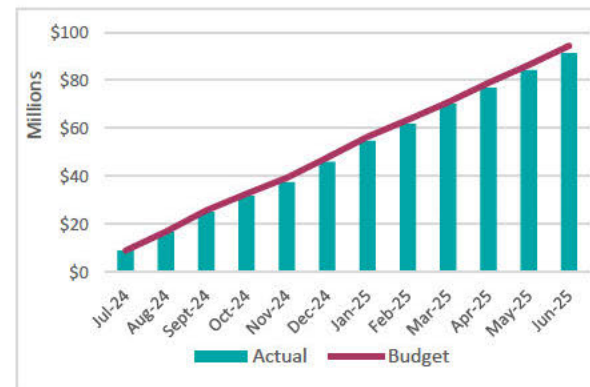
Revenue was **above budget** by % at year-end

Opex against budget (cumulative)



Opex was **above budget** by 1% at year-end

Net Cost of Service (cumulative)



Net cost of service was **below budget** by 3% at year-end



### 3. Strategic Plan implementation

#### Experiences and events

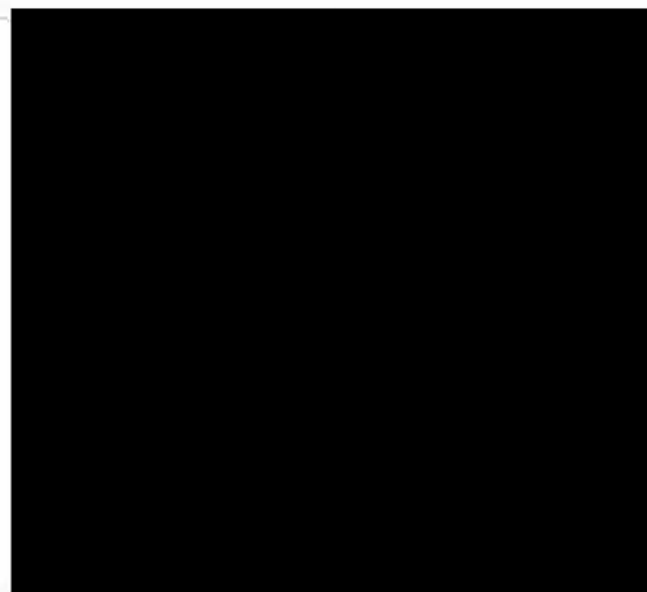
Performing Arts	Major Events	Auckland Conventions & Business Events
<p>June capped off a strong financial year with a packed programme across TAU's venues and spaces, including the return of the Cabaret Festival, Matariki events, and a new contemporary music series with Live Nation.</p> <p>Attendance 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><b>Auckland Live Presenter Services:</b> Delivered a diverse lineup of performances and events including:</p> <p><b>Winter Series (Great Hall) (Live Nation)</b></p> <ul style="list-style-type: none"> <li>▪ Dave Dobbyn: [REDACTED] tickets</li> <li>▪ Teeks: [REDACTED] tickets</li> <li>▪ Mail Grab: [REDACTED] tickets</li> <li>▪ Japanese Breakfast: [REDACTED] tickets</li> </ul> <ul style="list-style-type: none"> <li>• <b>Dracula's Sanctuary (26 – 29 June, Civic Theatre)</b> Three performances, [REDACTED] tickets sold</li> <li>• <b>Auckland Art Show (27 – 29 June, Viaduct Events Centre)</b> [REDACTED] attendees across three days</li> <li>• <b>NZ Opera – La Bohème (29 May – 6 June, Kiri Te Kanawa Theatre)</b> Four performances, [REDACTED] tickets + [REDACTED] subscriber tickets</li> </ul> <p><b>Auckland Live Programming and Producing teams:</b> 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 65<sup>th</sup> Anniversary Concert, Ihirangaranga, Ladies of Hip Hop NZ 2025 and opened Silo Theatre's <i>Taniwha</i>.</p> <p><b>Auckland Live Cabaret Festival 2025 (3–15 June, Civic Theatre):</b> The Auckland Live Cabaret Festival made a triumphant return after an absence of three years in a two-week</p>	<p><b>Live events:</b> <b>Samoa vs. Scotland International Rugby match (18 July, Eden Park):</b> Forecast attendance 20,950.</p> <p><b>2025 Full Metal Orchestra and SYNTHONY Origins (26 July):</b> Full Metal Orchestra tickets went on sale, with media interviews scheduled. SYNTHONY Origins is also in market</p> <p><b>2025 All Blacks test matches (September):</b> 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><b>2025 Barfoot &amp; Thompson Auckland Marathon (1 November):</b> 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><b>The Royal Edinburgh Military Tattoo (22 February)</b> Will take place at Eden Park with TAU support. Tickets sales are tracking strongly.</p> <p><b>SailGP February 2026:</b> Has been contracted for 2026 and Auckland was included in the Global Announcement.</p> <p><b>For other upcoming events, refer to appendix 4: TAU Calendar</b></p> <p><b>Contracting/Prospective Events: (Confidential)</b></p>	<p><b>Business Events (ACVE)</b> 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><b>Auckland Convention Bureau (ACB)</b> <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.

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



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

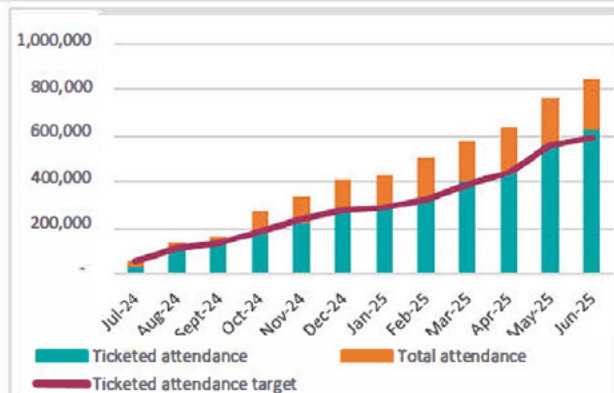
#### Auckland Events Calendar (AEC)

##### 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.

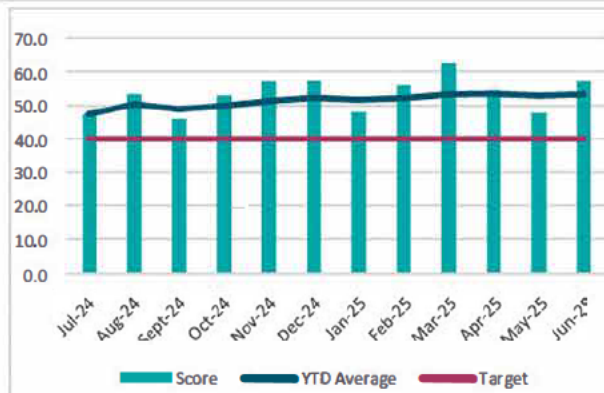
## KPI RESULTS

### Performing Arts: ticketed and total attendance (cumulative)



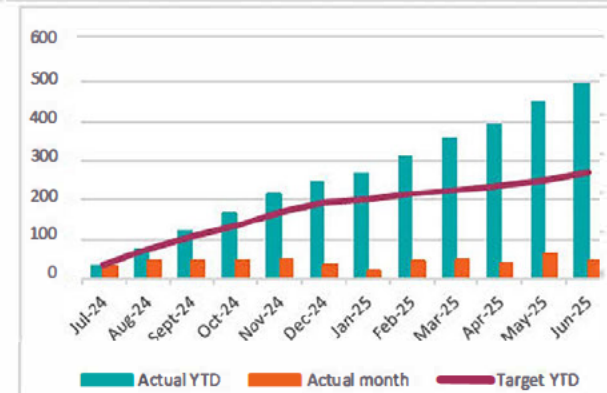
Performing Arts' year-end ticketed attendance was **above target** at 627,000

### Performing Arts: NPS for TAU audiences and participants



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

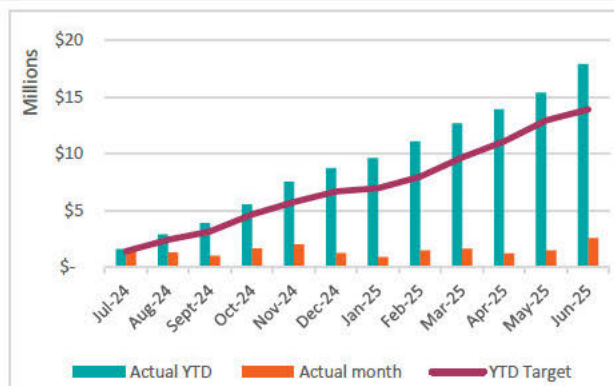
### Performing Arts: number of events



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

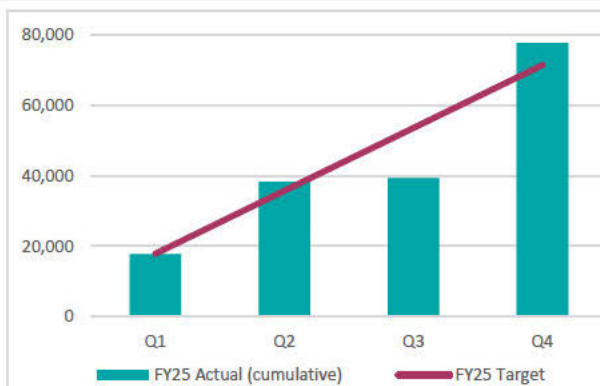


## Performing Arts: YTD Revenue



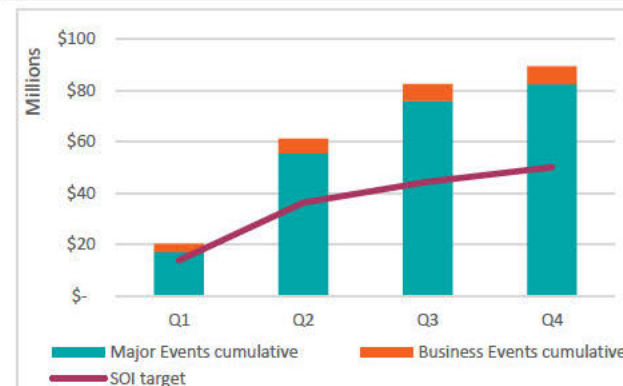
Performing Arts' year-end revenue was **above budget** - \$17.9m against a budget of \$13.9m. Includes Director Performing Arts, Performing Arts and Presenter Services sub-units.

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



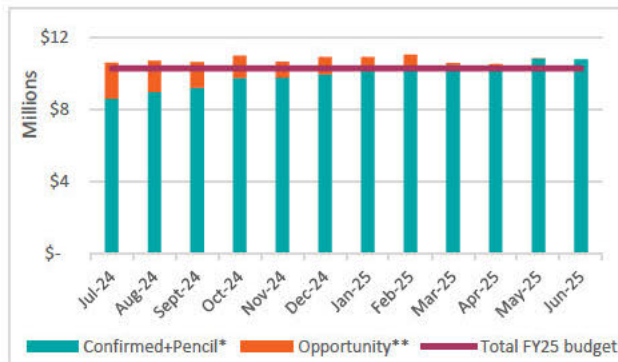
Performing Arts' year-end result was **above target** at 77,735

## Major events and business events: contribution to regional GDP



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

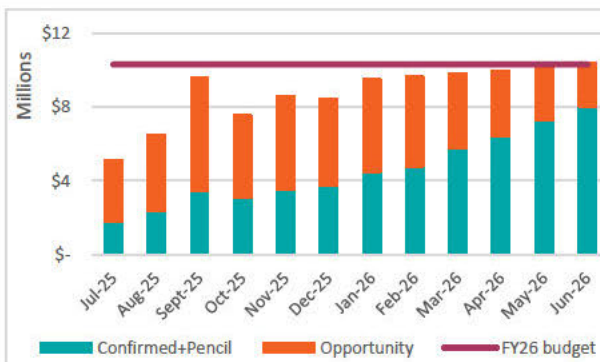
## ACVE: FY 2025 Forecast YE Net Revenue vs Budget



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.

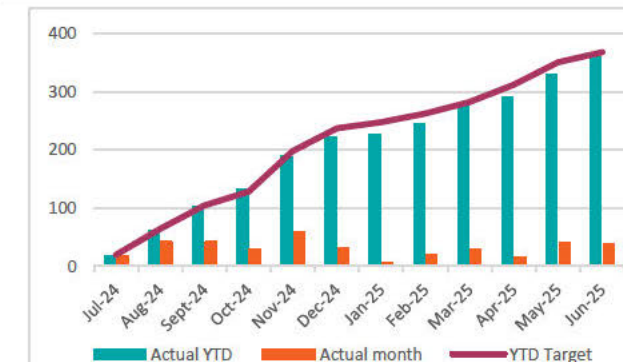
\*Confirmed category includes confirmed events and 1<sup>st</sup> Pencil events - 1st in line and may proceed to contract if desired \*\*Opportunity status is a sales enquiry or a lead (no booking space is held). Net revenue does not include catering invoices.

## ACVE: FY 2026 Forecast YE Revenue vs Budget



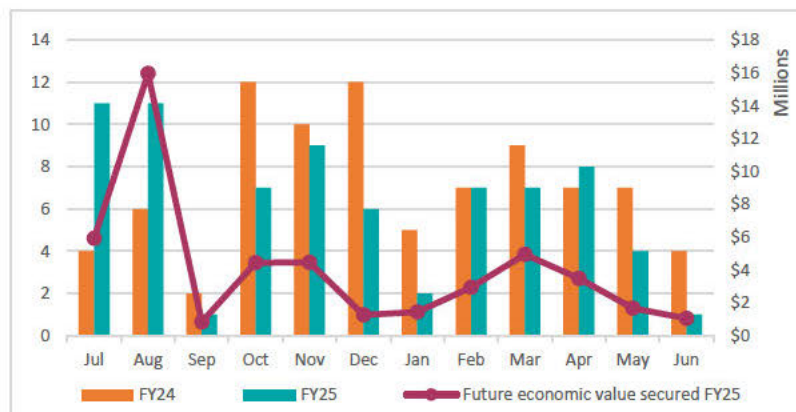
ACVE FY26 budgeted venue revenue is \$10.3m. Based on current bookings, \$8.0m of this revenue is confirmed, 78% of Budget. A further \$2.4m of opportunities are in the pipeline.

## ACVE: number of events (cumulative)



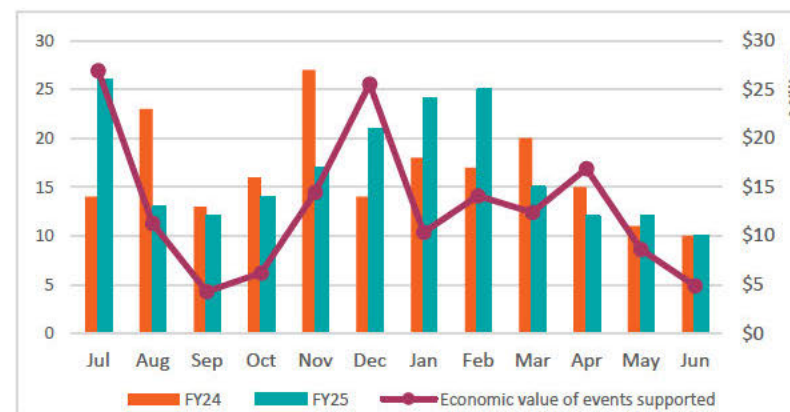
The number of ACVE events held (360) was **below the year-end target** of 368.

### 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 1<sup>st</sup> 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

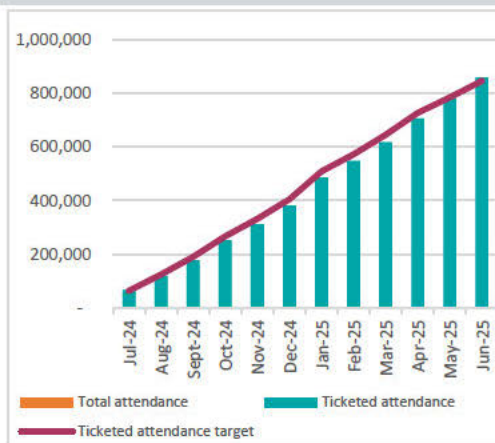
- The third Cultural Sector Alliance meeting took place, with a focus on the initial key metrics report. There has been agreement on what areas will be focussed on, and further work is to be undertaken to draft an initial side-by side comparison document for review by the directors of the Cultural Sector 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.

<b>Western Springs Precinct</b> <ul style="list-style-type: none"> <li>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.</li> <li>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.</li> </ul>	<b>Central Wharves</b>
<b>Aotea Arts Quarter</b> <p>Strong programme of events and activations delivered in the precinct.</p>	

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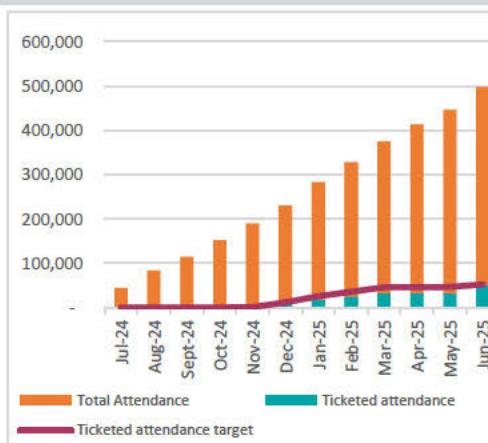
## KPI RESULTS

### Auckland Zoo: ticketed and total attendance (cumulative)



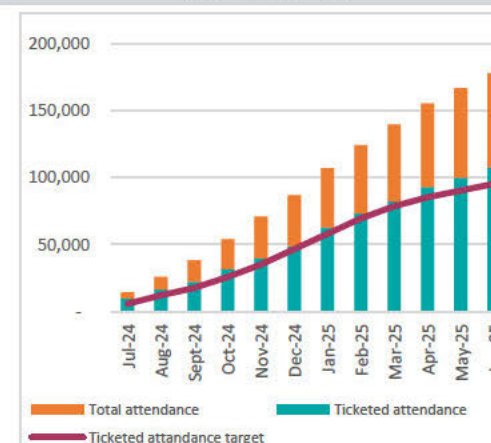
The Zoo's year-end ticketed attendance was **above target** at 860,000

### Auckland Art Gallery: ticketed and total attendance (cumulative)



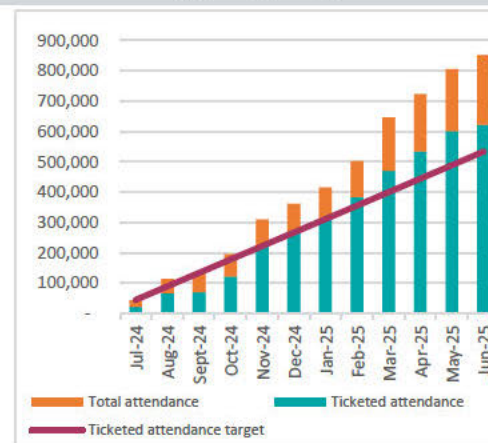
The Gallery's year-end ticketed attendance was **below target** at 52,000

### NZ Maritime Museum: ticketed and total attendance (cumulative)



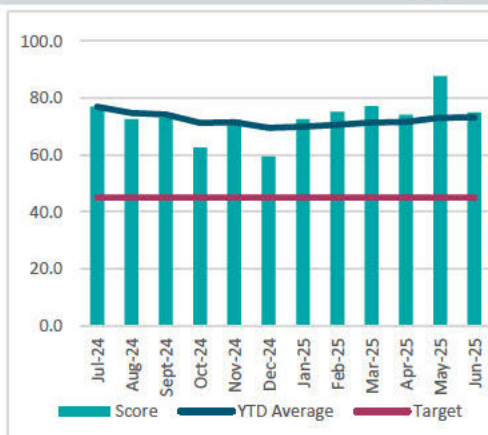
The Museum's year-end ticketed attendance was **above target** at 107,000

### Auckland Stadiums: ticketed and total attendance (cumulative)



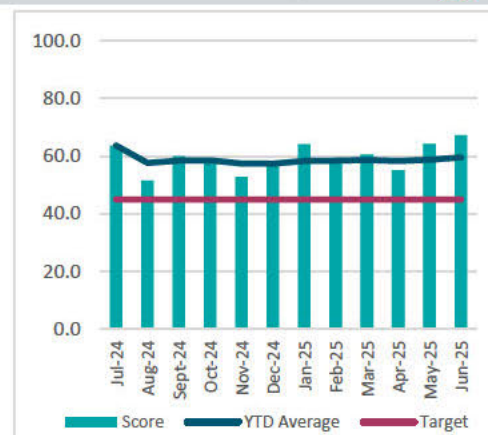
Auckland Stadiums' year-end ticketed attendance was **above target** at 623,000

### Auckland Zoo: NPS



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

### Auckland Art Gallery: NPS



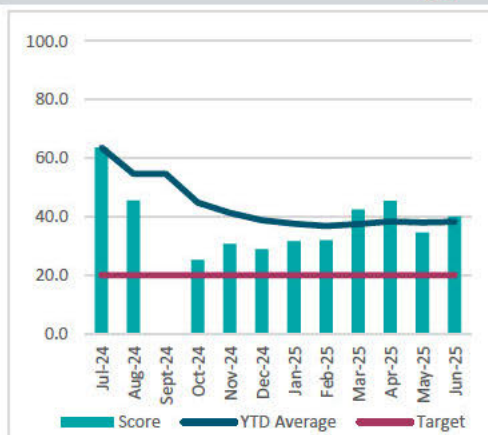
The Gallery's year-end NPS score was **above target** at **59.6**

### NZ Maritime Museum: NPS



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

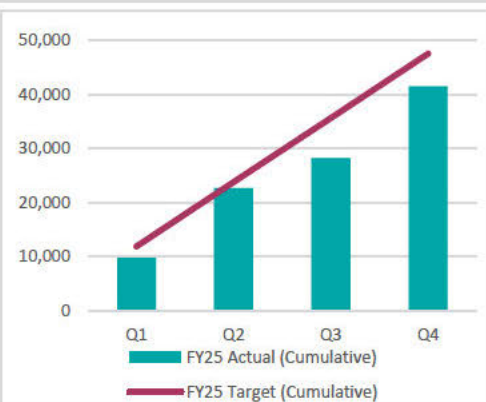
### Auckland Stadiums: NPS



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

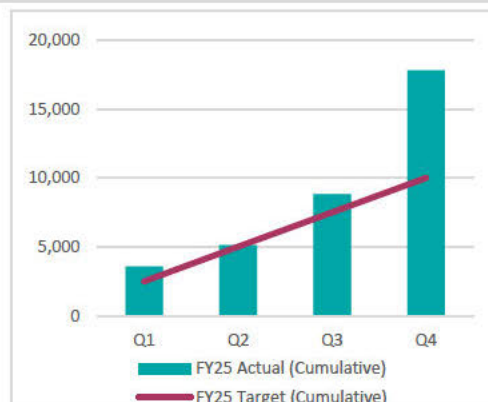


### Auckland Zoo: No. of children participating in educational experiences (cumulative)



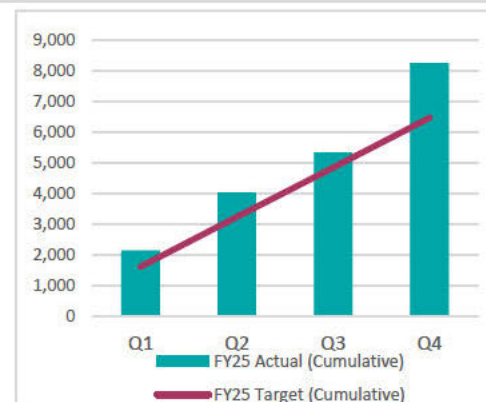
The Zoo's year-end result was **below target** at 41,463

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



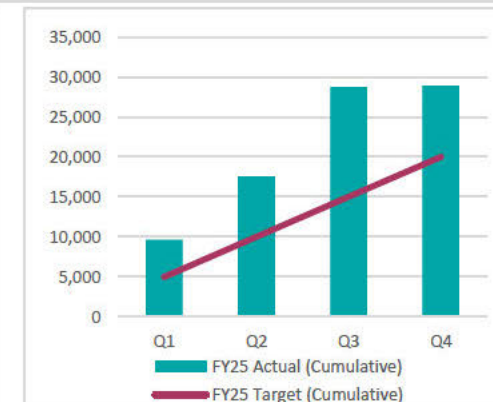
The Gallery's year-end result was **above target** at 17,815

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



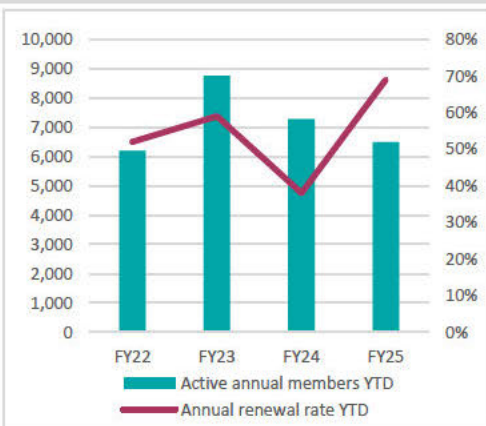
The Museum's year-end result was **above target** at 8,262

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



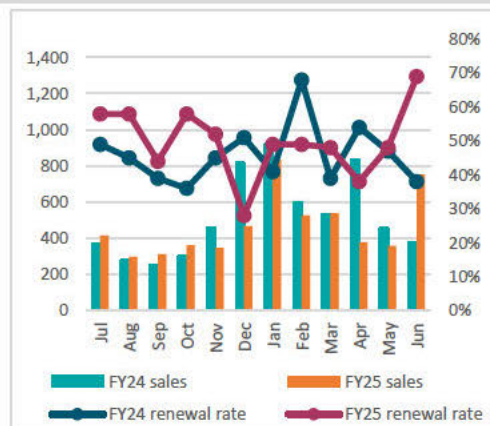
Stadium's year-end result was **above target** at 28,904

### Auckland Art Gallery: annual membership



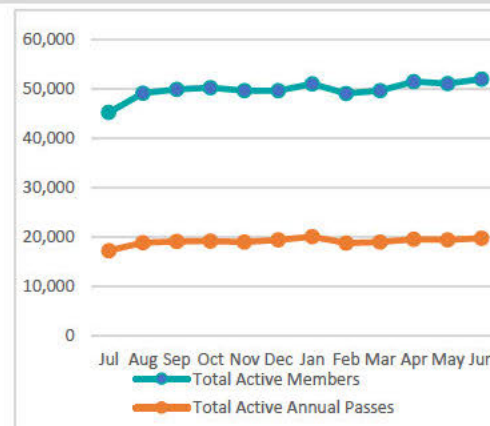
The Gallery's year-end average renewal rate was 50% and there were 6486 active members at year-end

### Auckland Art Gallery: monthly membership



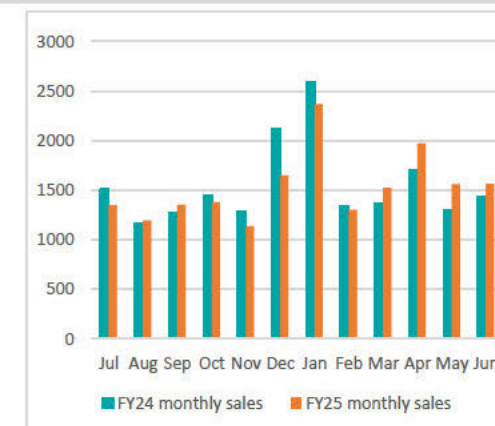
The Gallery's monthly renewal rate was 69% in June and 752 memberships were sold

### Auckland Zoo: annual membership



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

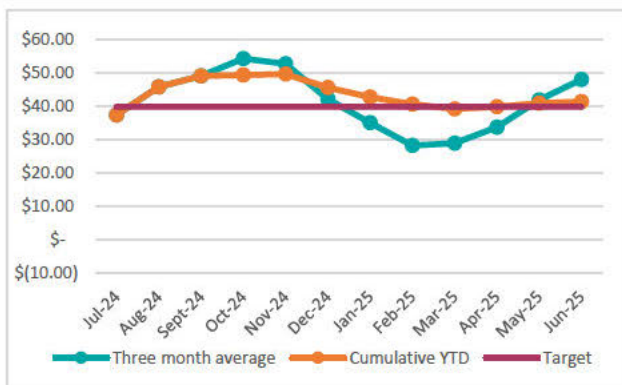
### Auckland Zoo: monthly membership



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.

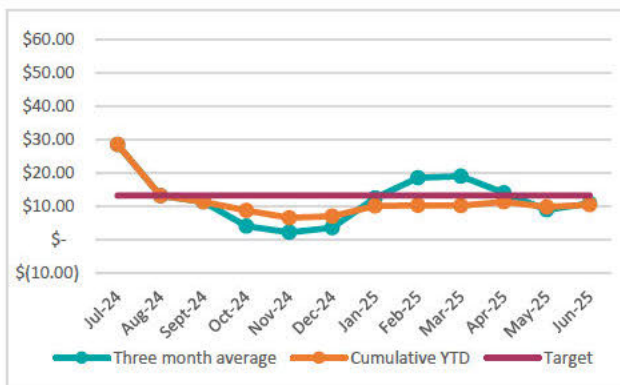
### Auckland Art Gallery: Net cost of service per patron



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

**\$41.50**

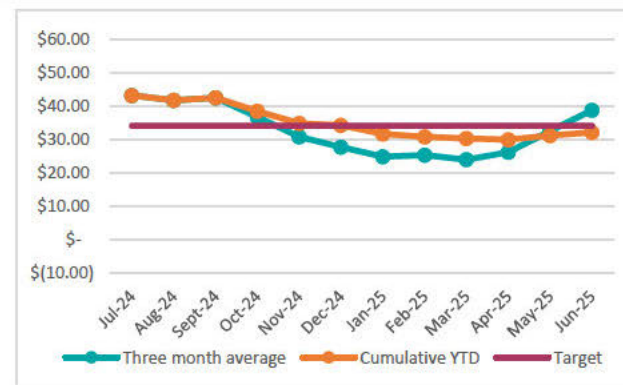
### Auckland Live and Auckland Conventions, Venues & Events: Net cost of service per patron



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

**\$10.50**

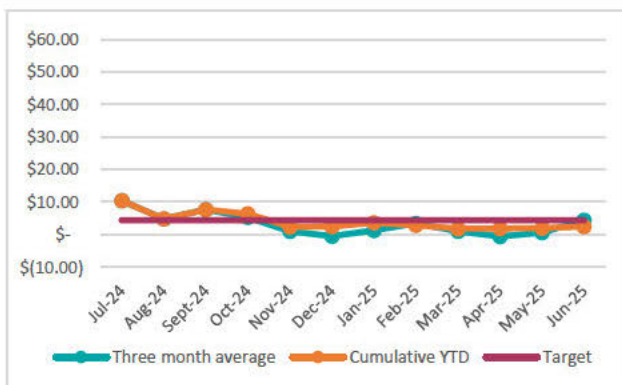
### NZ Maritime Museum: Net cost of service per patron



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

**\$32.20**

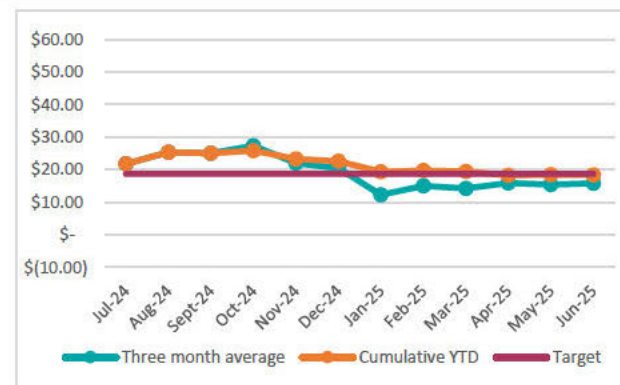
### Auckland Stadiums: Net cost of service per patron



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

**\$2.50**

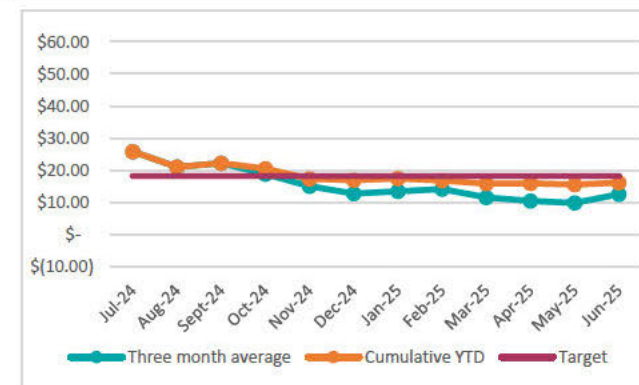
### Auckland Zoo: Net cost of service per patron



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 5<sup>th</sup> 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.

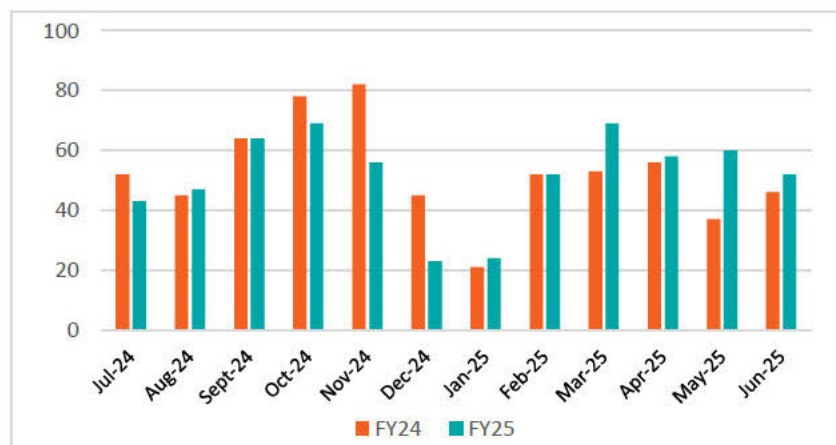
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### Economic Transformation & Investment

- **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.

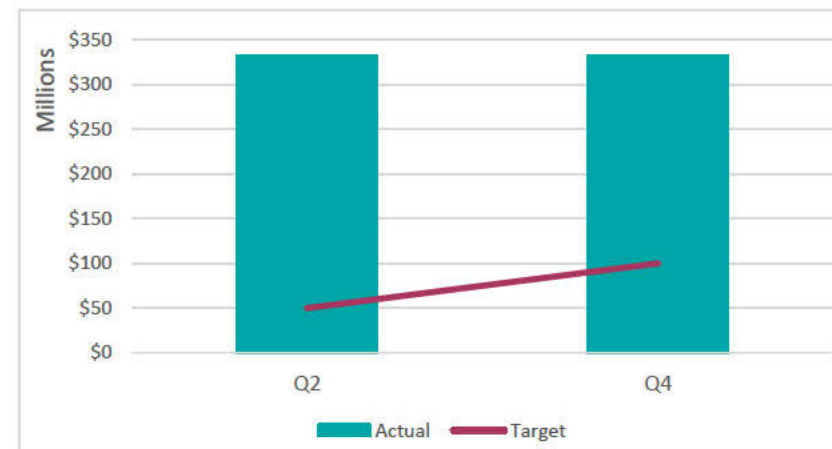
## KPI RESULTS

### 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"> <li>• <i>It's On In Auckland</i> <b>city centre promotion</b> 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</li> <li>• A three month extension to <b>events-centric domestic visitation promotion</b> was briefed to in house and agency teams Activity leading into July includes Stuff and YourEx sponsored content featuring DPP partners alongside All Blacks &amp; Warriors matches, NZIFF and NZ Fashion Week.</li> <li>• Results for April May <b>Air NZ domestic promotion</b> 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.</li> <li>• Results for April May <b>AU TripAdvisor campaign</b> 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.</li> <li>• The launch event and surrounding publicity for <b>Iconic Auckland Eats</b> 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 <a href="#">Canberra Times</a>, <a href="#">The Macleay Argus</a>, <i>Newcastle Herald</i>, <i>Northern Daily Leader</i> 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 <a href="#">PDF 24 hours in Auckland</a></li> </ul>	<ul style="list-style-type: none"> <li>• Positive media pick up resulting from the announcement that <b>SailGP</b> will return to Auckland in 2026 Michelle Hooper as spokesperson.</li> <li>• Wrap around comms support for <b>ACB</b> hosting NZ's biggest business events industry event of the year <b>MEETINGS 2025</b>, 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</li> <li>• <b>Auckland Live's</b> 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></li> <li>• <b>Auckland Live</b> 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.</li> <li>• <b>Auckland Live Cabaret Festival</b> 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.</li> <li>• Programmatic and retargeting via Ticketmaster alone drove \$52,736 in ticket revenue. Auckland Live's winter season was</li> </ul>	<ul style="list-style-type: none"> <li>• <b>A Century of Modern Art</b> 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).</li> <li>• Marketing for the Gallery's <b>Matariki Ahunga Nui</b> proved effective, helping to draw 5016 visitors to result in the most visited day since 24 February.</li> <li>• <b>Auckland Art Gallery</b> 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.</li> <li>• <b>NZ Maritime Museum</b> delivered successful Matariki events supported by paid social which drove a 22% YOY increase in website traffic.</li> <li>• Phase 2 of the Zoo's <b>Dinosaur Discovery Track</b> campaign helped drive significant visitation with 10,000 visits above target for June</li> <li>• <b>Dinosaur Nights and Lights</b> 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.</li> <li>• <b>The Zoo</b> 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</li> <li>• <b>The Zoo</b> achieved <b>155 media</b> 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).</li> </ul>



<p><b>International tourism famils and media:</b></p> <ul style="list-style-type: none"> <li>Charlie Hobbs writing for <i>Conde Nast Traveler</i> visited Auckland in June, resulting in this <a href="#">Instagram post</a> (3.4 million reach) with full media coverage to come. <i>Conde Nast Traveler</i> also listed Auckland as one of the <a href="#">10 Best places to live in the world</a> (16 million monthly unique viewers).</li> <li>Fodors Travel published <a href="#">a thoughtful look at travel impact in Aotearoa</a> as a result of Scott Laird's famil in January and <i>US News</i> published an <a href="#">Auckland travel guide</a> (40 million viewers) off the back of a targeted pitch.</li> <li>TAU supported TNZ's hosting of Australia's biggest morning show <i>Sunrise</i>, including a <a href="#">live cross from Waiheke Island</a> and filming from <a href="#">SkyJump</a> <a href="#">All Blacks Experience</a>. 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 <a href="#">7News website</a></li> <li>TAU supported journalist Rob McFarland who shared his experience of walking on Waiheke in <a href="#">The hidden side to one of NZ's most popular islands</a> for <i>Sydney Morning Herald</i> (reach 1.5m).</li> <li><b>The Sydney media event</b> 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 &amp; Beverage Media</i></li> </ul>	<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"> <li><b>ACVE</b> 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.</li> </ul>	<ul style="list-style-type: none"> <li><b>Auckland Stadiums.</b> 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.</li> </ul>
Economic Development	Auckland brand and reputation	Discover Auckland and Customer Strategy
<ul style="list-style-type: none"> <li><b>Screen Auckland</b> 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.</li> <li><b>Te Puna Creative Hub</b> 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</li> <li><b>Economic Transformation:</b> 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.</li> </ul>	<ul style="list-style-type: none"> <li><b>Studio highlights:</b> He Kete Maturanga 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</li> </ul>	<p><b>Discover Auckland</b></p> <ul style="list-style-type: none"> <li><b>Platform enhancements</b> deployed, including content automation, GA4 tracking, AI POC and UAT refresh</li> <li><b>Quarterly development roadmap</b> confirmed mobile enhancements, major events microsites and continuous enhancements</li> <li><b>Iconic Auckland Eats</b> campaign microsite updated for launch with top 100 dishes and related content</li> <li><b>Data and Tracking</b> workshop and tag audit to map out focus for FY26</li> </ul>

- **Tech Economy** Auckland Startup Week launched on 10 July with a new website [www.aucklandstartupweek.com](http://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

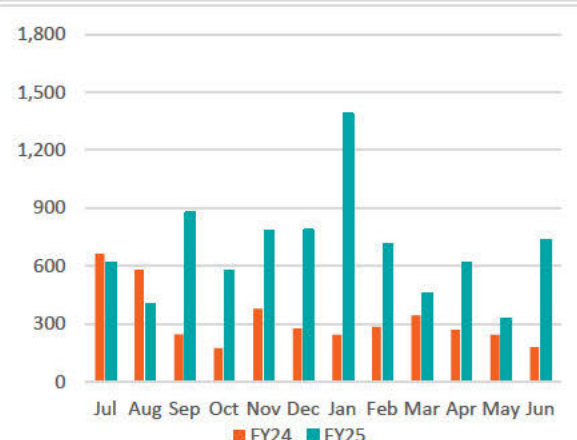
#### Customer Strategy

- Consent and privacy **form audit** underway to ensure legal compliance across digital assets
- **Consent advice** provided for DPP membership , *We the Young* NZ Maritime Museum Webinar
- Customer strategy **roadmap completed**
- Auckland Art Gallery **Education newsletter** migrated to Salesforce Marketing Cloud



## KPI RESULTS

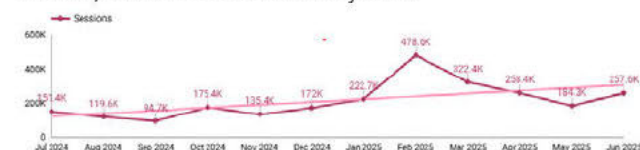
### Media coverage mentioning TAU



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.

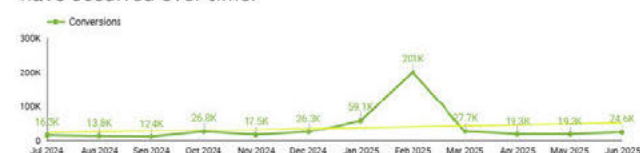
### Discover Auckland Platform Performance

**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



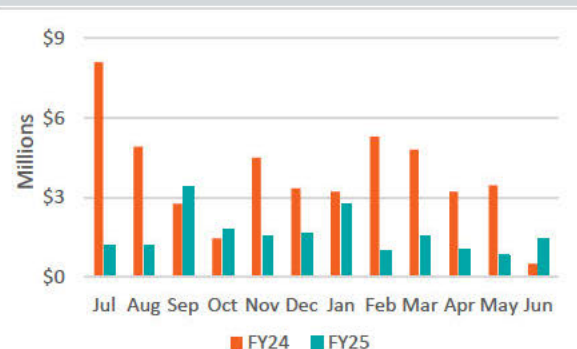
2.6m sessions in the past 12 months, with a 107% uplift in June 2025 vs 2024. Driven by Iconic Eats, three day itinerary for family fun, Whats on in Auckland this June and heightened paid social.

**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><b>Cross cutting:</b></p> <ul style="list-style-type: none"> <li>On boarding of <b>two new starters</b> within the Climate and Sustainability team Sarah Anderson, Head of Climate and Sustainability and Claire Allan, Senior Climate and Sustainability Advisor</li> <li>Work is underway for the 2024/25 <b>climate-related disclosure</b>, with a focus on updating statements, providing evidence, and finalising this year's process for TAU Board oversight.</li> <li>Main focus is data collection and analysis for the annual <b>greenhouse gas emissions</b> inventory, and the consolidation within Auckland Council Group.</li> <li>The <b>Nature-based Solutions</b> (NbS) feasibility study for Aotea Centre was finalised and confirmed there is high feasibility for implementing NbS across key areas.</li> <li>A <b>Monitoring, Evaluation &amp; Learning (MEL) Scorecard</b> 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.</li> </ul>	<ul style="list-style-type: none"> <li>From 1 July 2025, responsibility for Economy Priority of the climate plan passes to Economic Development within the council, including Climate Connect Aotearoa</li> <li>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.</li> </ul>

## Māori outcomes

Contributions towards other strategic priorities of <i>Kia Ora Tāmaki Makaurau</i>	Kia ora te Ahurea   Māori Identity and Culture
<p><b>Kia Hāngai te Kaunihera: An empowered organisation</b></p> <p><b>Māori Engagement Committee:</b> 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"> <li><b>Wharenuī Harikoa:</b> 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.</li> </ul>
	Kia ora te Umanga   Māori Business, Tourism and Employment
	<ul style="list-style-type: none"> <li><b>Tāmaki Ora Māori Outcomes Framework:</b> 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.</li> </ul>



## 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:

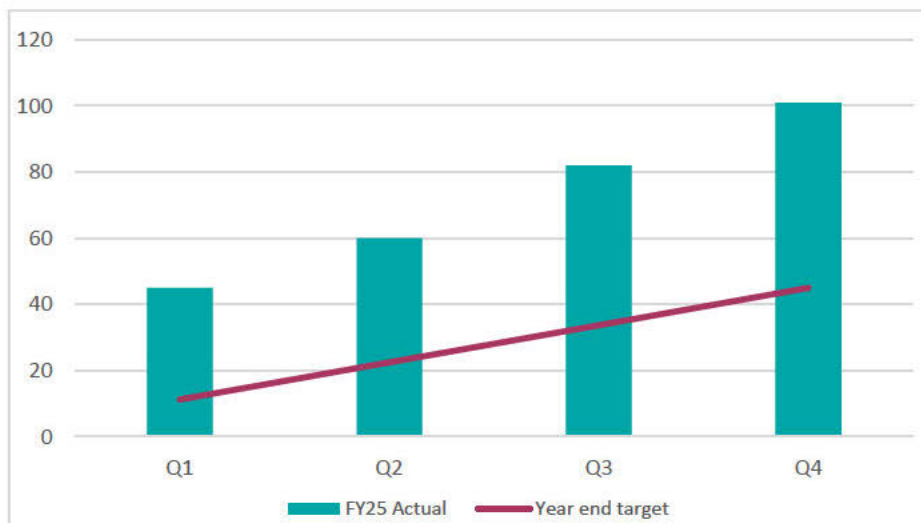
- Prioritising Māori and community needs: A stronger focus on aligning the council's delivery and support with the aspirations of Mana Whenua, Māori and communities
- Sharper strategic focus: Seven ora outcomes and three organisational enablers (Tūāpapa), each grounded in te ao Māori values
- Integrated 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.

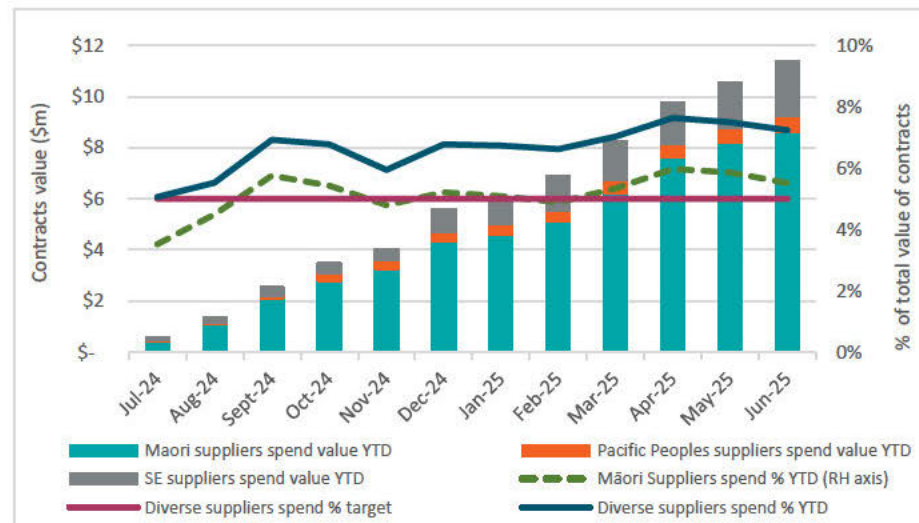
## KPI RESULTS

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%).

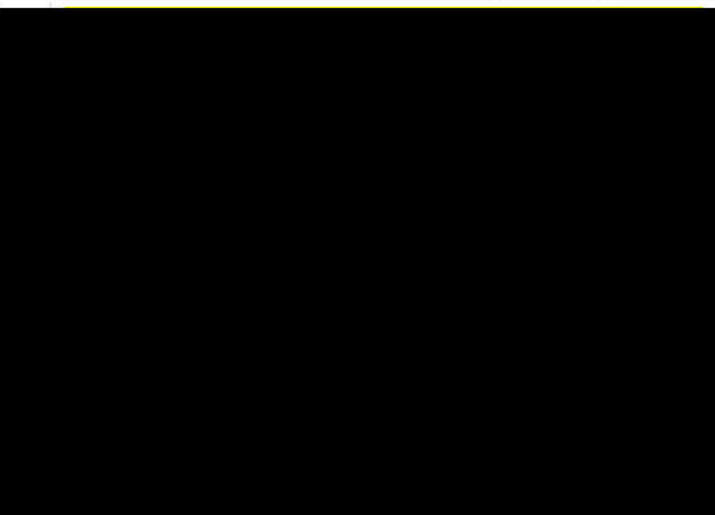
Māori and Pacific Peoples suppliers are defined as organisations which have at least 50% Māori or Pacific Peoples ownership (100% ownership if sole-proprietorship/trader). Social enterprises are purpose-driven businesses that trade to deliver positive social, cultural, economic and environmental outcomes.

## Enabling activity

### Group Shared Services (GSS) Implementation



### Commercial Revenue & Partnership Strategy

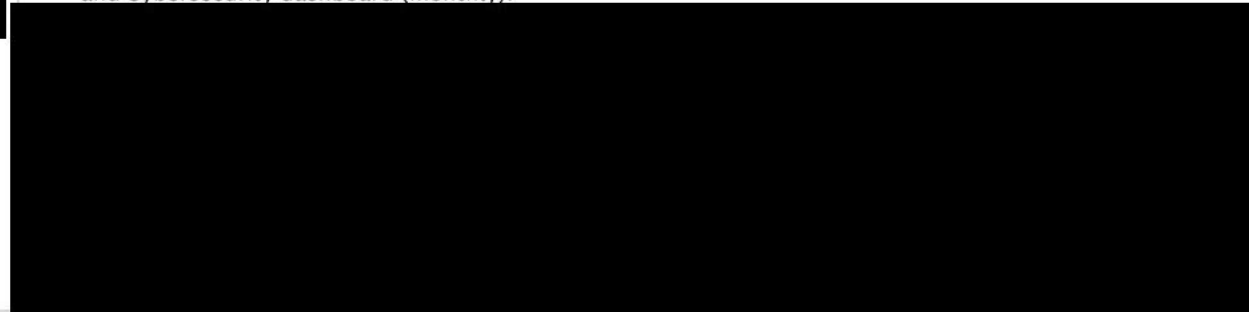


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### ICT Enhancement



- 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 3<sup>rd</sup> 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).

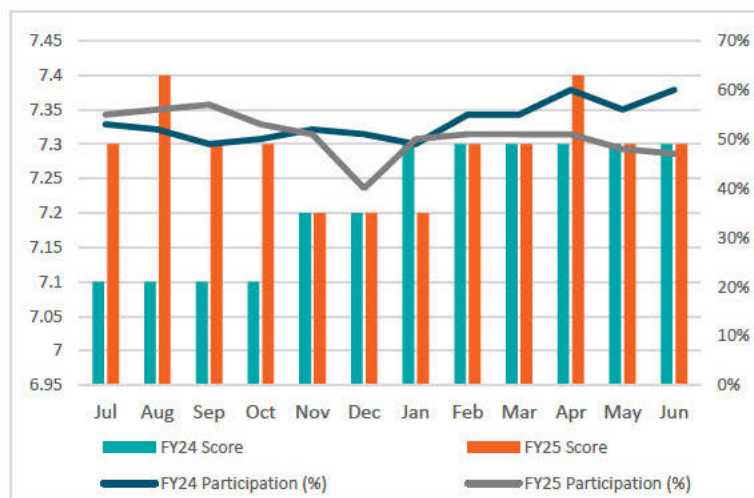


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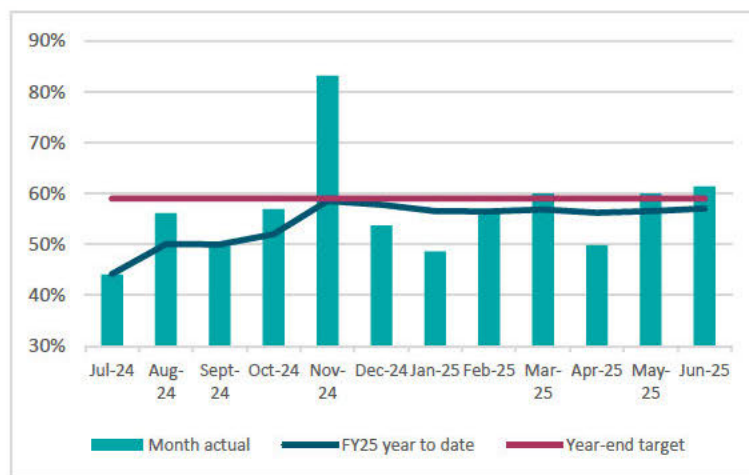
## KPI RESULTS

### OfficeVibe engagement score and participation



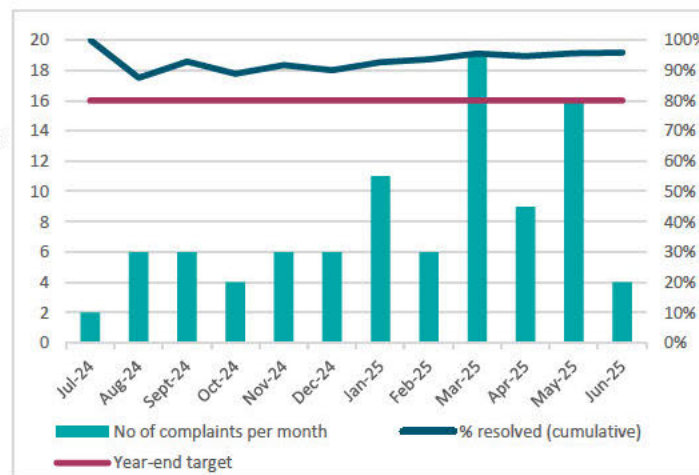
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### % expenses through non-rates revenue



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



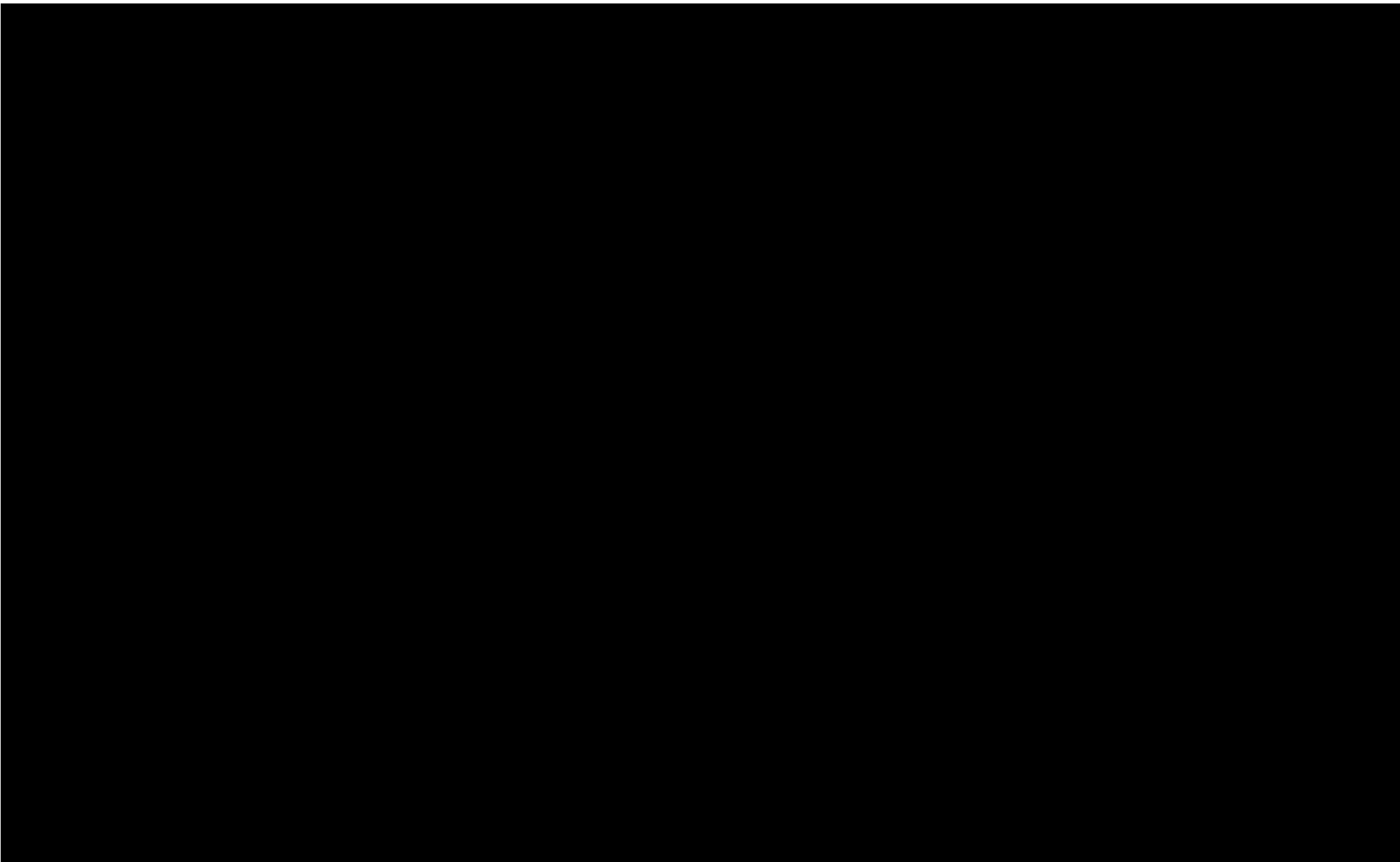
At year-end, 96% of complaints have been resolved within 10 working days YTD. **Above target.**

## Schedule of Appendices

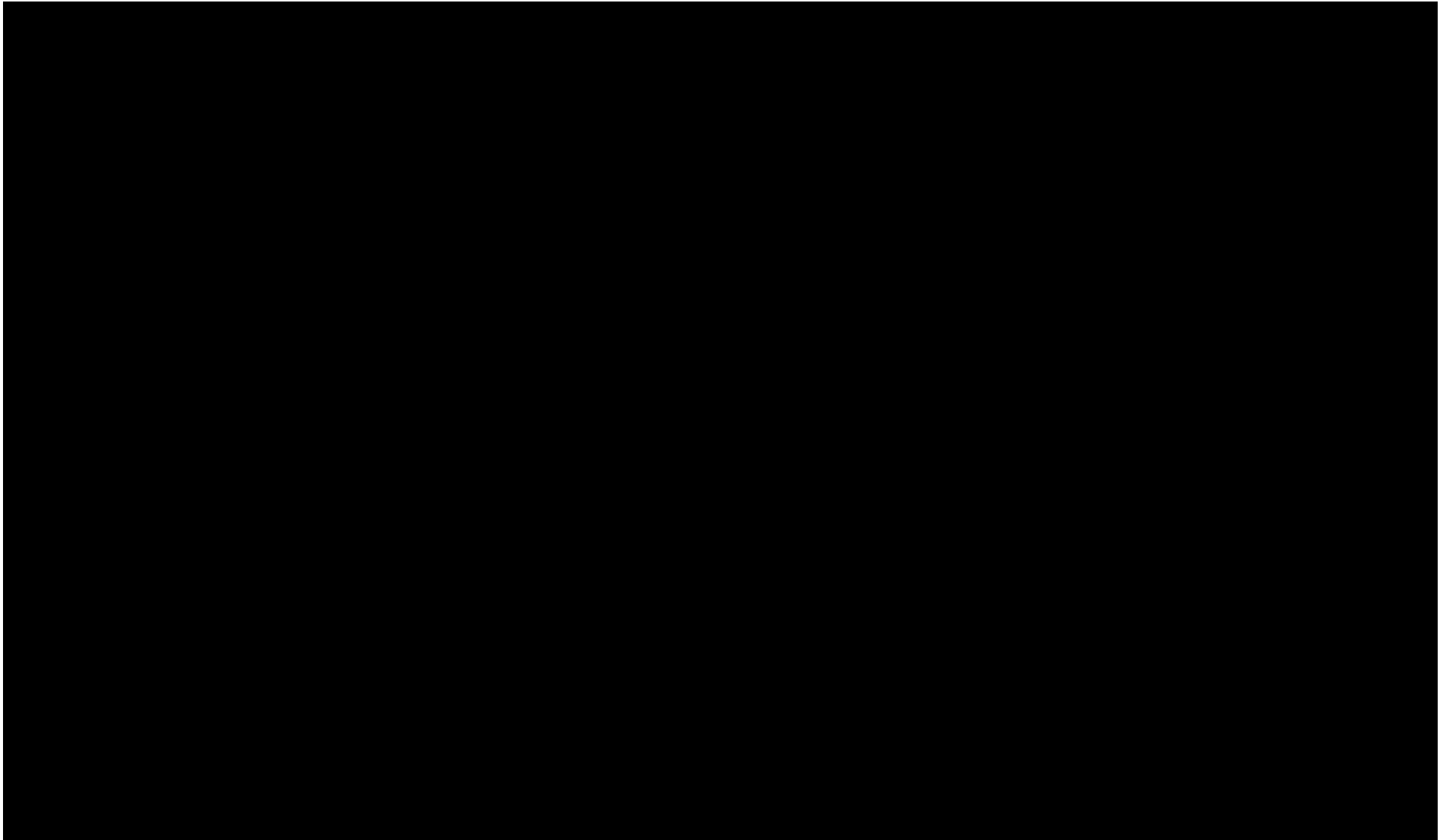
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|---|-------------|
| 1. Climate Change & Environment Strategic Plan – Snapshot | (Quarterly) |
| 2. TAU Cybersecurity Dashboard                            | (Monthly)   |
| 3. GSS Cyber Dashboard                                    | (Monthly)   |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

## CE sub-reports in Resource Centre

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

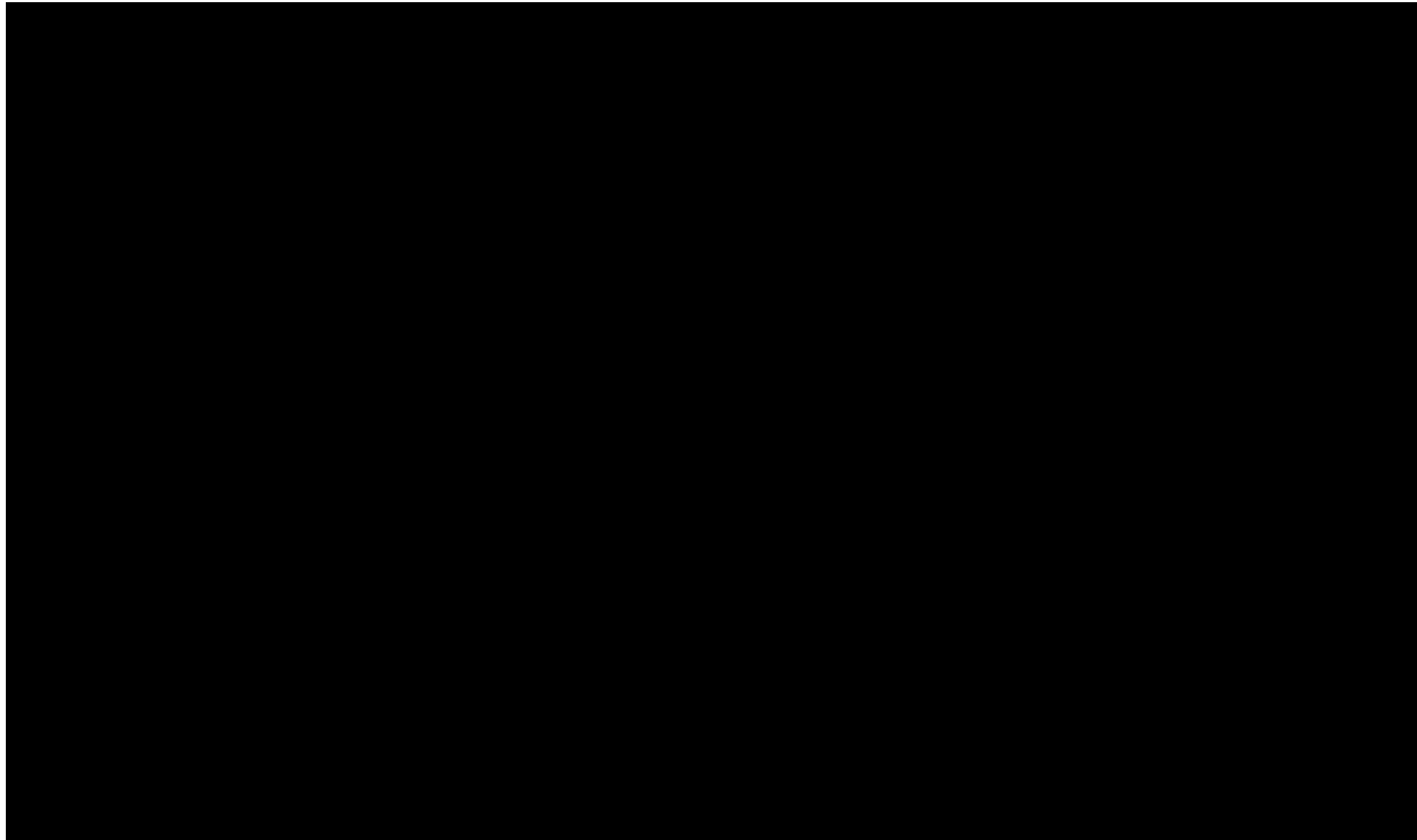






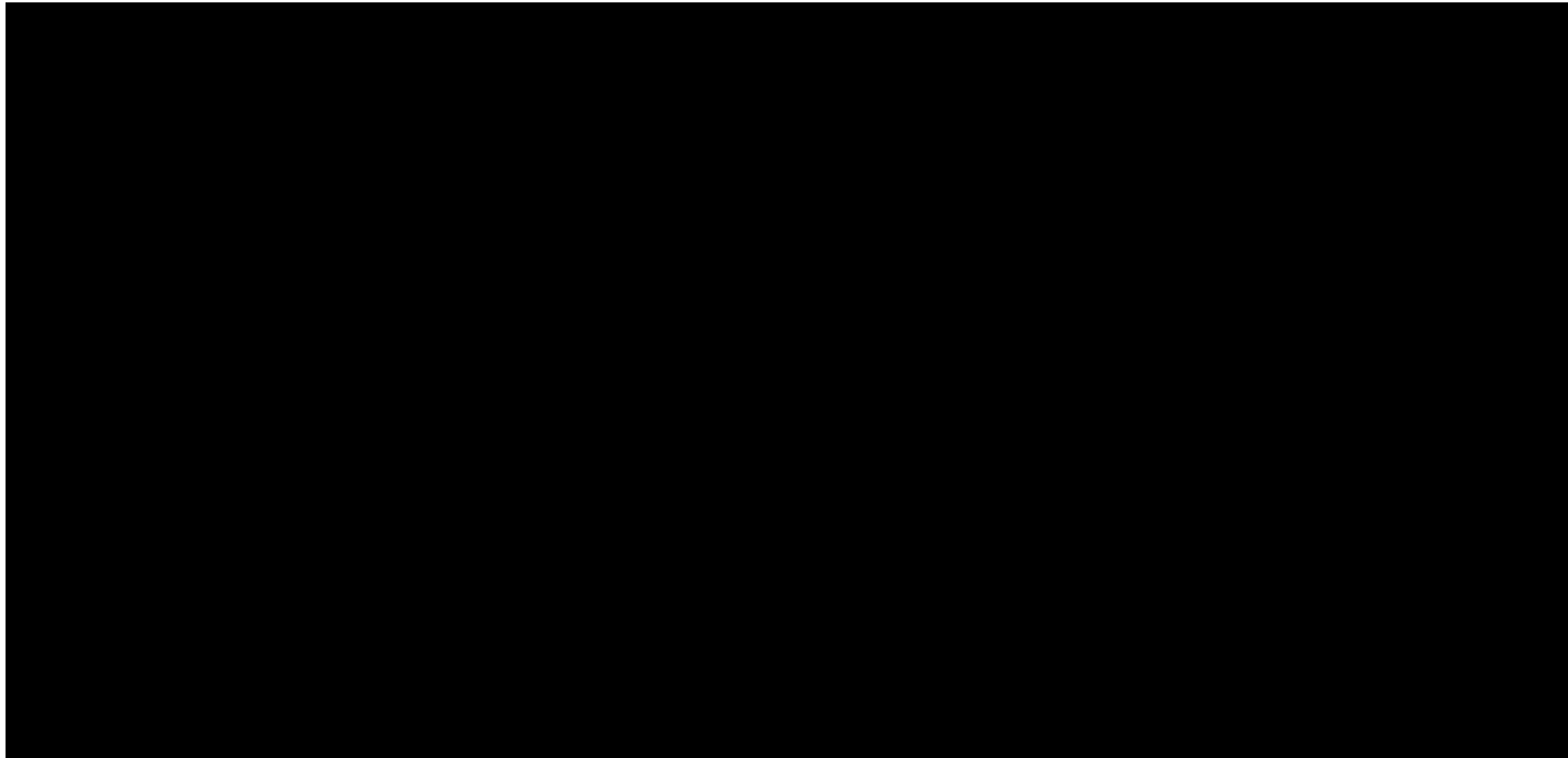
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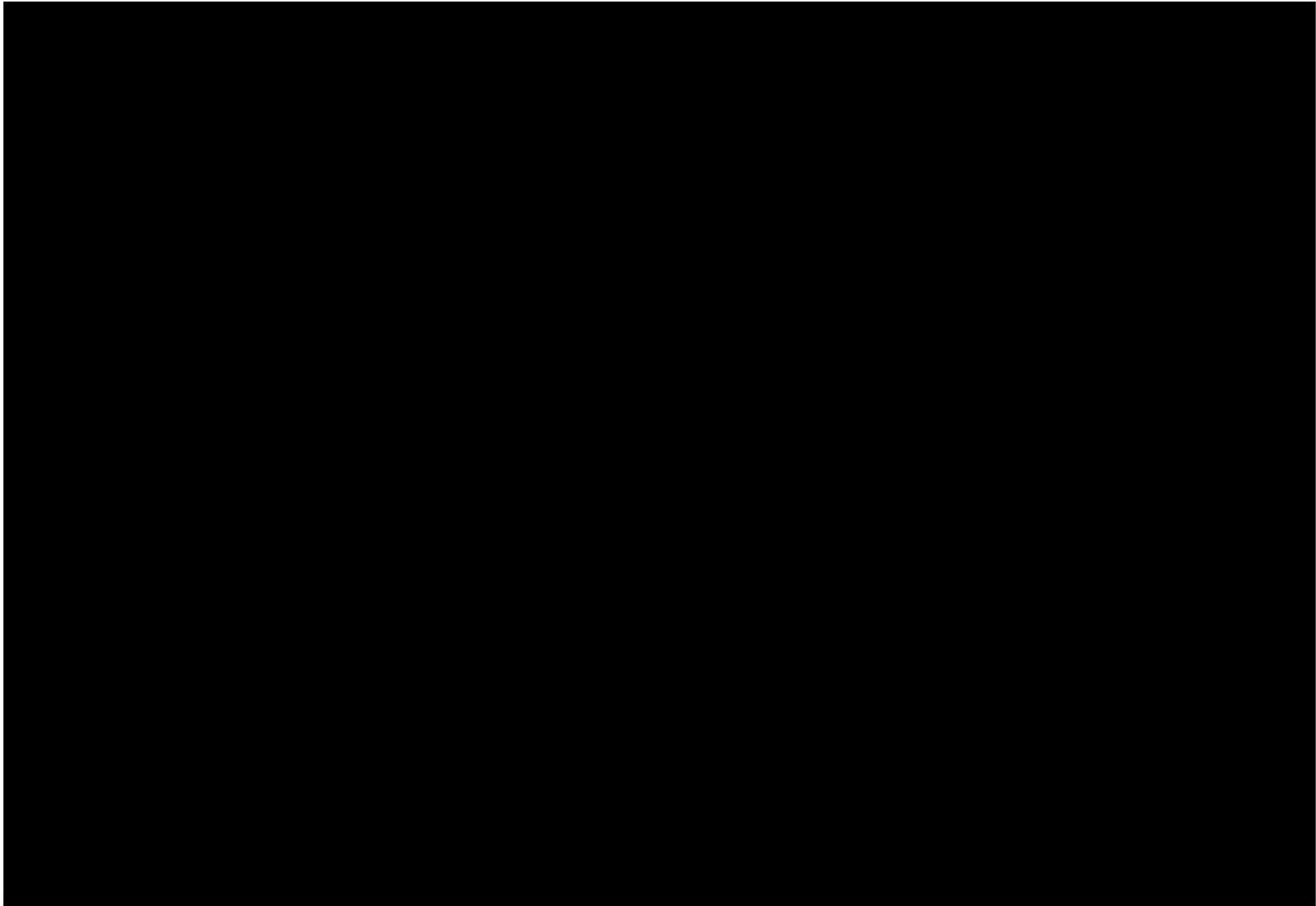


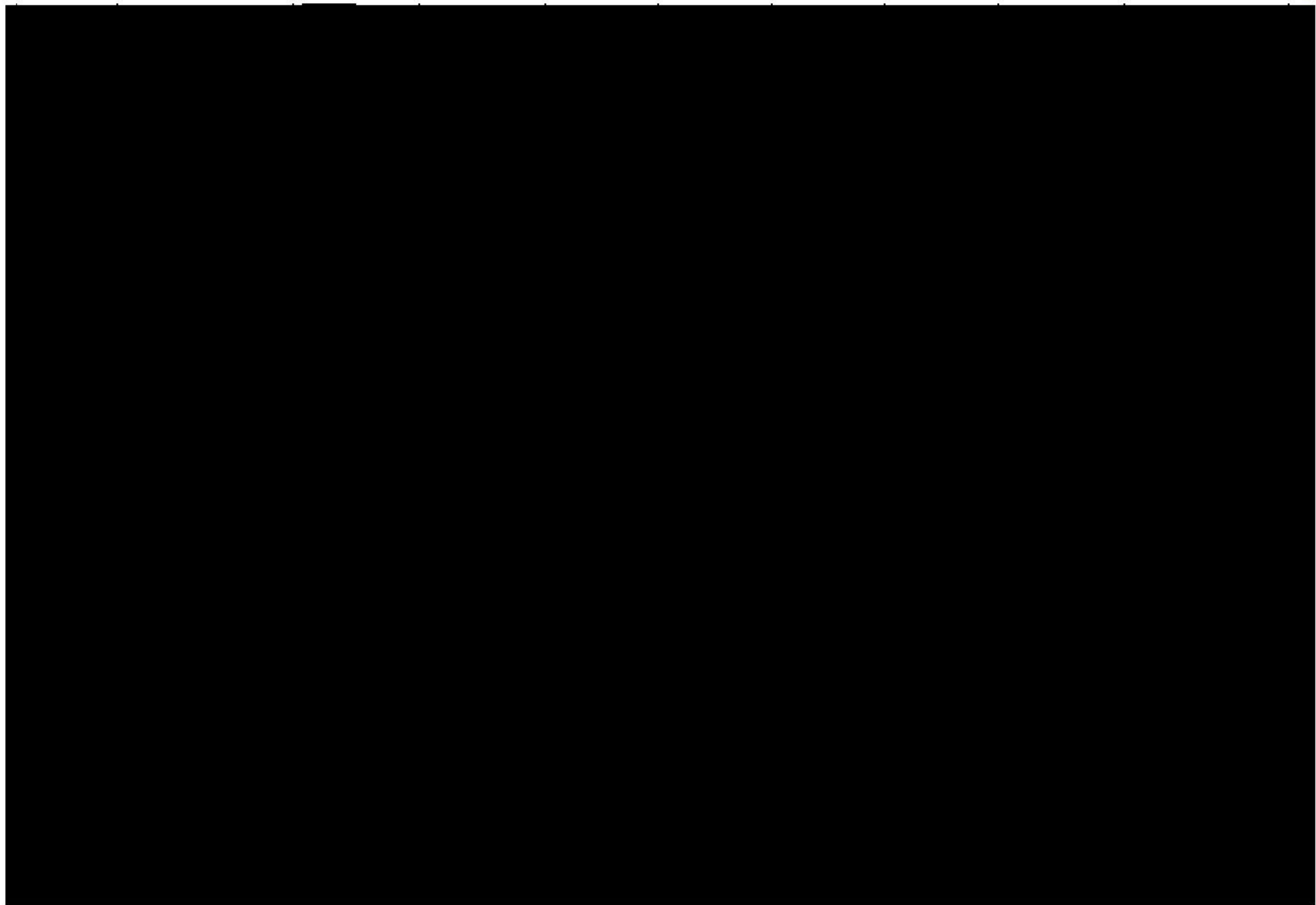






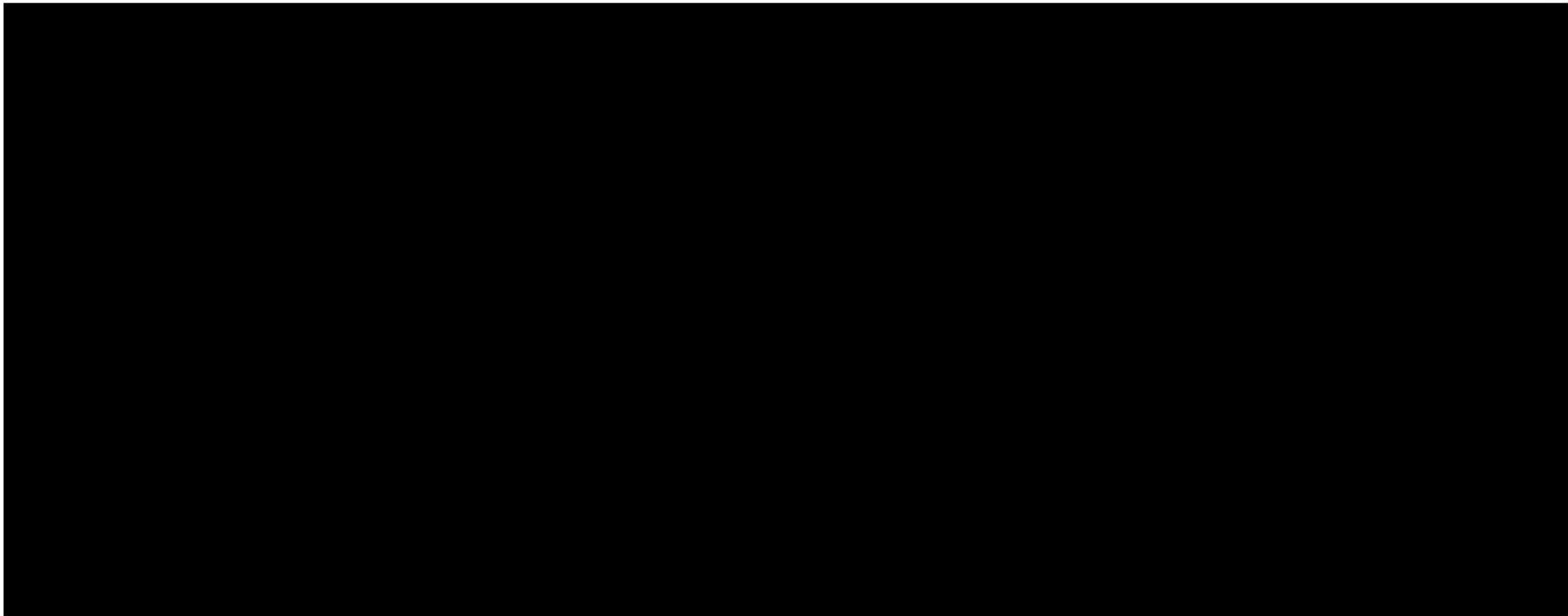
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# Operating Performance – FY2025

## Operating performance 2024/25

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



## 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.