

# Board Meeting Agenda



**8.00 a.m. Wednesday 2 July 2025**

Waihorotiu 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 27 May 2025 and Action Tracker, Vicki Salmon	To Approve	T & C		
3	Board Agenda Discussion, Vicki Salmon	To Discuss	T & C		
CE CONFIDENTIAL UPDATE					
4	CE Confidential Update, Nick Hill	To Note	T & C	8.30 a.m.	1 hour 30 mins
BREAK				10.00 a.m.	15 mins
THREE-YEAR PLAN					
5	Annual Plan FY26 and Capital Plan FY26, Justine White <sup>1</sup>	To Approve	T & C	10.15 a.m.	45 mins
CONFIDENTIAL MEETING CLOSED AND PUBLIC MEETING OPEN					
PROCEDURAL					
6	Register of Directors' Interests and Rolling 12-Month Board Work Programme, Vicki Salmon	To Note	T & C	11.00 a.m.	5 mins
7	Public Minutes 27 May 2025, Vicki Salmon	To Approve	T & C		
STATEMENT OF INTENT					
8	Statement of Intent 25-28 Public Submissions: 1. Equal Justice Project	To Discuss	T & C	11.05 a.m.	40 mins
9	Statement of Intent 25-28 – Consideration of Shareholder Comments, Nick Hill	To Discuss	T & C		

<sup>1</sup> S7(2)(f)(i),(h),(i) LGOIMA 1987

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Item	Subject	Action	Trust/Co.	Start Time	Duration
CE REPORT AND PERFORMANCE REPORTS					
10	CE Report, Nick Hill <div>1. Financial Performance Report 2. Capital Projects Report<sup>2</sup> (RC) 3. Current Operational Risks<sup>3</sup> (RC)</div>	To Note	T & C	11.45 a.m.	15 mins
PUBLIC MEETING CLOSED AND CONFIDENTIAL MEETING OPEN					
LUNCH				12.00 p.m.	30 mins
COMMITTEE UPDATES AND APPROVAL PAPERS					
11	Board Committee Updates <div><div>Māori Engagement Committee 18 June 2025, Hinurewa Te Hau</div><div>Capital Projects Committee 19 June 2025, Alastair Carruthers</div></div>	To Note	T & C	12.30 p.m.	15 mins
NOTING PAPERS					
12	Health and Safety Report <sup>4</sup> , Lynn Johnson and Jade Strampel	To Note	T & C	12.45 p.m.	30 mins
13	Annual Reporting Update <sup>2</sup> , Justine White	To Note	T & C		
APPROVAL PAPERS					
14	TAU Capital Programme, Justine White: <div>1. Business Cases: <div>Town Hall Clock Tower Conservation Works<sup>2</sup></div><div>Zoo Rangitupu Masterplan Stage 3 Enabling Works / Infrastructure<sup>2</sup></div></div>	To Approve	T	1.15 p.m.	1 hour 15 mins
15	North Harbour Stadium Expression of Interest, North Harbour Stadium Steering Group <sup>5</sup> , Nick Hill and Justine White	To Approve	T		
	Close of Meeting			2.30 p.m.	

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

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

<sup>4</sup> S7(2)(a),(d),(f)(i) LGOIMA 1987

<sup>5</sup> S7(2)(c)(i),(f)(i),(h),(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>Aktive – 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>Homeland hosts events for Auckland Convention Bureau and other Tātaki Auckland Unlimited funded entities from time to time.</li> </ul>
Carol Cheng	Non-Executive Director	<ul style="list-style-type: none"> <li>Teaching Council New Zealand (Governing Council Member)</li> <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 Stadiums</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>		

# BOARD MEETING

**HELD ON:** Wednesday 27 May 2025 at 8.00 a.m.

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

**PRESENT:**

Vicki Salmon	Chair
Jennah Wootten	Deputy Chair
Alastair Carruthers	
Carol Cheng	
Graeme Stephens	(Teams)
Dan Walker	
Desley Simpson	Deputy Mayor and Lead Councillor

**APOLOGIES:** Hinurewa Te Hau

**ATTENDED:**

Executive Team	Nick Hill Chief Executive (Teams), Kevin Buley Director Auckland Zoo, Daniel Clarke Director Performing Arts, Annie Dundas Director Destination, Pam Ford Director Economic Development, Tom Irvine Acting Director Auckland Art Gallery, Lynn Johnson Chief People Officer, Mandy Kennedy Chief Digital Officer, Helen Te Hira Director Māori Outcomes, Shelley Watson Director Marketing, Comms & Growth, Justine White Chief Operating Officer
Tim Kingsley-Smith	Company Secretary & Legal Counsel
Sarah Johnstone-Smith	CCO Governance, Council
Max Hardy	Director Group Strategy and CE Office, Council
Clare Barker	Head of Brand & Creative
Georgina Cervin	Commercial Programme Lead
Alexis Poppelbaum	Chair, Hibiscus and Bays Local Board
Anna Atkinson	Chair, Upper Harbour Local Board
Usra Balouch	Dep. Chair, Upper Harbour Local Board (Teams)
Lesley Jenkins	Area Manager, Hibiscus & Bays and Upper Harbour
Peter Ashdown	Director, PriceWaterhouseCoopers (Teams)

*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.

## 2. 15 APRIL 2025 AND 30 APRIL 2025 CONFIDENTIAL MINUTES AND ACTION TRACKER

The Board requested four amendments to the confidential 30 April 2025 minutes:

- P.2 CE Confidential Update 1<sup>st</sup> bullet point – simplified 1<sup>st</sup> sentence
- P.2 CE Confidential Update 4<sup>th</sup> bullet point – 2<sup>nd</sup> sentence word change and split sentence
- P.4 MOTAT Director Appointments 1<sup>st</sup> bullet point – 2<sup>nd</sup> sentence added
- P.4 MOTAT Director Appointments 3<sup>rd</sup> bullet point – 1<sup>st</sup> sentence word added

Subject to the amendments discussed being made, the Board:

1. **Approved** the 15 April 2025 confidential minutes subject to further final review by the Chair, Management, and Council Legal;

2. **Approved** the 30 April 2025 confidential minutes as an accurate record of the meeting; and
3. **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.

- [REDACTED]

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

#### Major Events Funding

- Management noted that the Government has now made it clear that it will not be enacting a visitor levy during its current term. Given this, TAU is continuing to work with Council and the Mayor's Office on how to address the \$7m major events funding shortfall within the Long Term Plan for the next financial year.
- Management noted that discussions with TAU's Destination Partnership Programme (DPP) partners on the future of the programme are underway. [REDACTED]

[REDACTED]

- [REDACTED]

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

- The Board noted that TAU needs to continue to emphasise the significant economic and social benefits of major events for the city and the region. Over the last 10 – 15 years Auckland has reduced its major event funding by roughly two thirds, and it is unrealistic to expect the same level of service and outcomes given this level of reduction in funding.

#### Sale of Auckland Film Studios

- Management provided an update on the sale of Auckland Film Studios (AFS). [REDACTED]

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

Graeme Stephens joined the meeting on Teams at 9.32 a.m.

#### Shareholder Comments on Statement of Intent

- The Board noted that TAU has recently received the shareholder comments on its draft Statement of Intent from Council.

Vicki Salmon left the meeting at 9.48 a.m.

#### Other Matters

- Management noted that Tom Irvine has been appointed as the acting director of the Auckland Art Gallery.
- Management provided an update on the restructuring of Council Group event delivery. Auckland has never had an over-arching event provider, and several brands/entities delivering various events across the Group has tended to weaken event attribution to Council. There is an opportunity to realise efficiencies by having a single event activation centre, but if TAU is to take a greater role in event delivery across the Group, it will be important that it is provided with the appropriate resources to successfully fulfil that role.

The Board **noted** the update.

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

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

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

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

## 6. PUBLIC MINUTES 30 APRIL 2025

Subject to the amendments to the 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.

## 7. CE REPORT

The Board congratulated Tom Irvine on his appointment as acting director of the Auckland Art Gallery. Mr Irvine thanked the Board and noted that he is very excited about the role. The Board recognised Kirsten Lacy for her leadership at Gallery over the last six years which has included difficult challenges such as guiding the Gallery through COVID-19 and TAU amalgamation.

The Executive Team spoke to the paper.

- The Board and Management discussed the performance of TAU over the previous month.
  - Go Media Stadium (**GMS**) continues to be busy with the Auckland FC semi-final on Saturday followed by a record-breaking NZ Warriors crowd on Sunday. While Auckland FC lost its semi-final, it was confirmed earlier this week that GMS is seen as the A-League stadium with the "best atmosphere" over the full season as voted by A-League players. North Harbour Stadium (**NHS**) has had an excellent year with visitation significantly up on last year thanks to increased activity including Moana Pasifika having their strongest season to date. Moana Pasifika, Auckland FC and North Harbour Rugby have all provided positive feedback on their experience at NHS over the last year.

*Vicki Salmon re-joined the meeting at 10.51 a.m.*

- There is a currently a significant number of TAU marketing campaigns in market or about to go to market including campaigns for the cabaret season at the Civic, the dinosaur exhibit at the Zoo and the "it's on in Auckland" destination campaign which is supported by funding from the City Centre Targeted Rate. Heart of the City is also aligning its marketing to the "it's on in Auckland" campaign.
- The recent Auckland Writer's Festival was very successful with excellent feedback received from authors and attendees. The Aotea Centre is a great venue for this type of event, and it remains a very popular event with patrons.
- The Te Puna Creative Hub was formally opened with Te Kawerau a Maki on the 14<sup>th</sup> of May and is moving from strength to strength. The fitout is close to completion, the studio space is being regularly licenced, and new tenants have moved in. There are also new developments in the wider precinct supported by private investors which is encouraging.

- Auckland Zoo continues to work closely with the Department of Conservation on supporting endangered NZ species including wētāpunga (giant Wētā), several sub-species of skink, and the Hamilton's frog. Season 3 of Wild Heroes – a TV series that follows the Zoo and its activities – is currently screening on TV3 and the Zoo is excited about opening the dinosaur exhibition at night with a new “Dinosaur Nights & Lights” experience.
- Pleasingly, the New Zealand Maritime Museum's (NZMM) school programme is currently fully booked and NZMM is on target to achieve its school visitation target for the year. NZMM has several exciting ‘pop-up’ exhibitions on now but is entering the traditional ‘slow’ season for visitation.
- TAU's recent Hui Whakamarama event was successful and received positive feedback from attendees. The Sites and Areas of Significance to Māori hearing took place last Wednesday and there were no objections with 17 Tāmaki Makaurau iwi supportive of the proposed changes.
- Although ticketed visitation at Auckland Art Gallery is slightly down on the target for the year to date, an exciting blockbuster exhibition *A Century of Modern Art* is about to open so there is optimism that visitation will pick up in response. The Gallery remains a special place with a special Kaupapa and it has an exciting programme of activity ahead of it.
- The Board noted that Auckland Zoo staff often travel outside the Zoo to undertake conservation work in remote locations and requested that the Zoo work with the health and safety team to review how ‘high risk’ projects are developed and reviewed prior to being formally approved and whether the Board should have a role to play in the process. **(ACTION POINT)**
- The Board noted that this is Pam Ford's last TAU board meeting before the economic development team is transferred to Council and thanked Pam for her strong advocacy and leadership of economic development at ATEED and TAU.

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

*The Executive Team and Melanya Burrows left the meeting. Max Hardy joined the meeting.*

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

## 8. CCO REFORM TRANSITION PROGRAMME: ECONOMIC DEVELOPMENT OFFICE

Max Hardy presented to the Board.

- Mr Hardy acknowledged TAU's work for Tāmaki Makaurau and the positive and professional engagement of TAU, Pam Ford and the economic development team with the current CCO reform process.
- My Hardy noted that at the direction of the Mayor and Councillors, Council is deliberately stepping into a greater strategic role in several areas such as economic development and major events. While this will create some uncertainty during the transition, ultimately Council taking a greater strategic role and working more closely with the Council Group, will be a positive change that uses existing resources more efficiently.
- [REDACTED]
- [REDACTED]



*Graeme Stephens left the meeting at 12.26 p.m.*

- Mr Hardy noted that Council plans to work closely with TAU on the development of a new Group strategies in areas such as destination, major events, stadiums and film. [REDACTED]

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

The Board **thanked** Mr Hardy for attending the meeting and **noted** the update.

*Mr Hardy left the meeting.*

## 9. BOARD COMMITTEE UPDATES

The Chair of the Risk and Finance Committee (**RAFC**) updated the Board on the recent committee meeting.

- The RAFC received an update from the GSS cyber team. A recent cyber incident was efficiently identified and addressed and the TAU and Council ICT teams worked well together in response to the incident. [REDACTED]

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

- A climate reporting update and an internal audit update were provided to the RAFC. The RAFC appreciated the quality of both updates and was pleased at the progress being made within each area.

The Board **noted** the update.

*Shelley Watson and Clare Barker joined the meeting.*

## 10. TAU NAME AND BRANDING

Shelley Watson and Clare Barker spoke to the paper.

- Management updated the Board on discussions with Council on TAU's name and branding in accordance with the directions provided to TAU in its letter of expectation from the Mayor earlier this year. It has been agreed that TAU will retain its legal names (both for the company and the trust) [REDACTED]

- [REDACTED]

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

The Board **noted** the update.

*Shelley Watson and Clare Barker left the meeting.*

## 11. SECURITY CAMERA ANALYTICS USAGE

The Board **noted** the report.

## 12. HEALTH AND SAFETY REPORT

The Board **noted** the report.

*James Parkinson and Georgina Cervin joined the meeting.*

## 13. NORTH HARBOUR STADIUM EXPRESSION OF INTEREST VERABL UPDATE

Justine White and Georgina Cervin presented to the Board.



- Management updated the Board on the NHS Expression of Interest (EOI) process. [REDACTED]
- [REDACTED]

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

The Board **noted** the update.

*Alexis Poppelbaum, Anna Atkinson, Usra Balouch, Lesley Jenkins and Peter Ashdown joined the meeting.*

#### 14. TAU BOARD AND NORTH HARBOUR STADIUM STEERING GROUP MEETING NHS STAGE 2

Alexis Poppelbaum, Anna Atkinson and Usra Balouch presented to the Board.

- The NHS Steering Group updated the Board on the NHS EOI process Stage 1 and thanked TAU and Council for supporting the process. Feedback has been sought and received from NHS tenants and users. There has been a wide spectrum of interest shown in NHS and the future opportunities of the precinct which bodes well for the future of the precinct.
- Management noted that the NHS EOI process has been a good process with the Steering Group, stakeholders and TAU working well together to support the Steering Group-led process. There will be plenty of interest in the decisions of the Steering Group so it will be important to be clear about the key data and rationale behind its decisions.

The Board **thanked** the NHS Steering Group for attending the meeting and **noted** the update.

The meeting ended at 2.34 p.m. The next meeting is scheduled for 2 July 2025.

Chair

Date

# Consideration of Shareholder Comments on Draft Statement of Intent 2025-28

Report to the Board of Tātaki Auckland Unlimited

<b>Meeting date</b>	2 July 2025
<b>Author</b>	James Robinson, Head of Strategy and Planning
<b>Approved by</b>	Justine White, Chief Operating Officer
<b>Purpose of paper</b>	For Noting
<b>Company and/or Trust paper</b>	Company and Trust
<b>Proposed resolution</b>	That the Board: <ol style="list-style-type: none"> <li><b>Note</b> the proposed approach to responding to shareholder comments on the draft TAU Statement of Intent 2025-28 and provide feedback.</li> <li><b>Note</b> that the changes proposed in this paper will be reflected in the final TAU SOI 2025-28, which will come to the board for final approval at the July meeting.</li> </ol>

## PURPOSE – Te Pūtake

The purpose of this paper is to consider a proposed approach to responding to shareholder comments on the draft Tātaki Auckland Unlimited (TAU) Statement of Intent (SOI) 2025-28.

## BACKGROUND – He Whakamārama

On 22 May 2025, the TAU Chair received a letter from Mayor Wayne Brown providing shareholder comments on the draft TAU SOI 2025-28. Both the letter providing the comments (Attachment 1) and the draft TAU SOI 2025-28 submitted to Auckland Council on 1 April 2025 (Attachment 3) are appended to this report.

As part of the statutory process of developing and finalising our SOI, TAU is required to hold a public board meeting to consider shareholder comments.

Management have reviewed the shareholder comments and developed a proposed approach for responding to them (Attachment 2).

Following consideration of the shareholder comments and agreement on the proposed approach to responding to them, the final TAU SOI 2025-28 will be finalised and circulated to the board prior to approval at the July board meeting on 30 July. The final TAU SOI 2025-28 is due to Auckland Council on or before 1 August 2025.

## FINANCIAL – Ngā take pūtea

Shareholder comments regarding alignment to LTP financials are addressed in Attachment 2.

## RISK – Ngā Tūraru

Not applicable

## LEGAL – Ngā take ture

The consideration of shareholder comments in a public board meeting is a statutory requirement of the Local Government Act.

## CLIMATE CHANGE AND SUSTAINABILITY – Hurihanga Āhuarangi me te Toitūtanga

The Climate Change and Sustainability team have been consulted on proposed responses to the shareholder comments relating to climate change in Attachment 2.

## MĀORI OUTCOMES – Ngā Aronga Māori

Shareholder feedback regarding Māori Outcomes including the refresh of our Māori Outcomes Plan – Te Mahere Aronga and the inclusion of a diverse procurement KPI and target have been discussed with the Māori Outcomes team and are addressed in Attachment 2.

## MARKETING, COMMS, GROWTH & LEVERAGE – Whakatairanga, Pāpāho, Whanaketanga, me te huanga

Not applicable

## RECOMMENDATION – Ngā Tūtuhunga

### Recommendation

It is recommended that the Board:

1. **Note** the proposed approach to responding to shareholder comments on the draft TAU Statement of Intent 2025-28 and provide feedback.
2. **Note** that the changes proposed in this paper will be reflected in the final TAU SOI 2025-28, which will come to the board for final approval at the July meeting.

Written by:



James Robinson  
Head of Strategy and Planning

Reviewed by:



Justine White  
Chief Operating Officer

## ATTACHMENT SCHEDULE

Attachment 1	Auckland Council Shareholder Comments on Tātaki Auckland Unlimited draft Statement of Intent 2025-2028
Attachment 2	Proposed approach to responding to shareholder comments
Attachment 3	Draft Tātaki Auckland Unlimited Statement of Intent 2025-28 (as submitted to Auckland Council on 1 April 2025)

22 May 2025

Vicki Salmon  
Chair  
Tātaki Auckland Unlimited

**Via email:** [v.salmon@xtra.co.nz](mailto:v.salmon@xtra.co.nz)

Tēnā koe Vicki

### **Shareholder comments on the draft Tātaki Auckland Unlimited Statement of Intent 2025-2028**

Thank you for providing the draft Statement of Intent 2025-2028 (SOI) for Tātaki Auckland Unlimited (TAU). The CCO Direction and Oversight Committee considered it at its 13 May 2025 meeting.

For reference – the hyperlink to the committee item is available here:

[https://infocouncil.aucklandcouncil.govt.nz/Open/2025/05/20250513\\_CDOCC\\_AGN\\_11527.htm#PDF2\\_ReportName\\_106812](https://infocouncil.aucklandcouncil.govt.nz/Open/2025/05/20250513_CDOCC_AGN_11527.htm#PDF2_ReportName_106812)

Below are shareholder comments common to all CCOs and following that the shareholder comments specific to TAU.

I would like to thank you and the board for your work on the draft SOI.

### **General shareholder comments to all CCOs**

#### **i) Alignment to final 2025/2026 Annual Plan**

Final SOIs should reflect 2025/2026 Annual Plan decisions and any adjustments to reflect CCO reform changes. Financial forecasts in the SOI should align with those submitted to council for the Annual Plan. We expect consistent figures for 2025/2026 and the projections for 2026/2027 and 2027/2028.

Furthermore, CCOs should ensure ensure that performance measure targets are fully populated in their final SOIs and that measures and targets reflect those in the Long-term Plan 2024-2034.

#### **ii) Better Value Projects programme**

Final SOIs should include a statement on how the ten delivery principles of the Better Value Projects programme will be applied. CCOs are expected to provide case studies of projects when requested to the Revenue, Expenditure and Value Committee and report to council on their progress with capital spend reviews, learnings and improvements.

In addition, through the regular quarterly reporting process, CCOs should report progress on milestones for the key capital programmes/projects set out in their SOI.

### **iii) Group shared services**

Final SOIs should unequivocally commit to Group Shared Services and agreed processes (in particular Auckland Transport and Watercare).

### **iv) Outcomes for Māori**

Final SOIs should include a statement on how the needs and aspirations of Māori have been reflected in the CCO's planned activities and deliverables based on Kia Ora Tāmaki Makaurau, Houkura Issues of Significance or CCOs' own engagement with Māori.

Additionally, CCOs should refresh their Achieving Māori Outcomes (AMO) Plans as applicable, to account for functional changes from CCO reform, the new Issues of Significance from Houkura and refreshed Kia Ora Tāmaki Makaurau framework.

## **Specific shareholder comments for TAU**

### **v) Alignment to 2025/2026 letter of expectations**

The draft SOI envisages an expanded events delivery and activation function to reflect a more coordinated council events approach – as per the CCO reform decisions and the 2025/2026 letter of expectations. Final decisions on the CCO Reform Transition Workstream One change proposals have now been released. In the final SOI, TAU should reflect decisions from the CCO Reform Transition Workstream One change proposals, particularly regarding events and activations.

The alliance of council funded cultural organisations and TAU expectation is captured in the draft SOI, noting that shared key performance indicators for the alliance of cultural organisations will be progressed during 2025/2026. In the final SOI, TAU should reflect in the one-year work programme the development of and agreement to these indicators, in time for these to be incorporated in the organisations' 2026/2027 Annual Plans.

### **vi) Performance measures**

The draft SOI proposes three new performance measures:

- i) cost-benefit ratio of major events investment,
- ii) discover Auckland website sessions ([www.aucklandnz.com](http://www.aucklandnz.com)),
- iii) TAU performing arts and conventions venue utilisation.

In the final SOI, for these new measures TAU should explore if existing council methodologies in similar areas can be utilised, or New Zealand Major Events cost-benefit analysis (CBA) methodology for events.

The draft SOI also contains a measure 'percentage of critical TAU assets in acceptable condition' with 2025-2028 targets of 95 per cent. In the final SOI TAU should update this measure to align to the condition grading system used across the council group. This would mean changing 'acceptable' condition to 'fair to very good'.

In the final SOI, TAU should ensure it fully populates targets for FY26-28 for the 'contribution to regional GDP from major events and business events attracted or supported' (LTP measure), reflecting 2025/2026 Annual Plan decisions.

TAU should also consider bringing current *Te Mahera Aronga* measure on 'percentage of goods and services spend on diverse suppliers (Māori suppliers, Pacific suppliers, Social Enterprise suppliers)' into the final SOI performance measure set.

#### **vii) Clarifications on one-year work programme**

The draft SOI refers in several places to the Aotea Arts Quarter and the Western Springs precinct but is unclear on the role TAU is specifically undertaking in these areas. The draft SOI also includes reference to 'developing a Māori performing arts strategy'.

In the final SOI, TAU should provide greater clarification of TAU's specific role in Aotea Arts Quarter and Western Springs precinct activities within the one-year work programme and further clarification on the scope of TAU's work developing a Māori Performing Arts Strategy within the one-year work programme (understood to be for Auckland Live venues).

The draft SOI includes a table of key capital projects in 2025/2026 and number of milestones associated with each, however the link between these projects and the one-year work programme deliverables could be strengthened. In the final SOI, TAU should establish stronger connections and descriptions between the key capital projects table and one-year work programme specific deliverables for 2025/2026 (e.g. Zoo Masterplan Stage 3 Phase 1, Go Media Stadium renewals, repairs and upgrades).

Council staff will work closely with your staff to ensure these shareholder comments are clear, and to relay any feedback from the CCO Direction and Oversight Committee 13 May meeting that relates to performance or operational issues, or issues of detail or wording.

I look forward to receiving the final SOI by 31 July 2025.

Ngā mihi



Wayne Brown

**Mayor of Auckland**

Copy to: Deputy Mayor, Desley Simpson and Lead Councillor Tātaki Auckland Unlimited  
Councillor Shane Henderson, Chair CCO Direction and Oversight Committee  
Councillor Kerrin Leoni, Deputy Chair CCO Direction and Oversight Committee  
Phil Wilson, Chief Executive, Auckland Council  
Nick Hill, Chief Executive, Tātaki Auckland Unlimited  
Justine White, Chief Operating Officer, Tātaki Auckland Unlimited



## Attachment 2: Proposed approach to responding to shareholder comments

Feedback		Proposed Response	
General shareholder comments to all CCOs			
Alignment to final 2025/2026 Annual Plan			
Final SOIs should reflect 2025/2026 Annual Plan decisions and any adjustments to reflect CCO reform changes. Financial forecasts in the SOI should align with those submitted to council for the Annual Plan. We expect consistent figures for 2025/2026 and the projections for 2026/2027 and 2027/2028.		All financials will reflect final Annual Plan decisions including adjustments to budgets associated with CCO Reform.	
Furthermore, CCOs should ensure that performance measure targets are fully populated in their final SOIs and that measures and targets reflect those in the Long-term Plan 2024-2034.		All targets will be fully populated however targets relating to major event activity will differ to those in the LTP due to uncertainty related to future major events funding. This has been discussed and agreed with Auckland Council.	
Better Value Projects programme			
Final SOIs should include a statement on how the ten delivery principles of the Better Value Projects programme will be applied. CCOs are expected to provide case studies of projects when requested to the Revenue, Expenditure and Value Committee and report to council on their progress with capital spend reviews, learnings and improvements.		The TAU draft SOI included reference to the ten delivery principles. This will be expanded and reviewed to directly reference the Better Value Projects programme.	
In addition, through the regular quarterly reporting process, CCOs should report progress on milestones for the key capital programmes/projects set out in their SOI.		This commitment will be included in the final SOI.	
Group shared services			
Final SOIs should unequivocally commit to Group Shared Services and agreed processes (in particular Auckland Transport and Watercare).		The TAU draft SOI included a commitment to shared services.	
Outcomes for Māori			
Final SOIs should include a statement on how the needs and aspirations of Māori have been reflected in the CCO’s planned activities and deliverables based on Kia Ora		The TAU draft SOI included a number of statements reflecting our commitment to the delivery of Māori outcomes. These will be reviewed and aligned to	

Tāmaki Makaurau, Houkura Issues of Significance or CCOs' own engagement with Māori.	the new Tamaki Ora framework (previously Kia Ora Tamaki Makaurau).
Additionally, CCOs should refresh their Achieving Māori Outcomes (AMO) Plans as applicable, to account for functional changes from CCO reform, the new Issues of Significance from Houkura and refreshed Kia Ora Tāmaki Makaurau framework.	The final SOI will include a commitment to refresh our Achieving Māori Outcomes Plan, Te Mahere Aronga.
<b>Specific shareholder comments for Tātaki Auckland Unlimited.</b>	
<b>Alignment to 2025/2026 letter of expectations</b>	
The draft SOI envisages an expanded events delivery and activation function to reflect a more coordinated council events approach – as per the CCO reform decisions and the 2025/2026 letter of expectations. Final decisions on the CCO Reform Transition Workstream One change proposals have now been released. In the final SOI, TAU should reflect decisions from the CCO Reform Transition Workstream One change proposals, particularly regarding events and activations.	The final SOI will be updated to reflect the anticipated expanded events programming, promotion, delivery and activation function outlined through the final CCO Reform decisions, including the remit to deliver all city centre events.
The alliance of council funded cultural organisations and TAU expectation is captured in the draft SOI, noting that shared key performance indicators for the alliance of cultural organisations will be progressed during 2025/2026. In the final SOI, TAU should reflect in the one-year work programme the development of and agreement to these indicators, in time for these to be incorporated in the organisations' 2026/2027 Annual Plans.	The final SOI will be updated to include a commitment to work with the alliance of council funded cultural organisations to incorporate a set of common KPIs in their 2026/27 Annual Plans.
<b>Performance measures</b>	
The draft SOI proposes three new performance measures: i) cost-benefit ratio of major events investment, ii) discover Auckland website sessions ( <a href="http://www.aucklandnz.com">www.aucklandnz.com</a> ), iii) TAU performing arts and conventions venue utilisation.	In relation to each of the new performance measures:  i) TAU uses the same provider as NZ Major Events to calculate the cost-benefit ratio of major events and we are therefore confident that the methodology is consistent. The proposed new measure and target will also be discussed with the Auckland Council Chief Economist.

<p>In the final SOI, for these new measures TAU should explore if existing council methodologies in similar areas can be utilised, or New Zealand Major Events cost-benefit analysis (CBA) methodology for events.</p>	<p>ii) Discover Auckland website sessions will be measured via Google Analytics. This is a very standard and widely used approach.</p> <p>iii) Management have worked with Auckland Council staff responsible for measuring the utilisation of council community facilities. We are confident that methodologies are broadly consistent, but that there is limited opportunity to 'use' the council methodology.</p>
<p>The draft SOI also contains a measure 'percentage of critical TAU assets in acceptable condition' with 2025-2028 targets of 95 per cent. In the final SOI TAU should update this measure to align to the condition grading system used across the council group. This would mean changing 'acceptable' condition to 'fair to very good'.</p>	<p>The wording of the measure will be updated to align with the grading system used across the council group. This is a wording change only and will not impact the current methodology or target.</p>
<p>In the final SOI, TAU should ensure it fully populates targets for FY26-28 for the 'contribution to regional GDP from major events and business events attracted or supported' (LTP measure), reflecting 2025/2026 Annual Plan decisions.</p>	<p>Targets relating to major and business event activity will be fully populated but will differ to those in the LTP due to uncertainty regarding future major events funding. This has been discussed and agreed with Auckland Council.</p>
<p>TAU should also consider bringing current <i>Te Mahera Aronga</i> measure on 'percentage of goods and services spend on diverse suppliers (Māori suppliers, Pacific suppliers, Social Enterprise suppliers)' into the final SOI performance measure set.</p>	<p>It is proposed that the new measure is included in the final SOI. This has been discussed and agreed with the TAU Māori Engagement Committee. Initially, the target will be set at 8% which is reflective of current achievement levels (Council's current target is 5%), but with an aspiration to grow this to 10% over the medium term.</p>
<p><b>Clarifications on one-year work programme</b></p>	
<p>The draft SOI refers in several places to the Aotea Arts Quarter and the Western Springs precinct but is unclear on the role TAU is specifically undertaking in these areas. The draft SOI also includes reference to 'developing a Māori performing arts strategy'.</p> <p>In the final SOI, TAU should provide greater clarification of TAU's specific role in Aotea Arts Quarter and Western Springs precinct</p>	<p>The final SOI will provide further detail regarding these specified programmes.</p>

<p>activities within the one-year work programme and further clarification on the scope of TAU's work developing a Māori Performing Arts Strategy within the one-year work programme (understood to be for Auckland Live venues).</p>	
<p>The draft SOI includes a table of key capital projects in 2025/2026 and number of milestones associated with each, however the link between these projects and the one-year work programme deliverables could be strengthened. In the final SOI, TAU should establish stronger connections and descriptions between the key capital projects table and one-year work programme specific deliverables for 2025/2026 (e.g. Zoo Masterplan Stage 3 Phase 1, Go Media Stadium renewals, repairs and upgrades).</p>	<p>The table of key capital projects and milestones will be reviewed to align with the final Capital Programme for 2025/26 as recently approved by the Capital Committee. Descriptions of key capital projects in the One-Year Work Programme will also be reviewed to align with the approved programme of work.</p>

# **DRAFT**

# **Statement of Intent**

# **2025 – 2028**

**April 2025**

## He Mihi

Ka tangi te manu kōrero!  
Ka rongo te tangi kōrihi!  
Ka wāwā mai rā ki roto i te  
Wao-nui-a-Tāne! Tūturu whiti!  
Whakamaua kia tina!  
Haumie hui tāiki e!  
E ngā mana, e ngā reo, e ngā  
karangatanga maha o te motu,  
taku hei iti nei, mā te hau e ripo hei  
hari i ngā kupu whakamaanawa e.  
Kei ngā mate tuatinitini o te motu  
tangihia rā koutou. Haere ki te wā kāinga,  
haere ki te kāinga tūturu.  
Haere, haere, haere.  
Tāmaki Makaurau Tāmaki Herenga  
Waka, kei te mihi. Ngā Mana Whenua  
me ngā waka ō ngā tai e whā,  
e mihi ana.  
E tuku mihi maioha tēnei ki ngā  
Mataawaka ō te motu ko koutou  
te puhariki ō te waka nei  
Ki a koutou katoa ngā kaihoe  
ō te waka nei mo ngā tangata katoa.  
Tēnā koutou katoa.  
Mā te mahi ngātahi e taea ai ngā taumata.  
Nāku te rourou nāu te  
rourou ka ora ai te iwi.  
No reira noho ora mai,  
Mauri ora.  
– Nā te Poari o (Tātaki Auckland Unlimited)

The bird of speech sings its song. Hear the melancholy song resonate, sourced from the inner domain of Tāne. A permanent melancholy form. Fixed in alliance, yes fixed in alliance, gathered and woven together!

To all authorities, all voices, the many affiliations, greetings. Let the swirling wind carry esteemed salutations.

We lament the passing of loved ones throughout the land. Return to the home of all time. Farewell, farewell, farewell.

We acknowledge Mana Whenua and their tribal authority in Tāmaki Makaurau Auckland. We also mihi to Mataawaka who have made Auckland their home.

Sincere greetings to all those who decide which direction this waka takes. To you who strive to achieve the best results for all people. Greetings to you all.

We can achieve more by working together. With your basket and my basket, the people will thrive.

# Table of contents

He Mihi..... 2

Introduction ..... 4

Part 1: Strategic Overview ..... 5

    Roles and responsibilities..... 6

    Response to council’s strategic objectives..... 9

    Nature and scope of activities .....11

    Approach to governance.....13

Part 2: Statement of Performance Expectation (2024/25) .....15

    Introduction.....16

    How we will deliver : one-year work programme .....18

    Our facilities and functions.....23

    Performance outlook .....27

    Consolidated financial statements ..... 29

Appendix 1: Detailed Financial Statements.....32

Appendix 2: Forecast Financial Statements ..... 34

Appendix 3: Significant accounting policies .....41



# Introduction

The 2025/26 financial year signals the start of a new chapter in Tātaki's short history and a range of new opportunities under our refreshed purpose:

***To enrich the cultural life and vibrancy of Tāmaki Makaurau Auckland***

The recent Auckland Council-controlled organisation reform process has resulted in council bringing our high-performing economic development function in-house. We support the principles at the heart of the CCO reform, including stronger leadership from the council, enabled by clear policy and strategic direction given to the CCOs and greater acknowledgement of the funding the council provides. But through the process we have also noted the vital support of stakeholders in sectors such as tourism, cultural heritage and the performing arts which reaffirms the crucial role that Tātaki Auckland Unlimited plays for the region.

Following a period where substantial effort has been diverted into assisting the CCO reform process and understanding its implications for us, we are refreshing and re-focusing on our priorities and work programmes that deliver value for Auckland and Aucklanders. We will continue to make use of the lean and efficient, operating model implemented over the last few years to deliver our programmes and are confident that we can leverage our expertise to focus on providing value for money to Auckland's ratepayers, and identifying initiatives to reduce our reliance on ratepayer funding.

This Statement of Intent captures the opportunities we have identified in the short to medium term, including our partnering role in supporting Auckland's multi-billion dollar visitor economy (to take advantage of a forecast boom in global tourism) and an expanded role supporting and delivering events and activations on behalf of the council in a vibrant, 'always on' city.

We are clear that at the heart of our work is our core mandate to serve all Aucklanders by ensuring Auckland supports world-class events, experiences and employment opportunities through its venues, facilities and associated infrastructure.

As a member of the Council Whānau we are committed to upholding our obligations to Te Tiriti o Waitangi and the vital role we play in building meaningful partnerships with Mana Whenua and Mataawaka –to advance delivery of Māori Outcomes articulated in Te Mahere Aronga (our Māori Outcomes Plan). Our work programmes will also continue to incorporate the council's response to climate change and be guided by Te Tāruke-a-Tāwhiri: Auckland's Climate Plan, including through the TAU Climate Change and Environmental Sustainability Plan.

Our 2025/28 work programme will be delivered under four major priority areas:

- Procure, curate, promote and deliver a programme of vibrant and engaging events, activations, exhibitions and experiences so Auckland is 'always on'.
- Care for, enhance and showcase the taonga and venues we have been entrusted with on behalf of all Aucklanders.
- Build Auckland's reputation through initiatives such as the digital Discover Auckland platform to leverage the region as a global destination.
- Positively reach and engage all Aucklanders through our diverse programme of experiences, activations and events and our accessible taonga and places.

Over the next year, we will respond to priorities outlined in the mayor's February 2025 Letter of Expectation and specific Tātaki Auckland Unlimited expectations including:

- expand our events delivery function to reflect a more coordinated council events approach
- develop and inform the public on a comprehensive calendar of all events in Auckland
- engage proactively with council staff and elected members about strategic decision making regarding Western Springs Stadium, Go Media Stadium and North Harbour Stadium.
- work with Auckland's alliance of council-funded cultural organisations to develop agreed key performance indicators

We will continue to support and promote programming of performing arts, visual arts, and deliver Auckland's three main cultural festivals – Pasifika, Lantern and Diwali – plus Moana Auckland; we will continue to support and invest in emerging, creatively original events. Off the back of excellent operating results and record visitation figures in recent years, we aim to continue growing visitation at Auckland Art Gallery Toi o Tāmaki, Auckland Zoo and the New Zealand Maritime Museum, and expanding the reach and diversity of our patronage.

We love Tāmaki Makaurau Auckland and this Statement of Intent for the period 2025-2028 sets out how we will work in partnership to ensure all Aucklanders benefit from the work we deliver on behalf of Auckland Council.

**Vicki Salmon**  
Chair



**Nick Hill**  
Chief Executive





# Part I:

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## Strategic Overview

## Roles and responsibilities

Tātaki Auckland Unlimited's purpose is to **enrich the cultural life and vibrancy of Tāmaki Makaurau Auckland**.

We do this through pursuing the following strategic outcomes:

<b>Experiences and events</b>	Inspirational experiences, activations and events drive and enhance Tāmaki Makaurau Auckland's unique identity, vibrancy and prosperity.
<b>Taonga and places</b>	Tāmaki Makaurau Auckland's taonga and places are looked after and enriched for the benefit of current and future generations.
<b>Auckland's reputation</b>	Tāmaki Makaurau Auckland is known and loved for what makes it unique and special.
<b>All Aucklanders</b>	We positively engage all Aucklanders through our diverse programme of experiences and events and our accessible taonga and places.

Tātaki Auckland Unlimited Limited delivers programmes and activities to help make Auckland a desirable place to live, work and visit. Tātaki Auckland Unlimited Limited also acts as the corporate trustee for charitable trust Tātaki Auckland Unlimited Trust which manages venues, collections and experiences.

Tātaki Auckland Unlimited is a substantive council-controlled organisation (CCO) of Auckland Council, including both the amalgamated company and the charitable trust. The specific charitable purposes for which the regional facilities and other assets and funds of Tātaki Auckland Unlimited Trust are held are set out in its trust deed as follows:

### Charitable Purposes of the Trust:

- a) **Engaging the communities of Auckland:** support the vision of Auckland as a vibrant city that attracts world-class events and enhances the social, economic, environmental, and cultural well-being of its communities, by providing regional facilities throughout Auckland for the engagement of those communities (and visitors to Auckland) daily in arts, culture, heritage, leisure, sport and entertainment activities; and
- b) **Providing world-class regional facilities:** develop and maintain, applying a regional perspective, a range of world class arts, culture, heritage, leisure, sport and entertainment venues that are attractive both to residents of and visitors to Auckland.

The Trust has been established, and is to be maintained, to promote the effective and efficient provision, development and operation of regional facilities throughout Auckland for the benefit of Auckland and its communities (including residents of and visitors to Auckland) and in particular the:

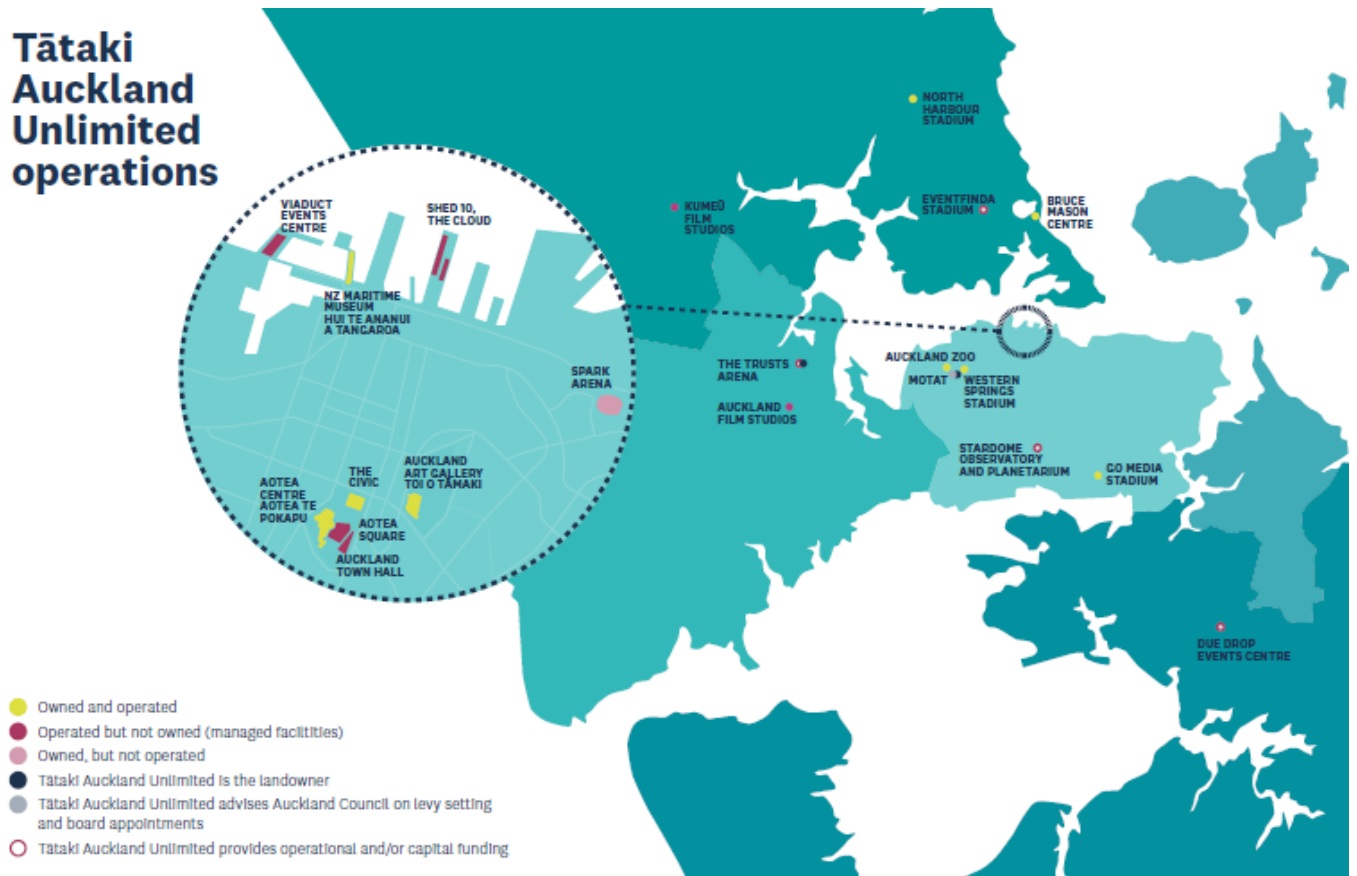
- c) **Development and operation of regional facilities:** to promote, operate, develop and maintain, and to hold and manage interests and rights in relation to, regional facilities throughout Auckland, and to promote and co-ordinate strategic planning in relation to the ongoing development and operation of such facilities;
- d) **Provision of high-quality amenities:** to provide, and to promote the provision of, high quality amenities at regional facilities throughout Auckland that will facilitate and promote arts, cultural, heritage, education, sports, recreation and leisure activities and events in Auckland which attract and engage residents and visitors; and
- e) **Prudent commercial administration:** to administer, and to promote the administration of, regional facilities throughout Auckland on a prudent commercial basis, so that such facilities are operated as successful, financially sustainable community assets.

The Trust's assets and funds must be managed and applied to advance these charitable purposes.

The facilities and related matters owned and/or managed by Tātaki Auckland Unlimited (TAU) are outlined and set out in the map below. A number of these facilities are also Auckland Council Strategic Assets<sup>1</sup> as identified in the 2022 Significance and Engagement Policy<sup>1</sup> and the CCO Accountability Policy.

<sup>1</sup> The Auckland Council 2022 Significance and Engagement Policy identifies the Auckland Zoo, the Auckland Art Gallery (including the associated art collection) and the Auckland Council network of stadiums and venues as Strategic Assets.

## Tātaki Auckland Unlimited operations



### Owned and operated:

- Aotea Centre (including Kiri te Kanawa Theatre and Herald Theatre)
- Auckland Art Gallery Toi o Tāmaki (including the art collection)
- Auckland Zoo
- Bruce Mason Centre and Killarney St car park
- Go Media Stadium
- New Zealand Maritime Museum Hui Te Ananui a Tangaroa (including heritage vessels and collection)
- North Harbour Stadium
- The Civic
- Western Springs Stadium
- Viaduct Events Centre

### Operated, but not owned (managed facilities):

- Aotea Square
- Auckland Town Hall
- Shed 10
- The Cloud
- Auckland Film Studios
- Kumeu Film Studios

### Owned, and leased to a third party:

- Spark Arena (long-term lease to QPAM)

TAU is the landowner for the Museum of Transport and Technology (MOTAT) and The Trusts Arena. TAU also advises Auckland Council on levy setting and board appointments for MOTAT.

TAU provides operational and/or capital funding on behalf of Auckland Council to:

- The Trusts Arena
- Due Drop Events Centre
- Eventfinda Stadium
- Stardome Observatory and Planetarium

While these above four entities do not have a direct operational connection to TAU, they collaborate with TAU for mutual benefit and are collectively referred to as 'TAU+'.

TAU is responsible for efficiently, co-ordinating the promotion of all Auckland Council Group events and activation activities and enhancing Aucklanders' and visitor's experience of events and activations.

### **Providing for the community**

The core purpose of TAU's activities is to enrich the cultural life and vibrancy of Tamaki Makaurau— including creating unique, engaging and educative experiences for Aucklanders and visitors to our city. Our programmes, exhibitions, events and activations are aimed at engaging and being accessible to as wide a community as possible. We build social cohesion, help provide wellbeing, provide lifelong learning opportunities, inspire our young people, tell our stories, connect Auckland's culture with the global community and pursue partnerships in support of our Te Tiriti o Waitangi statutory obligations and commitments. Access is a central principle. With the aim of addressing inequity and providing access to all Aucklanders, where funding levels permit, free and subsidised entry and programmes are provided across a broad range of our facilities, events and venues. In addition, our core services are further supported by conservation, research, industry and talent development, community outreach and wellbeing programmes, public engagement and educational activities across our organisation.

### **Auckland's Cultural Alliance**

As part of an Auckland Council led process to tackle long-standing challenges and enhance collaboration across Auckland's cultural organisation landscape, a new alliance of Auckland's key cultural organisations has been convened to focus on achieving better outcomes through collaboration. The new alliance brings together the Auckland War Memorial Museum, MOTAT, Stardome, and Tātaki Auckland Unlimited (Auckland Art Gallery, the Maritime Museum and Auckland Zoo), to leverage shared resources and talent. This collaboration will lead to more efficient promotion and programming, coordinated advertising and marketing, the ability to tell a culturally cohesive Auckland story and the development of common KPIs that will improve understanding of how these assets contribute to our city and its diverse communities.

## Response to council's strategic objectives

The *Auckland Plan 2050* is Auckland Council's roadmap to deliver on Auckland's vision of a world class city where talent wants to live. It is a 30-year plan that is underpinned by a set of outcomes to achieve this vision. Tātaki Auckland Unlimited plays a critical part in delivering on plan outcomes, actions and targets as outlined below.

Auckland Plan Outcomes	How Tātaki Auckland Unlimited Contributes
 <p>Belonging &amp; participation</p>	<ul style="list-style-type: none"> <li>Supporting the well-being of Aucklanders through the provision of experiences and events at our venues that contribute to enhancing the social, physical, mental and spiritual health and a shared sense of belonging for our diverse communities.</li> <li>Offering venues and services that invite all Aucklanders to engage and enjoy arts, leisure, sports and entertainment events and activities.</li> <li>Providing a range of subsidised events and exhibitions for the Auckland community both in and outside of our venues, as well as providing our venues for community use.</li> <li>Recognising the importance of all aspects of accessibility across our venues, as reflected in affordability and physical accessibility.</li> </ul>
 <p>Māori identity &amp; well-being</p>	<ul style="list-style-type: none"> <li>Implementing our Māori outcomes plan for TAU, <i>Te Mahere Aronga 2024-26</i>, aligned to the council's framework <i>Kia Ora Tāmaki Makaurau</i> and the strategic guidance of Hokura Independent Māori Statutory Board</li> <li>Proudly showcasing and promoting toi Māori works, narratives and identity through our facilities, events and activations.</li> <li>Increasing the prominence of te ao Māori and te reo Māori within TAU facilities.</li> <li>Identifying and developing opportunities to support Mana Whenua and their kaitiakitanga responsibilities.</li> <li>Showcasing and promoting Māori tourism attractions and experiences through Treasures of Tāmaki Makaurau.</li> </ul>
 <p>Homes &amp; places</p>	<ul style="list-style-type: none"> <li>Maintaining, with a regional perspective, a range of fit-for-purpose event venues that are attractive and accessible to the residents and businesses of the region and its visitors.</li> <li>Framing proposals for investment in the cultural infrastructure of the future, in support of the <i>Auckland Plan 2050</i> aspirations.</li> <li>Ensuring that venues – as public spaces are inclusive and accessible to our communities. – and that they – continue to be increasingly climate resilient and are operated in an environmentally sustainable way.</li> </ul>
 <p>Transport and access</p>	<ul style="list-style-type: none"> <li>Advocating to and collaborating with Auckland Transport and the council to enable enhanced public access to our facilities and events.</li> <li>Ensuring our venues and events continue to support viable alternatives to private vehicles for visitors</li> </ul>
 <p>Environment and cultural heritage</p>	<ul style="list-style-type: none"> <li>Supporting local and international wildlife conservation and learning programmes at Auckland Zoo and associated advocacy, training, research and well-being initiatives for our communities.</li> <li>Sharing and conserving the stories of New Zealand's seafaring people and their maritime history through the New Zealand Maritime Museum.</li> <li>Developing, sharing and conserving the visual art of New Zealand, and the Auckland Art Gallery international collections for future generations.</li> <li>Providing opportunities for the cultural sector at all levels through Auckland Live, and providing Aucklanders with engagement, connection, participation and inspiration through creative and cultural experiences.</li> <li>Addressing climate change and environmental impacts throughout TAU's internal operations, in line with the goals of <i>Te Tāruke-ā-Tāwhiri</i>, <i>Auckland's Climate Plan</i> and TAU's <i>Climate Change and Environment Strategic Plan</i>. The environment focus area includes climate resilience, net zero emissions, responsible water use, and zero waste.</li> </ul>



Opportunity &  
prosperity

- Offering learning and training programmes for young people and current professionals across our facilities and venues.
- Growing exports through support for the Auckland visitor economy through destination marketing and management activities

### Alignment with other Auckland Council strategies and plans

Other Auckland Council strategies and plans to which the work of TAU is most aligned are outlined below.

#### *Kia Ora Tāmaki Makaurau, Auckland Council's Māori Outcomes Performance Measurement Framework*

Our Achieving Māori Outcomes Plan, *Te Mahere Aronga 2024-26*, sets out our contributions to Kia Ora Tāmaki Makaurau, Auckland Council's strategy and planning framework. Our individual and collective effort upholds the proverb of the region – Te pai me te whai rawa o Tāmaki – Tāmaki a place of abundance and wealth.

#### *Te Tāruke-ā-Tāwhiri, Auckland's Climate Plan*

Through our *Climate Change and Environment Strategic Plan*, TAU has outlined actions to contribute to the council group's emissions reduction target of 50 per cent by 2030, and net zero emissions by 2050 – and ensure it is prepared for the impacts of climate change.

#### *Toi Whīteki Arts and Culture Strategic Action Plan*

TAU works with the council and the cultural sector to deliver arts and cultural experience for Aucklanders, build collaboration across the sector and increase audience reach and impact.

#### *Thriving Communities Strategy Ngā Hapori Momoho*

TAU's work aligns with a range of the objectives of the Thriving Communities Strategy, in particular so more Aucklanders can access and participate in the things they care about, and growing community and intercultural connection so all Aucklanders feel as though they belong.

#### *City Centre Masterplan/Action Plan*

TAU will work with partners and the wider council group to reactivate the city centre, through initiatives designed to drive maximum value and leverage the council's existing investment into central city infrastructure projects such as City Rail Link and the delivery of the City Centre Masterplan. This includes advancing work on the Aotea Arts Quarter, and leading on actions assigned within the City Centre Action Plan, including those related to development of the nighttime economy, major events, destination marketing, place branding and cultural organisations.

#### *Infrastructure Strategy*

TAU's key 'Cultural and Economic' infrastructure assets are now incorporated into the Auckland Council Infrastructure Strategy which is part of the 2024-2034 Long Term Plan. The strategy sets out current asset condition and criticality, our current and future target asset management maturity and our most likely scenario for capital investment over the next 30 years.

The council has signalled that it will be assuming a greater role in setting strategy, planning and policy and that CCOs are expected to focus on service delivery. TAU is committed to working across the council whānau to ensure there is clarity on the strategic direction set by council, and the associated expectations on us to deliver. Over 2025/26 TAU expects to work closely with council on the re-setting of strategy and policy as it relates to stadiums, arts and culture, destination and events.

# Nature and scope of activities

The framework below outlines the nature and scope of Tātaki Auckland Unlimited's activities as they align to our purpose and the strategic outcomes we are seeking.

## Our purpose

Enriching the cultural life and vibrancy of Tāmaki Makaurau Auckland

## The strategic outcomes we are seeking

Experiences and events	Taonga and places	Auckland's reputation	All Aucklanders
Inspirational experiences, events and activations drive and enhance Tāmaki Makaurau Auckland's unique identity, vibrancy and prosperity.	Tāmaki Makaurau Auckland's taonga and places are looked after, accessible and enriched for the benefit of current and future generations.	Tāmaki Makaurau Auckland is known and loved for what makes it unique and attractive.	We positively engage all Aucklanders through our diverse programme of experiences and events and our accessible taonga and places.

## How our activities align to our outcomes

<ul style="list-style-type: none"> <li>Exhibitions</li> <li>Concerts</li> <li>Major events</li> <li>Business events (conferences, conventions, exhibitions)</li> <li>Sporting events</li> <li>Delivered festivals</li> <li>Performing arts</li> <li>Natural heritage</li> <li>Activations</li> <li>Destination management</li> </ul>	<ul style="list-style-type: none"> <li>Capital programmes and operations for Auckland Live-operated venues and facilities, Auckland Zoo, Auckland Stadiums, Auckland Art Gallery and New Zealand Maritime Museum</li> <li>MOTAT, Stardome and Auckland War Memorial Museum integration options</li> <li>Aotea Arts Quarter and Western Springs precinct developments</li> <li>Film studios</li> <li>Wildlife/environmental/heritage and visual arts conservation</li> </ul>	<ul style="list-style-type: none"> <li>Auckland place brand</li> <li>Destination marketing and promotion</li> <li>Event and activation marketing and promotion</li> <li>Cultural organisation marketing and promotion</li> <li>Cultural organisation accreditation and quality assurance programmes</li> <li>Activities that enhance our Social Licence to operate</li> <li>Film-friendly Auckland</li> <li>Discover Auckland</li> </ul>	<ul style="list-style-type: none"> <li>Youth and educational programmes</li> <li>Community and public programming</li> <li>Nature connectedness and wellbeing programmes</li> <li>Outreach programming</li> <li>Cultural heritage and festivals</li> <li>Transport and accessibility initiatives</li> <li>Digital/virtual experiences</li> <li>Using data to evolve and better meet the needs of diverse audiences</li> </ul>
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## Our cross-cutting commitments

Audience and customer centric	Māori outcomes	Climate change and environmental sustainability	Social enterprise
We focus on achieving great outcomes for our customers and our diverse communities, by listening and responding to their needs. This includes visitors to our facilities, Auckland residents and businesses and international visitors and investors. Every interaction counts.	We understand and deliver our commitments under Te Tiriti o Waitangi through <i>Te Mahere Aronga</i> , our Achieving Māori Outcomes plan.	Our people are empowered to consider the climate and environment in decision-making. We prepare and respond to climate change, prevent and reduce greenhouse gas emissions and protect and preserve freshwater resources. We aim to achieve zero waste.	We seek a balance of commercial and social outcomes. Growing non-rates revenue, and operational efficiency underpin our investment in social good outcomes, such as well-being, equity and accessibility.

## Our enablers

People, culture, health and safety	Digital and technology	Governance, data and information	Operational support
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Alignment with the Auckland Council Long Term Plan 2024-34

Tātaki Auckland Unlimited will report against the *Auckland Council Long Term Plan 2024-34* measures detailed below. These are a subset of our full suite of Key Performance Indicators which are contained in the Performance Outlook in Part 2 of this Statement of Intent.

Long Term Plan 2024-34 Measures	Targets		
	2025/26	2026/27	2027/28
Ticketed attendance at Auckland Live, Auckland Zoo, Auckland Art Gallery, New Zealand Maritime Museum and Auckland Stadiums venues and events <sup>2</sup> .	2.16m	2.21m	tbc
The net promoter score for TAU’s audiences and participants <sup>3,2</sup> .	42	45	45
The percentage of operating expenses funded through non-rates revenues <sup>2</sup> .	60%	60%	60%
The number of programmes, initiatives and events contributing to the visibility and presence of Māori in Tāmaki Makaurau Auckland <sup>2</sup> .	45	50	55
The contribution to regional GDP from major events and business events attracted or supported <sup>4</sup> .	tbc	tbc	tbc

<sup>2</sup> Tātaki Auckland Unlimited Trust measures

<sup>3</sup> Net promoter score is an index ranging from -100 to 100 that measures the willingness of customers to recommend a product or service to others.

<sup>4</sup> Targets will be reviewed once final funding decisions have been made through the Auckland Council Annual Plan 2025/26 process.



# Approach to governance

## Tātaki Auckland Unlimited Board

TAU has a strong governance structure in place that will oversee the delivery of this Statement of Intent and our strategy. The TAU Board has in place the following sub-committees:

- Risk and Finance Committee
- Remuneration Committee
- Capital Projects Committee
- Māori Engagement Committee.

In addition, the Auckland Art Gallery Advisory Committee reports to the TAU Board and provides support and insights in this specialised field. Further, a Destination Partnership Programme Advisory Group (which include TAU Board representation) was established in 2023/24 to support and advise the board on expenditure of the Destination Partnership Programme funding.

## Working in partnership with the council group

Auckland Council works in partnership with its CCOs. The agreed approach to governance is outlined within the CCO Accountability Policy and the *Auckland Council: Statement of Expectations of substantive council-controlled organisations July 2021*, which sit alongside this Statement of Intent and forms part of the annual binding agreement between Auckland Council and TAU. TAU, including both Tātaki Auckland Unlimited Limited and Tātaki Auckland Unlimited Trust, will adhere to the common expectations for CCOs' contribution to the council's objectives and priorities outlined in the CCO Accountability Policy.

TAU commits to working with the council to broaden the use of shared services, as robust solutions are available, and business cases are proven across agreed functions to deliver more efficiencies within the council group.

We will continue to engage with all elected members (including local boards on a case-by-case basis) and relevant communities of Auckland to maintain relationships.

Further, TAU will maintain relationships at governance and management level with Houkura (Independent Māori Statutory Board) and continue to be guided by the Schedule of Issues of Significance, prepared by Houkura, as we develop our work programmes.

## Working in partnership with Mana Whenua and Mataawaka<sup>5</sup> in Tāmaki Makaurau

TAU is committed to working in partnership with Mana Whenua and Mataawaka. We have established the TAU Māori Engagement Committee to build strong governance level relationships, identify mutual opportunities for collaboration and support participation in decision making.

We will continue to build Māori responsiveness capability and capacity within TAU and monitor, report and share insights.

## Capital programme and asset management

The Capital Projects Committee assists the TAU Board in performing its responsibilities and oversight regarding planning and management of capital projects – including capital expenditure strategy and planning, reviewing major capital works projects, capital works policies and monitoring and compliance.

TAU has implemented a programme to raise capability, which includes participation in the council's annual infrastructure strategic alignment process, with provision of Asset Management Plan information annually. TAU aligns investment decisions (across asset management and asset planning) to its strategic direction, to enable better decision-making across our asset portfolio.

## Climate-related disclosures

TAU contributes to the preparation of a compliant group climate statement to ensure the council meets its reporting and record-keeping obligations as a climate reporting entity under the Financial Markets Conduct Act 2013. This includes preparing and maintaining proper climate-related disclosure records as required by the council and engaging with the council's appointed auditor to prepare for assurance over group emissions disclosures. Over 2025/26 TAU will also work

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<sup>5</sup> See Local Government (Auckland Council) Act 2009

with council on an aligned approach to transition planning The Risk and Finance Committee has responsibility for overseeing this work.

### Health, safety and well-being

We have shared ownership of health, safety and well-being that is integrated into everything we do. We put the health, safety and welfare of our people, our visitors and the people of Auckland first, making this a great place to work, visit and live.

Ka tiaki tātou kia āhuru, kia ora tonu tatou – ‘We look after our safety and well-being’.

TAU empowers its people with the right training, information, knowledge and experience to successfully achieve our health and safety requirements. We promote visible safety leadership and continuous improvement. We maintain a strong health and safety culture that aims to ensure our employees and visitors are able to go home without harm each day from our workplaces, venues and experiences.

Our commitment is: ‘Home without harm. Everyone. Every day’. This has been emphasised for our people and visitors as New Zealand adapts our ever-changing environment and establishes new protocols required to operate safely.

The Risk and Finance Committee assists the TAU Board in reviewing, monitoring and making recommendations, regarding TAU’s Safety Management Framework. Health and safety matters including policies are presented, reviewed and approved at board level, enabling the TAU Board to meet its overall accountability in these areas.

### Acquisition of shares

TAU will consult Auckland Council before purchasing or otherwise acquiring shares in any company or other organisation.

### Public meetings and open agendas

Auckland Council CCOs are required to hold two public meetings a year (Local Government (Auckland Council) Act 2009). The first of these meetings is to consider prior year performance against Statement of Intent targets, and the second is to consider shareholder comments on the draft Statement of Intent for the following year.

To ensure our activities on behalf of Aucklanders are transparent, all TAU Board meetings include an open agenda section which the public and media are welcome to observe. We are committed to holding as much business as is practical in these open sessions. In addition, members of the public are welcome to attend the two statutory meetings (as outlined in the table below) where they may, at the discretion of the TAU Board Chair, make submissions to the TAU Board on the primary agenda item at those meetings:

Purpose of Public Meeting	Date	Form of Public Notification
Consider prior year performance against SOI targets	August 2025	Public notice, <i>New Zealand Herald</i> and <a href="http://www.aucklandunlimited.com">www.aucklandunlimited.com</a>
Consider shareholder comments on draft SOI for Tātaki Auckland Unlimited Limited for 2026-2027	June 2026	Public notice, <i>New Zealand Herald</i> and <a href="http://www.aucklandunlimited.com">www.aucklandunlimited.com</a>

## Part 2:

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# Statement of Performance Expectation (2025/26)

## Introduction

This Statement of Performance Expectation section sets out Tātaki Auckland Unlimited's key deliverables over the 2025/26 financial year. This statement is directed by the strategy outlined in Part I (Nature and Scope of Activities) which positions TAU to meet the expectations of the council and Aucklanders.

### Aligning to common expectations

In delivering the following work programme, TAU will align to the expectations as set out in the *Letter of Expectation for Statement of Intent 2025-28*. In summary, these were as follow:

#### Focussing on delivery

Through the structural decisions made on CCO reform (specifically the movement of the TAU Economic Development functions in-house to Auckland Council and better alignment of group events and major activations functions), it is recognised that council will be assuming a greater role in setting strategy, planning and policy and that CCOs are expected to focus on service delivery. In addition, Council will also be pursuing a range of non-structural changes to support the reset of the CCO model as it applies to all substantive CCOs. TAU will work positively and collaboratively with council to effectively implement the structural and non-structural change decisions on CCO reform. TAU will also support and actively engage in any section 17A, value for money and other reviews council may commission, as well as supporting integrated development decision-making, delivered by departments in council.

#### Attribution and branding

In line with the overall desire to refocus CCOs on service delivery, it is recognised that TAU is expected to provide greater attribution to the council as the policy maker and funder in public facing services, assets, amenities, communications and branding.

#### Implementation of group shared services

TAU will continue to be an active participant in Group Shared Services including actively supporting the GSS board with accelerating the transition of functions to the GSS model. Where business cases are favourable, functions will be shifted to GSS as soon as possible, as agreed by the GSS Board. Where there is a good reason for part of a function to stay within TAU, common technology platforms or systems will be used and supported by GSS wherever possible. No new technology platforms or arrangements will be introduced or entered in to by TAU without the appropriate oversight and approval within GSS.

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

TAU will focus on delivering year two of the LTP 2024-2034 (adjusted to reflect changes as a result of CCO reform), including contributing to savings targets as agreed in the final Annual Budget 2025/26. Financial information and performance measures in this SOI are aligned with the final Annual Budget and the strategic priorities contained within it.

#### Planning, delivery and paying for growth

TAU will actively support and contribute advice and expertise to the development of a new council framework to support decision-making on growth related issues - and its associated implementation - as applicable.

#### Procurement and effective spending

To support improvements in council's procurement approach, TAU will align closely with a group approach to procurement where there are clear efficiencies and benefits to be gained, noting the existence of the group procurement function in GSS as an enabler for this. TAU will actively contribute to and implement any improvements in procurement processes and approach once agreed.

### **Upholding Auckland Council Group's Te Tiriti o Waitangi-derived obligations**

TAU is aligned with Auckland Council Group's commitment to upholding obligations derived from Te Tiriti o Waitangi and to achieving better outcomes for Māori. TAU will share this commitment and contribute to its delivery, including through (but not limited to):

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

### **Quality timely advice to local boards**

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

### **Climate change**

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

### **Compliance with Statement of Expectations of substantive CCOs**

TAU will adhere to the Statement of Expectations of substantive CCOs, (due to be reviewed and updated in 2025/26), including (but not limited to):

- working with the government, only where interests are aligned, and messages are consistent with those of Auckland Council. TAU will inform council of any conversation with the government on any new proposal or legislative reform.
- in responding to council's requests or initiating new programmes, TAU will consider our role in the group and not just activities that benefit our purpose. This extends to the open sharing of information where that is required to achieve outcomes or for legal purposes.

### **Asset Management Planning in preparation for the LTP 2027-2037**

By February 2026, TAU will deliver a draft asset management plan (AMP) covering existing and planned assets to inform the development of the LTP 2027-2037. This plan will meet the key expectations of the council. TAU will continue to work with Auckland Council's Infrastructure Strategy and Asset Management System teams on the development of AMPs.

### **Investment area office**

TAU will work constructively with the Auckland Council economic and cultural development investment area office to assist with delivering outcomes for Aucklanders in priority investment areas in the Long-Term Plan.

## How we will deliver : one-year work programme

Experiences and events
<p>Inspirational experiences and events drive and enhance Tāmaki Makaurau Auckland’s unique identity, vibrancy and prosperity.</p>
<p><b>Ongoing Operation (also refer to Our facilities and functions section)</b></p> <ul style="list-style-type: none"> <li>• Deliver engaging, innovative and relevant exhibitions and events for Aucklanders and visitors through TAU venues and facilities with a focus on growing winter programming to increase visitation.</li> <li>• Provide natural and cultural heritage experiences for visitors to Auckland Zoo, Auckland Art Gallery Toi o Tāmaki and New Zealand Maritime Museum.</li> <li>• Support the attraction, creation, delivery and leverage a range of major events for Auckland – relative to available funding.</li> <li>• Work with partners to attract, host and leverage business events (conferences, conventions and exhibitions)</li> <li>• Provide Māori artists and entertainers with a platform to showcase their talent through Auckland Live and other events.</li> <li>• Provide clients with unique convention and event experiences (including in cultural organisation spaces) through Auckland Conventions, Venues and Events.</li> <li>• Provide learning opportunities for school students in Auckland, both onsite and online.</li> <li>• Provide great experiences for our customers and expand the reach of our core programme to under-served audiences.</li> <li>• Work with the tourism sector to develop and promote sustainable visitor experiences including Māori experiences through the Treasures of Tāmaki Makaurau platform.</li> </ul> <p><b>Specific deliverables for 2025/26</b></p> <ul style="list-style-type: none"> <li>• Deliver <i>Pop to Present</i> and the <i>Toledo Exhibition</i> at Auckland Art Gallery Toi o Tāmaki.</li> <li>• Launch the Auckland Art Gallery touring exhibitions and loans programme.</li> <li>• Deliver Moana Auckland, New Zealand’s Ocean Festival 2026.</li> <li>• Deliver Lantern, Pasifika and Diwali festivals including a consolidated approach to landfill waste diversion.</li> <li>• Support a portfolio of major events within the region which over 2025/26 will include:             <ul style="list-style-type: none"> <li>• To be confirmed following final Auckland Council Annual Plan 2025/26 decisions regarding the funding of TAU Destination and Major Events activity</li> </ul> </li> <li>• Embed a new, more aligned approach to Auckland Council events and activations.</li> <li>• Continue to work with the Auckland Cultural Organisations Alliance to achieve efficiencies and improved outcomes for the sector.</li> </ul>
Taonga and places
<p>Tāmaki Makaurau Auckland’s taonga and places are looked after, accessible and enriched for the benefit of current and future generations.</p>
<p><b>Ongoing operation (also refer to Our facilities and functions section)</b></p> <ul style="list-style-type: none"> <li>• Continue maintenance and base renewal of our portfolio of assets across Auckland Zoo, Auckland Art Gallery Toi o Tāmaki, New Zealand Maritime Museum and stadiums with a focus on visitor experience, appropriate care of taonga, health &amp; safety and security, business efficiency, energy efficiency, decarbonisation and climate resilience initiatives.</li> <li>• Support ongoing wildlife, visual arts and heritage conservation and asset development activities at Auckland Zoo, Auckland Art Gallery Toi o Tāmaki, and New Zealand Maritime Museum.</li> <li>• Support our TAU+ partners MOTAT, The Trusts Arena, Due Drop Events Centre, Eventfinda Stadium and Stardome Observatory and Planetarium.</li> </ul> <p><b>Specific deliverables for 2025/26</b></p> <ul style="list-style-type: none"> <li>• Complete delivery of the Auckland Art Gallery Toi o Tāmaki Heritage Restoration project</li> <li>• Continue delivery of the Auckland Zoo physical site renewals programme including commencing the next stage of the Zoo Masterplan.</li> </ul>

- Complete the Expressions of Interest process for the potential development of Western Springs Stadium.
- Work with the Maungakiekie-Tamaki Local board to complete the development of Waikaraka Park as a consolidated four-wheel speedway venue.
- Complete the masterplan for Go Media Stadium (dependent on other stadium work).
- Engage with Auckland Council Group to advance work on the Aotea Arts Quarter precinct development – including maintenance of the Aotea Quarter as the cultural centre of Auckland.
- Continue to work with MOTAT and key stakeholders on a shared vision for the Western Springs precinct.
- Work with local community representatives to implement decisions regarding the future of North Harbour Stadium.
- Commence the New Zealand Maritime Museum gallery renewal design and delivery.
- Continue to implement climate adaptation plans for Auckland Stadiums, Auckland Zoo, Aotea Arts Quarter and New Zealand Maritime Museum.

## Auckland's reputation

Tāmaki Makaurau Auckland's is known and loved for what makes it unique and special

### **Ongoing Operation (also refer to Our facilities and functions section)**

- Lead the development of Auckland stories in alignment with *Tāmaki Makaurau He Aratohu Auckland Playbook* and provide open source Auckland brand assets (photography, videography) via [aucklandnz.com](http://aucklandnz.com) allowing partners, residents, and businesses to tell a compelling and aligned Auckland story.
- Develop domestic and offshore tourism campaigns in partnership with Tourism New Zealand, Destination Partnership Programme and other corporate partners and neighbouring regions to drive travel to Auckland.
- Lead the coordination of regional and sub-regional destination marketing across the council group to ensure consistency of message to our target audiences, and aligned marketing spend.
- Deliver ongoing marketing and promotion of TAU-hosted and/or delivered experiences, events, activations, exhibitions and performances aligned to the Auckland place brand
- Provide necessary support for the screen industry through Screen Auckland (the regional film office which sits within TAU) and convening the Screen Taskforce to improve Auckland's reputation as a film friendly destination.
- Continue to maintain the relevant industry accreditations, verifications and quality assurance measures to protect and enhance the Social Licence to operate for our cultural organisations and venues.

### **Specific deliverables for 2025/26**

- Further develop Discover Auckland, Auckland's digital shopfront which supports great online experiences for Aucklanders and visitors across the region as well as referring visitors to destination industry businesses to convert visitor interest into sales.
- Further develop the Auckland city-wide calendar, a single region-wide exhibitions, events, activations and attraction calendar.
- Host TRENZ 2026

## All Aucklanders

We positively engage all Aucklanders through our diverse programme of experiences and events and our accessible taonga and places.

### **Ongoing Operation (also refer to Our facilities and functions section)**

- Provision of free and subsidised, curriculum based, programmes for children at Auckland Zoo, Auckland Art Gallery and the New Zealand Maritime Museum, and in Auckland Live venues.
- Provision of free or subsidised performing arts events and entry to exhibitions.
- Expansion of our community outreach and public programmes including provision of content through digital channels and media partnerships.
- Deliver Auckland's three largest cultural festivals, Lantern Festival, Pasifika Festival and Diwali Festival

### **Specific deliverables for 2025/26**

- Evolve our customer data collection and evaluation processes to evolve what we do to better meet the needs of our diverse audiences.
- Expansion of Auckland Zoo's externally funded 'Wellbeing in nature' programmes providing free Zoo access for underserved communities.



- Continue to advance customer and audience development strategies, aligned to programming, including for Māori, Pacific peoples, and Asian audiences.
- Develop a Māori Performing Arts Strategy.

### Cross-cutting commitments

#### Audience and customer-centric

- Continue to implement the TAU Customer Strategy.
- Continue organisational roll out the TAU Customer Relationship Management (CRM) system.
- Implement ongoing enhancements to customer facing systems that enhance the customer experience.
- Undertake ongoing development of the TAU Customer Experience Insight Programme.
- Enhanced use of customer data and insights to drive decision making.

#### Māori outcomes

- Implement the actions in our Māori Outcomes Plan *Te Mahere Aronga 2024-26* including providing for the use of te reo and tikanga across the organisation.
- Continue to strengthen relationships and partnerships with Mana Whenua groups to support their aspirations including governance level relationships.
- Embed the TAU Māori engagement framework.
- Continue to champion the TAU social procurement plan to identify and use quality assured Māori vendors across the business.
- Continue working with Mana Whenua leaders to deliver an indigenous film protocol for Tāmaki Makaurau that addresses the proposed Unitary Plan Sites and Places of Significance to Mana Whenua plan change.

#### Climate change and sustainability

- Implement the TAU *Climate Change and Environment Strategic Plan* through delivery of actions across the plan's five focus areas:
  - Climate resilience: Using an evidence-based approach to understand and manage TAU's short and long-term physical and transition climate-related risks and opportunities.
  - Net zero emissions: Measuring and reducing TAU's operational greenhouse gas emissions, including switching from fossil fuels to clean energy, reducing energy use and supporting low-carbon transport options.
  - Zero waste: Ensuring best practice waste management and providing education and networks to foster behaviour change and collaboration. Embedding a circular economy approach across our operations.
  - Responsible water use: Building a more accurate picture of water use across TAU sites and venues to improve water efficiency.
  - Empowered organisation: Building accountability and capability around climate change and sustainability across TAU and embedding it in decision-making and procurement processes.

#### Social enterprise

- Seek a balance of commercial and community outcomes.
- Grow non-rates revenue and deliver operational efficiency to enhance investment in social good outcomes.
- Maximise current revenue opportunities.
- Develop new products and services using data and digital capability.
- Work in partnership with the private sector to build corporate sponsorship, community grant, and philanthropic support, develop industry funding mechanisms and explore public private partnerships.
- Continue to partner with central government on programmes to support cultural outcomes for Tāmaki Makaurau Auckland.



<b>Specific TAU Expectations as set out in Letter of Expectation</b>
<b>Destination and major events strategy and policy</b>
<p>TAU acknowledges that through the CCO reform process and the Letter of Expectation, Auckland Council has affirmed its lead role in the development of strategy and policy for the destination and major events functions of council. Tātaki will support and work with council on any refresh of destination and/or major events strategy or policy that may occur over 2025/26.</p>
<b>Consolidation of events and activation activity</b>
<p>TAU will actively support and contribute to the development of any advice provided by the Auckland Council Chief Executive regarding the alignment of all group events and major activations functions - and its associated implementation.</p>
<b>Stadium Development</b>
<p>TAU acknowledges that through the Letter of Expectation, Auckland Council has signalled an intent to assume greater responsibility for the strategic direction and stakeholder management of the stadium network, including those owned by TAU. To align with this TAU will bring any further decisions on the future of Western Springs Stadium to the Governing Body and ensure adequate involvement and engagement with the Governing Body. In addition, Tātaki will engage regularly with council staff on Go Media Stadium Mount Smart master planning and progress with the expression of interest process for operation of some or all of the activity at North Harbour Stadium and Domain Precinct.</p>
<b>Alliance of Auckland's council funded cultural organisations</b>
<p>TAU will continue to work with the Auckland Council Arts, Social, Sports &amp; Community Institutions Political Working Group to implement recommendations for the closer integration of Auckland War Memorial Museum, and MOTAT with TAU. As part of this, Tātaki will lead discussions with the relevant cultural organisation to agree shared key performance indicators (KPIs) to allow the council to understand how its funding is being utilised to achieve key outcomes, better measure impact and provide stronger accountability for the investment the council makes on behalf of ratepayers.</p>

### Key capital projects and milestones

The table below sets out the key proposed and current TAU Board-approved capital projects and programmes we will undertake over 2025/26 (as at 1 July 2025) including 2025/26 budget and the number of key milestones we expect to achieve over the year. Key projects are those with an actual or estimated total budget in excess of \$1 million. Milestones are defined as moving between key stages in the project management framework (e.g. from planning to delivery). Some projects/programmes will remain in the same phase all year (e.g. planning). These have been displayed as no change in milestone during the year. The list of projects below is subject to change during the year as new projects are approved and existing projects are potentially reprioritised to ensure that all capital expenditure by TAU remains right-sized and cost-effective.

Project/Programme	2025/26 capex budget (\$000)	Number of milestones in 2025/26
Aotea Centre and precinct renewals, repairs and upgrades	9.6	7
Auckland Art Gallery heritage restoration, repairs and upgrades	7.4	2
Security transformation	0.3	2
Western Springs remediation and development	0.7	2
Zoo Masterplan Progression Stage 3: Phase 1	11.8	2
Bruce Mason Centre Masterplan	4.6	1
Go Media Stadium renewal, repairs and upgrades	14.4	3
NZ Maritime Museum masterplanning, renewals, repairs and upgrades	3.8	5
Civic renewals	1.2	-
Town Hall restoration	1.4	2
Digital	3.3	-
TAU+	0.8	-
Other	5.1	-
Other non-key capital projects (predominantly smaller scale renewals) – includes anticipated carry-forwards.	20.6	-
<b>Total</b>	<b>85.0</b>	<b>26</b>

TAU will apply “*Our Capital Spending Rules*” - a set of guiding principles developed by council - when considering spending proposals and making decisions regarding capital expenditure. *Our Capital Spending Rules* are:

- What is the problem we are trying to solve?
- How much can we afford to spend?
- Have we considered standardised designs?
- Have we set cost limits?
- Are we choosing the best suppliers (including local)?
- Can we simplify processes and remove barriers?
- Are we managing consultation and consultancy costs?
- Have we independently reviewed the project?
- Are we getting value at every stage?

# Our facilities and functions

All budgets and metrics in this section are provisional and will be reviewed based on final budget decisions in May/ June.

Tātaki Auckland Unlimited manages four cultural organisations – Auckland Art Gallery Toi O Tāmaki, Auckland Zoo, New Zealand Maritime Museum and Auckland Stadiums – plus Auckland Live. Venues and facilities operated by these organisations are much loved by Aucklanders, and we continue to maintain them to ensure they work efficiently and effectively together, for the benefit of Tāmaki Makaurau Auckland. In addition, we support the destination sector, including events and activations across Tāmaki Makaurau in a range of ways.

Outlined below are the outcomes we are seeking for Auckland through our venues, facilities and functions, the budgeted costs of providing each, and operational metrics to assist in tracking performance. The metrics below are not considered organisational key performance indicators and will not be reported formally as part of our annual reports. We will continue to develop operational metrics for our venues, facilities and functions and report on these through our regular Quarterly Performance Reporting to Auckland Council.

## AUCKLAND ART GALLERY TOI O TĀMAKI

Auckland Art Gallery Toi o Tāmaki holds New Zealand’s largest and most extensive collection of national and international art. Through the presentation of exhibitions, public programmes and thought leadership, the Gallery is a catalyst for creative practices and ideas. Auckland Art Gallery:

- Drives an engaging exhibition programme.
- Manages the building and its art collections including curating, research, conservation, external loans and an exhibition programme.
- Delivers public access, education and outreach programmes to engage broad and diverse audiences with art and ideas.
- Supplements its funding by attracting revenue through retail, advancement, admissions to paid exhibitions, cafe, events and other commercial services that complement the visitor experience.
- Partners with others across the arts sector including organisations, communities and benefactors to maximise the impact of the art collection and our programmes.
- Builds organisational capability and resilience to extend the impact of our work in the community and in people’s lives, including strengthening our relationship with te ao Māori.

### Budget (\$m)

Operating revenue	6.392
Operating expenditure	26.334
<b>Net cost of service</b>	<b>19.942</b>
Capital budget	17.710
% opex funded through non-rates revenue	24%
Net cost of service per patron	\$39.90

### Operational metrics

Total attendance	500,000
Ticketed attendance	52,500
No. school children	10,000
Total annual membership	7,250
Net Promoter Score (NPS)	45
No. of programmes contributing to presence/visibility of Māori	15



Auckland Zoo is a leading wildlife conservation science organisation, and an internationally accredited zoo with a growing global reputation for innovation and sector leadership. The Zoo's mission is to "Bring people together to build a future for wildlife". The Zoo's Strategic Roadmap sets out the organisation's commitments and goals that progress the delivery of this mission and move towards Auckland Zoo's vision of: "A future where people value wildlife and species are safe from extinction."

Seven commitments reflect the Zoo's strategic priorities as a community focused cultural organisation in Tāmaki Makaurau Auckland, and as a modern wildlife conservation science organisation in Aotearoa New Zealand. The seven commitments are:

- Ensuring positive welfare outcomes through excellence in care
- Enhancing the well-being of our communities
- Nurturing a lifelong connection with nature
- Taking action for wildlife in the wild
- Learning, training, research and embedding science in all that we do
- Strengthening our relationship with te ao Māori
- Evolving our organisation sustainably

The Zoo listens to the communities it serves to foster authentic relationships & create inspiring & meaningful experiences that nurture connections with nature. It offers experiences & activities that help promote a sense of belonging, that enhance social, physical, mental and spiritual wellbeing that help to make people feel better about the world and that build understanding of the collective responsibility for the care of te taiao.

#### Budget (\$m)

Operating revenue	16.215
Operating expenditure	32.007
<b>Net cost of service</b>	15.792
Capital budget	15.375
% opex funded through non-rates revenue	51%
Net cost of service per patron	\$18.70

#### Operational metrics

Total attendance	846,230
Ticketed attendance	846,230
No. school children	47,500
Active annual passes	16,000
Total active members	45,000
Net Promoter Score (NPS)	45
No. of programmes contributing to presence/visibility of Māori	10



New Zealand Maritime Museum is a heritage institution established as Auckland Maritime Museum on Hobson Wharf in 1993. It received its national title in 1996. It holds and exhibits the largest maritime collection in New Zealand, demonstrating our nation's strong links to the sea, and aspires to explore and unite people with the sea.

New Zealand Maritime Museum:

- Aims to provide rewarding, enjoyable and unique discovery experiences to Aucklanders of all ages in the area of national, regional and local maritime heritage.
- Preserves, presents, interprets and celebrates its collection of vessels, artefacts, documents and displays in a way that stimulates interest.
- Is a place of learning and understanding, telling the story of our ocean, coastal and harbour seafaring from the earliest Polynesian explorers to the present day.

#### Budget (\$m)

Operating revenue	3.445
Operating expenditure	9.015
<b>Net cost of service</b>	5.570
Capital budget	2.737
% opex funded through non-rates revenue	38%
Net cost of service per patron	\$34.10

#### Operational metrics

Total attendance	163,144
Ticketed attendance	95,250
No. school children	6,470
Net Promoter Score (NPS)	45
No. of programmes contributing to presence/visibility of Māori	10



Auckland Stadiums delivers engaging and memorable experiences for the benefit of Auckland's people, communities and visitors through a diverse range of sport and live entertainment in its stadiums. Integrated management of three of the four main stadiums in Auckland's network enables safe and enjoyable events delivered in a cost-effective way, driven by industry leading expertise.

Auckland Stadiums:

- Showcases sports events, concerts, and music festivals in its venues.
- Supports high-performance sport organisations through the provision of appropriate training and administration facilities.
- Ensures the portfolio of stadia assets are managed to ensure prudent and efficient use of limited capital funding.
- Provides facilities for a significant community sport programme for schools, regional sports organisations, and local clubs.

#### Budget (\$m)

Operating revenue	14.544
Operating expenditure	17.867
<b>Net cost of service</b>	<b>3.323</b>
Capital budget	18.128
% opex funded through non-rates revenue	81%
Net cost of service per patron	\$4.40

#### Operational metrics

Total attendance	760,380
Ticketed attendance	533,330
No. school children	20,000
Net Promoter Score (NPS)	20

*Note: the budget and metrics above are subject to further decisions regarding the future of North Harbour Stadium and Western Springs Stadium..*



**AUCKLAND LIVE**

**AUCKLAND  
CONVENTIONS**  
venues & events

Auckland Live is the leader in performing arts, culture, entertainment, events and activations in Tāmaki Makaurau Auckland, and is Aotearoa New Zealand's largest performing arts platform. Auckland Conventions Venues & Events manages a diverse portfolio of Auckland's most sought after and unique venues for business events of all types (meetings, conferences, conventions and exhibitions), including venue spaces from across TAU (e.g. Auckland Art Gallery, Auckland Zoo, Auckland Stadiums) and our partner organisations (e.g. MOTAT Aviation Hall).

Its impressive venues and public spaces (including Aotea – Te Pokapū | Aotea Centre, Auckland Town Hall, The Civic, Bruce Mason Centre, Shed 10, Viaduct Events Centre and The Cloud) are its stages for presenting a programme of live arts, entertainment and events for the enjoyment, inspiration and benefit of Aucklanders and visitors, every day.

Whether it's an international musical at The Civic, a conference at the Aotea Centre, family friendly shows at the Bruce Mason Centre, a gala dinner at the Viaduct Events Centre or a major festival in Aotea Square, Auckland Live takes pride in welcoming Aucklanders and visitors, and providing them with memorable experiences.

#### Budget (\$m)

Operating revenue	29.775
Operating expenditure	38.449
<b>Net cost of service</b>	<b>8.674</b>
Capital budget	16.715
% opex funded through non-rates revenue	77%
Net cost of service per patron	\$13.30

#### Operational metrics

Total attendance	651,000
Ticketed attendance	593,400
No. school children	71,400
Net Promoter Score (NPS)	40
No. of programmes contributing to presence/visibility of Māori	10

Destination (including events)

This section is subject to review based on decisions regarding the alignment of Auckland Council events and activations functions and final 2025/26 Annual Plan budget decisions regarding destination and major event budgets.

Tātaki Auckland Unlimited supports the sustainable growth of the destination sector in Tāmaki Makaurau in a number of ways. *Destination AKL 2025* – Auckland’s visitor strategy (launched in 2018) has a unifying vision for Tāmaki Makaurau Auckland’s visitor economy - endorsed by Auckland Council and the Auckland visitor industry. It is an integrated destination management strategy and signalled a new direction for Auckland’s visitor economy, outlining a long-term vision for the industry to work together to manage the visitor economy’s impact to enable our region to be better off economically, socially and environmentally.

As the Regional Tourism Office (RTO) and Convention Bureau for Auckland, Tātaki performs a number of functions under the umbrella term, “Destination Management”. This includes:

- Promoting Auckland locally, domestically and internationally as an attractive place to visit for holiday visitors and business event delegates.
- Working with local board areas (where tourism is prominent) and local tourism operators to develop and promote sustainable new and existing tourism experiences (including Māori tourism experiences)
- Partnering with government, neighbouring regions and operators to ensure a coordinated approach to desination management

In addition, and complimentary to our RTO role, Tātaki also supports the Auckland events ecosystem at a number of levels:

- **Hosted events:** These events are delivered by a third party but are hosted by TAU in our venues and facilities – in particular, Auckland Live venues and Auckland Stadiums. Hosted events include cultural, sporting and business events. These events deliver outcomes for attendees, Aucklanders and the Auckland economy. They also deliver commercial returns for TAU through the use of our venues.
- **Major events:** These sporting, cultural and business events are delivered by a third party but supported by TAU either through bidding support, direct sponsorship, facilitation, activation, leverage and marketing or other in-kind support. The level of support provided by TAU is determined based on event outcomes delivered for Auckland, including economic, social and cultural outcomes and available funding. Some major events are hosted in our venues (as above), but the focus of major events is on social and economic returns for Auckland. Our strategy over the coming years is to develop anchor major events for Auckland that will also deliver commercial returns.
- **Delivered events:** Events delivered by TAU on behalf of the council are the annual Diwali, Lantern and Pasifika festivals, and Moana Auckland: New Zealand’s Ocean Festival These events are delivered to achieve economic, social, and commercial outcomes through bringing Aucklanders and visitors together to enjoy world-class events.

Budget and metrics related to hosted events are predominantly covered through the Auckland Stadiums and Auckland Live sections above. As such, information below is for major and delivered events only.

Major events

At the time of writing, TAU’s major events budget and associated events portfolio has not been confirmed through the Auckland Council Annual Plan process. This section will be completed once final budget decisions have been made.

Key major events

tbc	
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Operational metrics

tbc	
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Delivered events

Our delivered events include three of the largest cultural festivals in the country and an umbrella festival (Moana Auckland) that aggregates and encompasses a range of events delivered by others.

Delivered events

Auckland Diwali Festival	Oct 2025
Auckland Lantern Festival	Feb 2026
Moana Auckland – New Zealand’s Ocean Festival	Feb-Mar 2026
Pasifika Festival	Mar 2026

Operational metrics

Estimated attendance	240,000
Attendee satisfaction	80%

# Performance outlook

Tātaki Auckland Unlimited will report on its performance against the key performance indicators below through its regular quarterly reporting to Auckland Council. As part of this reporting, TAU will also report on its progress against our Māori Outcomes Plan, *Te Mahere Aronga*.

Key performance indicators

Key Performance Indicator	2023/24 Actual	2024/25 Forecast	Targets		
			2025/26	2026/27	2027/28
Experiences and Events					
Ticketed attendance at Auckland Live, Auckland Zoo, Auckland Art Gallery, New Zealand Maritime Museum, and Auckland Stadiums venues and events. (LTP measure)	2.09m	2.12m	2.16m	2.21m	2.21m
Percentage of customer complaints resolved within 10 working days.	93%	80%	80%	80%	80%
The contribution to regional GDP from major events and business events <sup>6</sup> attracted or supported. (LTP measure)	\$142.8m	\$50m	tbc	tbc	tbc
PROPOSED NEW: Cost-Benefit Ratio of major events investment.	Subject to further discussion with Auckland Council regarding the development of a refreshed Events Strategy and associated measures and targets				
Taonga and Venues					
The net promoter score for TAU’s audiences and participants. <sup>7</sup> (LTP measure)	49	40	42	45	45
Percentage change in greenhouse gas emissions against 2018/19 baseline (Scope 1 and 2 only) <sup>8</sup> . (Baseline: 2472 tCO2e)	-14.6%	-20% (1977 tCO2e)	-20% (1977 tCO2e)	-27% (1804 tCO2e)	-35% (1607 tCO2e)
The percentage of operating expenses funded through non-rates revenues <sup>9</sup> . (LTP measure)	55%	59%	60%	60%	60%
Percentage of milestones completed as per TAU Board agreed capital programme.	84%	80%	80%	80%	80%

<sup>6</sup> Business events include business meetings, conferences, conventions and exhibitions

<sup>7</sup> Net promoter score is an index ranging from -100 to 100 that measures the willingness of customers to recommend a product or service to others.

<sup>8</sup> In addition to reporting change in Scope 1 & 2 emissions, we will also continue to report on Scope 3 greenhouse gas emissions and actions to reduce these, consistent with the Auckland Council group approach.

<sup>9</sup> Tātaki Auckland Unlimited Trust measure only.



Percentage of critical TAU assets in acceptable condition.	Benchmark set (95%)	95%	95%	95%	95%
<b>Auckland's Reputation</b>					
PROPOSED NEW: Discover Auckland website ( <a href="http://www.aucklandnz.com">www.aucklandnz.com</a> ) sessions <sup>10</sup> .	New measure	New measure	2.1m	2.2m	2.3m
<b>All Aucklanders</b>					
Percentage of Auckland residents surveyed who consider that TAU programmes, events and exhibitions enrich their lives.	76%	70%	72%	72%	72%
The number of children participating in educational experiences through TAU venues and facilities.	137,546	150,000	150,000	150,000	150,000
The number of programmes, initiatives and events contributing to the visibility and presence of Māori in Tāmaki Makaurau. (LTP measure)	87	45	45	50	55
PROPOSED NEW: TAU performing arts and conventions venue utilisation.	New measure	New measure	70%	70%	70%

### Developing our indicator framework

TAU will continue to refine its indicator framework to ensure our KPIs reflect the impact of the work we do and inform all key stakeholders of the effectiveness of our activities. We will continue to align our KPIs with our strategic framework outcomes and ensure appropriate targets are in place.

### Monitoring indicators

In addition to our performance measures, TAU has identified a range of monitoring indicators which we report regularly through the AKL Index ([www.aucklandnz.com/auckland-index](http://www.aucklandnz.com/auckland-index)). These indicators reflect outcomes at the regional level that are impacted by a range of factors outside of our direct control (e.g. exchange rates, natural disasters, government policy) but that we aim to influence through our activity. We take a leadership role in monitoring, reporting and influencing these indicators as we can, however, we do not measure our performance against them.

<sup>10</sup> Sessions are the interaction of individual users with the website within a specified time period e.g. a session initiates when a user opens the website, and no session is currently active.



## Consolidated financial statements

**All financials below are draft and subject to change based on final decisions regarding the transfer of economic development functions out of TAU, the transfer of event functions into TAU and final budget decisions regarding the funding of Destination and Major Event activity through the Auckland Council 2025/26 Annual Plan process.**

The following summary of financial information supports the delivery of the strategic deliverables and performance targets for Tātaki Auckland Unlimited. TAU operates a diverse business model with external revenue earned from commercial activities such as admission charges, venue hire, event-related services, and property rental.

As part of the Auckland Council group, TAU will continue to demonstrate value for money across all expenditure, provide transparency on operating expenditure and maintain a strong focus on managing sensitive expenditure.

The financial information provided in this *Statement of Intent 2025-2028* has been adjusted for CPI. This will be updated each year to reflect the cyclical and volatile nature of TAU's external revenue, to balance to the operational funding received from Auckland Council. Financial data is actuals for 2023/24, Annual Plan for financial year 2024/25 and forecasts based on the Long-Term Plan for financial years 2025/26, 2026/27 and 2027/28, adjusted to account for:

- additional Māori Outcome successful funding grants of \$3.36m for the three years from FY25 to FY27 (which was not confirmed until post the LTP approval)
- some minor categorisation changes which were the result of the detailed FY25 operating budget process run as part of the Annual Planning process

These changes do not change the Long-Term Plan anticipated net direct expenditure and therefore anticipated Auckland Council ratepayer funding. The tables below include deferred programme expenditure as applicable.

### Consolidated Financial Information for Tātaki Auckland Unlimited<sup>11</sup>

#### Tātaki Auckland Unlimited Operating Budget

Financial year ending 30 June	2023/2024 Actual	2024/2025 Annual Plan <sup>12</sup>	2025/2026 Forecast	2026/2027 Forecast	2027/2028 Forecast
<b>NET DIRECT EXPENDITURE / (INCOME)</b>	<b>85.9</b>	<b>94.3</b>	<b>84.6</b>	<b>86.9</b>	<b>86.9</b>
<b>Direct Revenue (\$m)</b>					
Fees and user charges	55.5	57.0	60.8	61.4	61.4
Operating grants and subsidies	17.2	26.2	17.5	18.2	18.2
Other direct revenue	31.7	22.4	33.7	34.2	34.2
<b>TOTAL REVENUE</b>	<b>104.4</b>	<b>105.6</b>	<b>112.0</b>	<b>113.8</b>	<b>113.8</b>
<b>Direct Expenditure (\$m)</b>					
Employee benefits	87.9	79.6	90.9	92.5	92.5
Grants, contributions and	8.7	7.7	11.8	12.1	12.1
Other direct expenditure	93.7	112.6	93.9	96.1	96.1
<b>TOTAL EXPENDITURE</b>	<b>190.3</b>	<b>199.9</b>	<b>196.6</b>	<b>200.7</b>	<b>200.7</b>
<b>Other key operating lines (\$m)</b>					
Operational funding from Auckland Council	85.8	94.3	84.6	86.9	86.9
Capital funding from Auckland	57.1	84.8	85.0	64.8	64.8

<sup>11</sup> A breakdown of Operating and Capital Budgets for Tātaki Auckland Unlimited Limited and its trust operations, Tātaki Auckland Unlimited Trust are contained in Appendix 1.

<sup>12</sup> 2023/24 Annual plan numbers have been restated to include the deferrals from 2022/23 which were approved by Governing Body in August 2023 in order to facilitate comparison between years.

Vested assets		-	-	-	-
Depreciation and amortisation	60.0	56.0	57.2	57.9	57.9
Net finance expense		-	-	-	-

**Tātaki Auckland Unlimited Māori Outcomes Expenditure**

Financial year ending 30 June	2023/2024 Actual	2024/2025 Annual Plan	2025/2026 Forecast	2026/2027 Forecast	2027/2028 Forecast
Tāmaki Herenga Waka Festival	0.5	0.5	0.5	0.5	0.5
Māori Outcomes Programme	1.5	1.5	1.5	1.5	1.5

**Tātaki Auckland Unlimited Operating Budget by Operating Divisions**

Financial year ending 30 June	2023/2024 Actual	2024/2025 Annual Plan	2025/2026 Forecast	2026/2027 Forecast	2027/2028 Forecast
<b>Revenue (\$m)</b>					
Economic Development	23.6	18.2	19.0	19.4	19.4
Destination & Major Events (incl. FIFA)	10.7	11.3	16.3	16.4	16.4
Auckland Art Gallery	5.7	6.4	7.4	7.5	7.5
Auckland Zoo	16.1	16.2	19.2	19.6	19.6
NZ Maritime Museum	3.5	3.4	4.1	4.2	4.2
Auckland Stadiums	12.3	14.5	15.6	15.7	15.7
Auckland Live & Conventions	30.0	29.8	27.6	28.1	28.1
TAU+ (on behalf of Auckland Council)	2.1	2.1	2.6	2.7	2.7
Other	0.4	0.2	0.2	0.2	0.2
<b>TOTAL REVENUE</b>	<b>104.4</b>	<b>102.1</b>	<b>112.0</b>	<b>113.8</b>	<b>113.8</b>
<b>Expenditure (\$m)</b>					
Economic Development	31.5	30.6	29.0	29.4	29.4
Destination & Major Events (incl. FIFA)	32.7	32.6	31.6	32.2	32.2
Auckland Art Gallery	23.4	26.3	27.4	27.9	27.9
Auckland Zoo	30.1	32.0	33.9	34.7	34.7
NZ Maritime Museum	8.5	9.0	9.5	9.7	9.7
Auckland Stadiums	16.0	17.8	18.6	18.9	18.9
Auckland Live & Conventions	39.3	38.5	36.5	37.5	37.5
TAU+ (on Behalf of Auckland Council)	4.7	5.2	5.5	5.7	5.7
Other	4.0	4.4	4.6	4.7	4.7
<b>TOTAL EXPENDITURE</b>	<b>190.3</b>	<b>196.4</b>	<b>196.6</b>	<b>200.7</b>	<b>200.7</b>
<b>Net cost to serve (\$m)</b>					
Economic Development	7.9	12.4	10.0	10.0	10.0
Destination & Major Events (incl. FIFA)	22.0	21.3	15.3	15.8	15.8

<sup>13</sup> TAU+ represents activity and support that is specified and funded by Auckland Council such as The Trusts Arena, Due Drop Events Centre, Eventfinda Stadium, Stardome Observatory and Planetarium, and MOTAT.

Auckland Art Gallery	17.7	19.4	20.0	20.4	20.4
Auckland Zoo	14.0	15.8	14.7	15.1	15.1
NZ Maritime Museum	5.0	5.6	5.4	5.5	5.5
Auckland Stadiums	3.7	3.3	3.0	3.2	3.2
Auckland Live & Conventions	9.3	8.7	8.9	9.4	9.4
TAU+ (on behalf of Auckland Council)	2.6	3.1	2.9	3.0	3.0
Other	3.7	4.2	4.4	4.5	4.5
<b>TOTAL COST TO SERVE</b>	<b>85.9</b>	<b>94.3</b>	<b>84.6</b>	<b>86.9</b>	<b>86.9</b>

### Tātaki Auckland Unlimited Capital Budget

Financial year ending 30 June	2023/2024 Actual	2024/2025 Annual Plan	2025/2026 LTP	2026/2027 LTP	2027/2028 LTP
<b>TOTAL CAPITAL EXPENDITURE</b>	<b>57.1</b>	<b>84.8</b>	<b>85.0</b>	<b>64.8</b>	<b>64.8</b>
To meet additional demand	0.2	1.4	1.4	1.7	1.7
To improve the level of service	9.7	10.3	10.1	7.9	7.9
To replace existing assets	47.2	73.1	73.5	55.2	55.2
<b>TOTAL CAPITAL FUNDING</b>					
<b>Sources of capital expenditure</b>					
Capital funding from Auckland	57.1	84.8	85.0	64.8	64.8
Subsidies and grants – capex	-	-	-	-	-

### Other financial information

#### Current value of assets

The value of Tātaki Auckland Unlimited Trust's assets at 30 June 2024 was \$2,232.4 million, based on the year end accounts (non-current assets only).

The value of Tātaki Auckland Unlimited Limited's assets at 30 June 2024 was \$5.99 million, based on the year end accounts (non-current assets only).

#### Accounting policies

Tātaki Auckland Unlimited's accounting policies are consistent with those of the Auckland Council group. A summary of our significant accounting policies can be found in Appendix 3 of this document.

#### Financial reporting

Tātaki Auckland Unlimited's financial reporting to council will be in accordance with requirements of the Public Benefit Entity International Public Sector Accounting Standards.

	2024/25 Actual	2025/26 Forecast	2026/27 Forecast	2027/28 Forecast
Asset sales (\$m)	NA	NA	NA	NA
Shareholder equity ratio	95%	95%	95%	95%

## Appendix 1: Detailed Financial Statements

All financials below are draft and subject to change based on final decisions regarding the transfer of economic development functions out of TAU, the transfer of event functions into TAU and final budget decisions regarding the funding of Destination and Major Event activity through the Auckland Council 2025/26 Annual Plan process.

Financial information for Tātaki Auckland Unlimited Limited

### Tātaki Auckland Unlimited Limited Operating Budget

Financial year ending 30 June	2023/2024 Actual	2024/2025 Annual Plan	2025/2026 Forecast	2026/2027 Forecast	2027/2028 Forecast
<b>NET DIRECT EXPENDITURE / (INCOME)</b>	<b>32.3</b>	<b>37.1</b>	<b>24.7</b>	<b>25.5</b>	<b>25.5</b>
<b>Direct revenue (\$m)</b>					
Fees and user charges	1.5	3.4	3.8	3.8	3.8
Operating grants and subsidies	14.9	10.2	11.6	11.9	11.9
Other direct revenue	17.9	15.2	21.7	22.1	22.1
<b>TOTAL REVENUE</b>	<b>34.3</b>	<b>28.8</b>	<b>37.1</b>	<b>37.8</b>	<b>37.8</b>
<b>Direct expenditure (\$m)</b>					
Employee benefits	22.4	23.4	24.1	24.5	24.5
Grants, contributions and	7.3	10.5	10.6	10.8	10.8
Other direct expenditure	36.9	32.0	27.1	28.0	28.0
<b>TOTAL EXPENDITURE</b>	<b>66.6</b>	<b>65.9</b>	<b>61.8</b>	<b>63.3</b>	<b>63.3</b>
<b>Other key operating lines (\$m)</b>					
Operational funding from Auckland	32.3	37.1	24.7	25.5	25.5
Capital funding from Auckland	0.2	2.0	-	-	-
Vested assets	-	-	-	-	-
Depreciation and amortisation	1.4	1.9	1.9	1.0	1.0
Net finance expense	-	-	-	-	-

### Tātaki Auckland Unlimited Limited Capital Budget

Financial year ending 30 June	2023/2024 Actual	2024/2025 Annual Plan	2025/2026 Forecast	2026/2027 Forecast	2027/2028 Forecast
<b>TOTAL CAPITAL EXPENDITURE</b>	<b>0.2</b>	<b>2.0</b>	<b>-</b>	<b>-</b>	<b>-</b>
To meet additional demand	-	-	-	-	-
To improve the level of service	-	2.0	-	-	-
To replace existing assets	0.2	-	-	-	-
<b>TOTAL CAPITAL FUNDING</b>	<b>0.2</b>	<b>2.0</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Sources of capital expenditure</b>					
Capital funding from Auckland	0.2	2.0	-	-	-
Subsidies and grants – capex	-	-	-	-	-

## Financial information for Tātaki Auckland Unlimited Trust

## Tātaki Auckland Unlimited Trust Operating Budget

Financial year ending 30 June	2023/2024 Actual	2024/2025 Annual Plan	2025/2026 Forecast	2026/2027 Forecast	2027/2028 Forecast
<b>NET DIRECT EXPENDITURE / (INCOME)</b>	<b>53.6</b>	<b>57.2</b>	<b>59.9</b>	<b>61.4</b>	<b>61.4</b>
<b>Direct revenue (\$m)</b>					
Fees and user charges	54.0	56.0	57.0	57.6	57.6
Operating grants and subsidies <sup>14</sup>	2.3	6.5	5.9	6.3	6.3
Other direct revenue	13.8	10.8	12.0	12.1	12.1
<b>TOTAL REVENUE</b>	<b>70.1</b>	<b>73.3</b>	<b>74.9</b>	<b>76.0</b>	<b>76.0</b>
<b>Direct expenditure (\$m)</b>					
Employee benefits	65.5	65.4	66.8	67.8	67.8
Grants, contributions and	1.4	1.7	1.8	1.8	1.8
Other direct expenditure	56.8	63.4	66.2	67.8	67.8
<b>TOTAL EXPENDITURE</b>	<b>123.7</b>	<b>130.5</b>	<b>134.8</b>	<b>137.4</b>	<b>137.4</b>
<b>Other key operating lines (\$m)</b>					
Operational funding from Auckland Council	53.5	57.2	59.9	61.4	61.4
Capital funding from Auckland Council	56.9	82.8	85.0	64.8	64.8
Vested assets	-	-	-	-	-
Depreciation and amortisation	58.6	54.0	55.2	56.9	56.9
Net finance expense	-	-	-	-	-

## Tātaki Auckland Unlimited Trust Capital Budget

Financial year ending 30 June	2023/2024 Actual	2024/2025 Annual Plan	2025/2026 Forecast	2026/2027 Forecast	2027/2028 Forecast
<b>TOTAL CAPITAL EXPENDITURE</b>	<b>56.9</b>	<b>82.8</b>	<b>85.0</b>	<b>64.8</b>	<b>64.8</b>
To meet additional demand	0.2	1.4	1.4	1.7	1.7
To improve the level of service	9.7	8.3	10.1	7.9	7.9
To replace existing assets	47.0	73.1	73.5	55.2	55.2
<b>TOTAL CAPITAL FUNDING</b>	<b>56.9</b>	<b>82.8</b>	<b>85.0</b>	<b>64.8</b>	<b>64.8</b>
<b>Sources of capital expenditure</b>					
Capital funding from Auckland Council	56.9	82.8	85.0	64.8	64.8
Subsidies and grants – capex	-	-	-	-	-

<sup>14</sup> In the 2023/2024 Annual Plan the Trust carried some adjustments to revenue and cost distribution to level the underlying Annual Plan back to the revenue and cost allocations approved by the Governing Body. Efforts have been made to reverse these out for future years.

## Appendix 2: Forecast Financial Statements

All financials below are draft and subject to change based on final decisions regarding the transfer of economic development functions out of TAU, the transfer of event functions into TAU and final budget decisions regarding the funding of Destination and Major Event activity through the Auckland Council 2025/26 Annual Plan process.

### Forecast Financial Information for Tātaki Auckland Unlimited Limited

#### Tātaki Auckland Unlimited Limited Forecast Statement of Comprehensive Revenue and Expenses

Financial year ending 30 June (\$m)	2023/2024 Actual	2024/2025 Annual Plan	2025/2026 Forecast	2026/2027 Forecast	2027/2028 Forecast
<b>REVENUE</b>					
Service and other revenue	66.879	65.948	61.776	63.280	63.280
Interest Revenue	0.031	0.019	0.024	0.021	0.021
<b>Total revenue</b>	<b>66.910</b>	<b>65.967</b>	<b>61.800</b>	<b>63.301</b>	<b>63.301</b>
<b>EXPENDITURE</b>					
Personnel costs	20.842	23.407	24.090	24.523	24.523
Depreciation and amortisation	1.443	1.931	1.960	1.015	1.015
Finance costs	0.002	0.001	0.001	0.001	0.001
Other expenses	45.799	42.541	37.686	38.777	38.777
<b>Total expenditure</b>	<b>68.086</b>	<b>67.880</b>	<b>63.737</b>	<b>64.316</b>	<b>64.316</b>
<b>(Deficit) / surplus before tax</b>	<b>(1.176)</b>	<b>(1.913)</b>	<b>(1.937)</b>	<b>(1.015)</b>	<b>(1.015)</b>
Income tax benefit	<b>(0.347)</b>	-	-	-	-
Surplus / (deficit) from continuing operations	(1.523)	(1.913)	(1.937)	(1.015)	(1.015)
<b>Surplus / (deficit) after tax</b>	<b>(1.523)</b>	<b>(1.913)</b>	<b>(1.937)</b>	<b>(1.015)</b>	<b>(1.015)</b>
<b>(DEFICIT)/ SURPLUS IS ATTRIBUTABLE TO:</b>					
Equity holders of Tātaki Auckland Unlimited Limited	(1.523)	(1.913)	(1.937)	(1.015)	(1.015)
<b>TOTAL COMPREHENSIVE REVENUE AND EXPENSE FOR THE YEAR IS ATTRIBUTABLE TO:</b>					
Equity holders of Tātaki Auckland Unlimited	(1.523)	(1.913)	(1.937)	(1.015)	(1.015)

Note: Tax effects have not been included in the original SOI budget

#### Tātaki Auckland Unlimited Limited Forecast Statement of changes in equity

Financial year ending 30 June (\$m)	2023/2024 Actual	2024/2025 Annual Plan	2025/2026 Forecast	2026/2027 Forecast	2027/2028 Forecast
<b>Opening Balance 1 July</b>	<b>17.628</b>	<b>14.631</b>	<b>12.718</b>	<b>10.781</b>	<b>10.781</b>
<b>COMPREHENSIVE REVENUE AND EXPENSE</b>					
Surplus / (deficit) for the year	(1.523)	(1.913)	(1.937)	(1.015)	(1.015)
Transfer from Accumulated funds	-	-	-	-	-
Transfer to Restricted reserves	-	-	-	-	-
<b>Balance as at 30 June</b>	<b>16.105</b>	<b>12.718</b>	<b>10.781</b>	<b>9.766</b>	<b>9.766</b>

## Tātaki Auckland Unlimited Limited Forecast Statement of Financial Position

As at 30 June (\$m)	2023/2024 Actual	2024/2025 Annual Plan	2025/2026 Forecast	2026/2027 Forecast	2027/2028 Forecast
<b>ASSETS</b>					
<b>CURRENT ASSETS</b>					
Cash and cash equivalents	0.728	0.242	0.355	0.296	0.296
Trade and other receivables	32.910	32.672	33.446	34.260	34.260
<b>Total current assets</b>	<b>33.638</b>	<b>32.914</b>	<b>33.801</b>	<b>34.556</b>	<b>34.556</b>
<b>NON-CURRENT ASSETS</b>					
Property, plant and equipment	5.990	4.906	2.975	1.015	1.015
Intangible assets	-	0.001	0.001	0.001	0.001
Non-current - Accrued income	-	-	-	-	-
<b>Total non-current assets</b>	<b>5.990</b>	<b>4.907</b>	<b>2.976</b>	<b>1.016</b>	<b>1.016</b>
<b>Total assets</b>	<b>39.628</b>	<b>37.821</b>	<b>36.777</b>	<b>35.572</b>	<b>35.572</b>
<b>LIABILITIES</b>					
<b>CURRENT LIABILITIES</b>					
Trade and other payables	19.706	20.046	22.044	21.775	21.775
Employee entitlements	1.731	1.735	1.785	1.817	1.817
Provisions	-	1.512	0.415	0.448	0.448
<b>Total current liabilities</b>	<b>21.437</b>	<b>23.293</b>	<b>24.244</b>	<b>24.040</b>	<b>24.040</b>
<b>NON - CURRENT LIABILITIES</b>					
Trade and other payables	1.155	1.050	1.071	1.102	1.102
Provisions	-	0.176	0.097	0.080	0.080
Deferred tax liabilities	0.931	0.584	0.584	0.584	0.584
<b>Total non-current liabilities</b>	<b>2.086</b>	<b>1.810</b>	<b>1.752</b>	<b>1.766</b>	<b>1.766</b>
<b>Total liabilities</b>	<b>23.523</b>	<b>25.103</b>	<b>25.996</b>	<b>25.806</b>	<b>25.806</b>
<b>Net assets</b>	<b>16.105</b>	<b>12.718</b>	<b>10.781</b>	<b>9.766</b>	<b>9.766</b>
<b>EQUITY</b>					
Share capital	-	-	-	-	-
Contributed equity	4.377	4.377	4.377	4.377	4.377
Accumulated surplus / (deficit)	4.768	1.381	(0.556)	(1.571)	(1.571)
Restricted reserve	6.960	6.960	6.960	6.960	6.960
<b>Total equity</b>	<b>16.105</b>	<b>12.718</b>	<b>10.781</b>	<b>9.766</b>	<b>9.766</b>

**Tātaki Auckland Unlimited Limited Forecast Statement of cash flows**

Financial year ending 30 June (\$m)	2023/2024 Actual	2024/2025 Annual Plan	2025/2026 Forecast	2026/2027 Forecast	2027/2028 Forecast
<b>CASH FLOWS FROM OPERATING</b>					
Interest received	0.031	0.020	0.024	0.021	0.021
Receipts from council funding, customers and other services	68.419	71.779	61.001	62.466	62.466
Payments to suppliers and employees	(66.952)	(71.715)	(60.609)	(62.385)	(62.385)
Goods and services tax (GST) received from / (paid to) IRD	(0.0565)	(0.039)	(0.302)	(0.160)	(0.160)
Other cash flows from operating activities	(0.0210)	-	-	-	-
<b>Net cash from operating activities</b>	<b>0.0723</b>	<b>0.045</b>	<b>0.114</b>	<b>(0.058)</b>	<b>(0.058)</b>
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>					
Disposals / (purchases) of property, plant and equipment	-	-	-	-	-
Other cash flows from investing activities	-	-	-	-	-
<b>Net cash from investing activities</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>					
Other cash flows from financing activities	-	(0.001)	(0.001)	(0.001)	(0.001)
<b>Net cash from financing activities</b>	<b>-</b>	<b>(0.001)</b>	<b>(0.001)</b>	<b>(0.001)</b>	<b>(0.001)</b>
<b>Net increase/(decrease) in cash and cash equivalents</b>	<b>0.0723</b>	<b>0.044</b>	<b>0.113</b>	<b>(0.059)</b>	<b>(0.059)</b>
Cash and cash equivalents at the beginning of the period	0.005	0.198	0.242	0.355	0.355
<b>Cash and cash equivalents at end of the year</b>	<b>0.728</b>	<b>0.242</b>	<b>0.355</b>	<b>0.296</b>	<b>0.296</b>



## Forecast Financial Information for Tātaki Auckland Unlimited Trust

**Tātaki Auckland Unlimited Trust Forecast Statement of Comprehensive Revenue and Expenses**

Financial year ending 30 June (\$m)	2023/2024 Actual	2024/2025 Annual Plan	2025/2026 Forecast	2026/2027 Forecast	2027/2028 Forecast
<b>Revenue</b>					
Commercial revenue	65.285	63.667	64.327	65.216	65.216
Finance income	2.004	0.498	0.503	0.501	0.501
<b>Total revenue from exchange</b>	<b>67.289</b>	<b>64.165</b>	<b>64.830</b>	<b>65.717</b>	<b>65.717</b>
Philanthropic revenue	5.752	9.698	10.518	10.888	10.888
Government subsidies	0.211	-	-	-	-
Auckland Council funding	110.425	142.004	144.890	125.999	125.999
<b>Total revenue from non-exchange transactions</b>	<b>116.388</b>	<b>151.702</b>	<b>155.408</b>	<b>136.887</b>	<b>136.887</b>
<b>Total revenue</b>	<b>183.677</b>	<b>215.867</b>	<b>220.238</b>	<b>202.604</b>	<b>202.604</b>
<b>Expenditure</b>					
Employee benefits	66.139	65.393	66.781	67.981	67.981
Depreciation expense	57.442	54.045	55.200	56.870	56.870
Amortisation expense	1.139	0.900	-	-	-
Finance expenditure	0.936	0.516	0.527	0.521	0.521
Other expenses	62.832	65.127	67.949	69.519	69.519
<b>Total expenditure</b>	<b>188.488</b>	<b>185.981</b>	<b>190.457</b>	<b>194.891</b>	<b>194.891</b>
<b>Surplus from continuing operations</b>	<b>(4.811)</b>	<b>29.886</b>	<b>29.781</b>	<b>7.713</b>	<b>7.713</b>
<b>Surplus after tax attributable to:</b>					
Tātaki Auckland Unlimited Trust	(4.811)	29.886	29.781	7.713	7.713
<b>Other comprehensive income</b>					
Gain on property and art revaluations	1.846	-	-	-	-
<b>Total other comprehensive income</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total comprehensive income after tax</b>	<b>(2.965)</b>	<b>29.886</b>	<b>29.781</b>	<b>7.713</b>	<b>7.713</b>

Note: Gains on revaluations of land, buildings and artworks are not budgeted

**Tātaki Auckland Unlimited Trust Forecast Statement of changes in equity**

Financial year ending 30 June (\$m)	2023/2024 Actual	2024/2025 Annual Plan	2025/2026 Forecast	2026/2027 Forecast	2027/2028 Forecast
<b>Opening Balance 1 July</b>	<b>2,209.890</b>	<b>2,224.345</b>	<b>2,253.450</b>	<b>2,283.789</b>	<b>2,283.789</b>
Total comprehensive revenue and expenses for the year	(2.965)	29.886	29.781	7.713	7.713
<b>Owner transactions</b>					
Contribution to restricted reserves	(0.007)	-	-	-	-
Movement in restricted equity	(0.414)	(0.781)	0.558	(0.112)	(0.112)

## Tātaki Auckland Unlimited Trust Forecast Statement of Financial Position

As at 30 June (\$m)	2023/2024 Actual	2024/2025 Annual Plan	2025/2026 Forecast	2026/2027 Forecast	2027/2028 Forecast
<b>ASSETS</b>					
<b>CURRENT ASSETS</b>					
Cash and cash equivalents	26.648	28.413	12.174	7.105	7.105
Receivables	28.316	34.221	38.339	38.817	38.817
Prepayments	2.153	3.062	2.557	2.789	2.789
GST receivable	0.873	0.187	(0.022)	-	-
Derivative financial instruments	-	-	-	-	-
Other financial assets	0.049	-	-	-	-
Inventories	1.162	1.291	1.446	1.464	1.464
<b>Total current assets</b>	<b>59.201</b>	<b>67.174</b>	<b>55.494</b>	<b>50.175</b>	<b>50.175</b>
<b>NON-CURRENT ASSETS</b>					
Property, plant and equipment	1,667.607	1,713.994	1,751.838	1,758.704	1,758.704
Artwork collections	556.015	556.338	559.338	562.338	562.338
Heritage and cultural assets	3.898	3.905	3.905	3.905	3.905
Intangible assets	3.688	2.403	2.276	2.148	2.148
Other financial assets	0.523	0.523	0.514	0.543	0.543
Receivables	0.700	0.700	0.717	0.706	0.706
<b>Total non-current assets</b>	<b>2,232.431</b>	<b>2,277.863</b>	<b>2,328.588</b>	<b>2,328.344</b>	<b>2,328.344</b>
<b>Total assets</b>	<b>2,291.632</b>	<b>2,345.037</b>	<b>2,373.082</b>	<b>2,378.519</b>	<b>2,378.519</b>
<b>LIABILITIES</b>					
<b>CURRENT LIABILITIES</b>					
Payables	70.077	76.969	75.042	73.278	73.278
Borrowings and other financial liabilities	0.253	0.269	0.269	0.269	0.269
Employee entitlements	6.980	7.504	7.664	7.800	7.800
Provisions	1.715	0.488	0.499	0.500	0.500
<b>Total current liabilities</b>	<b>79.025</b>	<b>85.230</b>	<b>83.474</b>	<b>81.847</b>	<b>81.847</b>
<b>NON - CURRENT LIABILITIES</b>					
Borrowings and other financial liabilities	6.103	6.357	5.819	5.282	5.282
Derivative financial instruments	-	-	-	-	-
<b>Total non-current liabilities</b>	<b>6.103</b>	<b>6.357</b>	<b>5.819</b>	<b>5.282</b>	<b>5.282</b>
<b>Total liabilities</b>	<b>85.128</b>	<b>91.587</b>	<b>89.293</b>	<b>87.129</b>	<b>87.129</b>
<b>Net assets</b>	<b>2,206.504</b>	<b>2,253.450</b>	<b>2,283.789</b>	<b>2,291.390</b>	<b>2,291.390</b>
<b>EQUITY AND RESERVES</b>					
Contributed capital	1,053.532	1,053.532	1,053.532	1,053.532	1,053.532
Accumulated surplus / (deficit)	237.224	286.495	316.276	323.989	323.989
Restricted equity	4.840	4.361	4.919	4.807	4.807
Asset revaluation reserves	910.908	909.062	909.062	909.062	909.062
<b>Total equity</b>	<b>2,206.504</b>	<b>2,253.450</b>	<b>2,283.789</b>	<b>2,291.390</b>	<b>2,291.390</b>

**Tātaki Auckland Unlimited Trust Forecast Statement of cash flows**

Financial year ending 30 June (\$m)	2023/2024 Actual	2024/2025 Annual Plan	2025/2026 Forecast	2026/2027 Forecast	2027/2028 Forecast
<b>CASH FLOWS FROM OPERATING</b>					
Receipts from Auckland Council funding	113.449	142.004	144.890	125.999	125.999
Receipts from commercial revenue	69.498	72.345	70.710	75.637	75.637
Receipts from third parties held in relation to future events	11.241	9.219	9.403	9.592	9.592
Government subsidies received	0.211	-	-	-	-
Net GST received / (paid)	(0.917)	(0.352)	0.209	(0.022)	(0.022)
Interest revenue	2.040	0.498	0.503	0.501	0.501
Payments to suppliers and employees	(127.778)	(139.781)	(146.077)	(149.506)	(149.506)
Interest paid	(0.984)	(0.529)	(0.527)	(0.521)	(0.521)
<b>Net cash from operating activities</b>	<b>66.760</b>	<b>83.404</b>	<b>79.111</b>	<b>61.680</b>	<b>61.680</b>
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>					
Loan repayments received	0.036	(0.015)	0.009	(0.029)	(0.029)
Proceeds from sale of asset	(0.004)	-	-	-	-
Purchase of property, plant and equipment	(52.900)	(77.487)	(95.917)	(66.608)	(66.608)
Purchase of intangible assets	(1.955)	-	-	-	-
<b>Net cash from investing activities</b>	<b>(54.823)</b>	<b>(77.502)</b>	<b>(95.908)</b>	<b>(66.637)</b>	<b>(66.637)</b>
<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>					
Distributions to / (from) restricted reserves	(0.451)	(0.781)	0.558	(0.112)	(0.112)
<b>Net cash from financing activities</b>	<b>(0.451)</b>	<b>(0.781)</b>	<b>0.558</b>	<b>(0.112)</b>	<b>(0.112)</b>
<b>Net increase/(decrease) in cash and cash equivalents</b>	<b>11.486</b>	<b>5.121</b>	<b>(16.239)</b>	<b>(5.069)</b>	<b>(5.069)</b>
Cash and cash equivalents at the beginning of the period	15.162	23.292	28.413	12.174	12.174
<b>Cash and cash equivalents at end of the year</b>	<b>26.648</b>	<b>28.413</b>	<b>12.174</b>	<b>7.105</b>	<b>7.105</b>

# Appendix 3: Summary of Significant TAU Accounting Policies

Tātaki Auckland Unlimited Trust (TAUT) and Tātaki Auckland Unlimited Limited (TAUL) are council-controlled organisations of Auckland Council.

The primary objective of Tātaki Auckland Unlimited (TAU) is to provide services and facilities to the Auckland community for social benefit rather than to make a financial return. Accordingly, the TAU has designated itself as a public benefit entity (PBE) and applies New Zealand Tier 1 PBE Accounting Standards. These standards are based on International Public Sector Accounting Standards (IPSAS), with amendments for the New Zealand environment.

## Basis of preparation

The prospective financial statements are presented in New Zealand dollars (NZD), which is the functional currency of each of TAU’s entities and are rounded to the nearest million dollars unless otherwise stated. All items in the prospective financial statements are stated exclusive of Goods and Services Tax (GST), except for receivables and payables which include GST.

The forecast financial statements have been prepared on a going concern basis and the accounting policies applied are consistent with those used for the year ended 30 June 2024.

## Significant accounting policies

Accounting policies that are considered critical to the portrayal of TAU’s financial condition and results, and contain judgements, estimates and assumptions about matters that are inherently uncertain have been included in the notes to these financial statements. These accounting policies are consistent with those applied in the comparative information.

TAU’s significant accounting policies are largely consistent at each entity level. Where certain significant policies differ due to the specific nature of certain operations, these have been detailed separately below.

## Revenue recognition

Revenue is comprised of exchange and non-exchange transactions. Exchange transaction revenue arises when one entity receives assets or services, or has liabilities extinguished, and directly gives approximately equal value in exchange.

Non exchange transaction revenue arises from transactions without an apparent exchange of approximately equal value. Non exchange revenue includes grants, subsidies and sponsorship.

Revenue is measured at the fair value of consideration received or receivable. The specific accounting policies for significant revenue are explained below:

### Funding from Auckland Council

Funding is recognised as revenue upon entitlement based on the eligibility of expenditure in accordance with the Long-Term Plan and Auckland Council Annual budget setting process.

### Grants and sponsorships received

Council, government, and non-government grants and sponsorships are received as assistance for specific purposes and these grants or sponsorships usually contain restrictions on their use. They are recognised as revenue when they become receivable unless there is an obligation to return the funds if conditions of the grant or sponsorship agreement are not met. If there is such an obligation, the grants or sponsorships are initially recorded as grants or sponsorships received in advance and recognised as revenue when conditions of the contract are satisfied.

### Lease and license to occupy

Rental revenue from operating leases and licence to occupy agreements are recognised as revenue on a straight-line basis over the lease and agreement term.

### Provision of services

Provision of services are recognised in the accounting period in which the services are rendered, by reference to completion of the specific transaction assessed on the basis of the actual service provided as a proportion of the total services to be provided.

### Goods or services revenue

Revenue from the sale of goods or services is recognised when a product is sold, or service is provided to the customer. The recorded revenue is the gross amount of the sale, including credit card fees payable for the transaction. Such fees are included in other expenses.

#### **Interest revenue**

Interest revenue is recognised on a time proportion basis using the effective interest method.

Sources of revenue are consistent with prior periods

#### **Entrance and admission fees** *(specific to Tātaki Auckland Unlimited Trust)*

These are recognised on an accrual basis in the period that the corresponding event occurs, on completion of that event.

#### **Donations and bequests** *(specific to Tātaki Auckland Unlimited Trust)*

These are recognised when physically received or when it is probable that a reliably measurable amount will be receivable.

#### **Gifted artwork** *(specific to Tātaki Auckland Unlimited Trust)*

Where a physical asset is gifted to TAUT or acquired by TAUT for nil consideration or at a subsidised cost, the asset is recognised at fair value and the difference between the considerations provided, and the fair value of the asset is recognised as revenue. The fair value of the donated assets is determined as follows:

- For new assets, fair value is usually determined by reference to retail price of the same or similar asset at time of receipt of asset.
- For used assets, fair value is usually determined by reference to market information for assets of a similar type, condition and age.

### Property, plant and equipment

#### **Accounting policy** *(specific to Tātaki Auckland Unlimited Limited)*

Property, plant and equipment consists of fitout for leased premises, plant and machinery, computer equipment, furniture, fittings and equipment and capital work in progress.

#### **Initial recognition**

Property, plant and equipment is shown at cost, less accumulated depreciation and impairment losses, if any.

#### **Additions**

The cost of an item of property, plant and equipment is recognised as an asset if, and only if, it is probable that future economic benefits or service potential associated with the item will flow to TAUL, and the cost of the item can be measured reliably.

Plant and equipment are recognised at cost. Where an asset is acquired at no cost, or for a nominal cost, it is recognised at fair value as at the date of acquisition.

#### **Disposals**

Gains and losses on disposals are determined by comparing the proceeds with the carrying amount of the asset. Gains and losses on disposals are reported net in the surplus or deficit in the statement of comprehensive revenue and expense.

#### **Depreciation**

Depreciation on all property, plant and equipment, is provided on a straight-line basis at rates that will write off the cost of the assets to their estimated residual values over their useful lives. The residual value and remaining useful life of an asset is reviewed, and adjusted if applicable, at each financial period end. The useful lives of major classes of assets have been estimated as follows:

<i>Class of asset depreciated</i>	<i>Estimated useful life (years)</i>
Leased assets	1 - 14
Plant & machinery	1 - 15
Furniture, fittings & equipment	1 - 14
Computer equipment	1 - 8

**Capital work in progress**

Capital work in progress is recognised at cost less impairment and is not depreciated. The total cost of a project is transferred to the relevant asset class on its completion and then depreciated.

**Carrying amount**

An asset's carrying amount is written down immediately to its recoverable amount if the asset's carrying amount is greater than its estimated recoverable amount.

**Accounting policy (specific to Tātaki Auckland Unlimited Trust)**

Property, plant and equipment consists of land and buildings, plant and machinery, computer equipment, furniture, fittings and equipment, motor vehicles, roads and civil structures, and capital work in progress

**Initial recognition**

Property, plant and equipment is shown at cost, less accumulated depreciation and impairment losses, if any.

**Subsequent measurement**

PPE are measured at cost or fair value, less accumulated depreciation and impairment losses.

**Revaluation**

Revaluations of PPE are accounted for on a class of asset basis. Land and buildings are revalued with sufficient regularity to ensure their carrying amount does not differ materially from fair value and at least once every five years. All other asset classes are carried at depreciated historical cost.

The carrying values of revalued assets are assessed annually to ensure they do not differ materially from the assets' fair values. If there is a material difference, then the off-cycle asset classes are revalued.

The net revaluation results are credited or debited to other comprehensive income and are accumulated to an asset revaluation reserve in equity for that class of asset. Where this would result in a debit balance in the asset revaluation reserve, this balance is not recognised in other comprehensive income but is recognised in the surplus or deficit. Any subsequent increase on revaluation that reverses a previous decrease in value recognised in the surplus or deficit will be recognised first in the surplus or deficit up to the amount previously expensed and then recognised in other comprehensive income. Depreciation rates are adjusted on building revaluations.

**Additions**

The cost of an item of PPE is recognised as an asset if, and only if, it is probable that the future economic benefits or service potential associated with the item will flow to TAUT and the cost of the item can be measured reliably.

**Work in progress**

Work in progress is recognised at cost less impairment and is not depreciated. The total cost of a project is transferred to the relevant asset class on its completion and then depreciated.

**Disposals**

Gains and losses on disposals are determined by comparing the proceeds on disposal with the carrying amount of the asset. Gains and losses on disposals are reported net in the surplus or deficit. When revalued assets are sold, the amounts included in asset revaluation reserves in respect of those assets are transferred to retained earnings.

### Depreciation

Land is not depreciated. Depreciation is provided on a straight-line basis on all PPE other than land, at rates that will write off the cost (or valuation) of the assets to their estimated residual values over their useful lives. The useful lives and associated depreciation rates of major classes of assets have been estimated as follows:

Asset class	Useful life	Rate
Buildings	3 - 100 years	(1.0% - 33.3%)
Plant and machinery	1 - 39 years	(2.6% - 100%)
Office equipment	1 - 25 years	(4.0% - 100%)
Computer equipment	3 - 8 years	(12.5% - 33%)
Motor vehicles	4 - 10 years	(10.0% - 25%)
Roads and civil structures	3 - 68 years	(1.4% - 33%)

The residual value and useful life of an asset is reviewed, and adjusted if applicable, at each financial reporting date.

An asset's carrying amount is written down immediately to its recoverable amount if the asset's carrying amount is greater than its estimated recoverable amount.

### Depreciated replacement cost

Critical assumptions in estimating depreciated replacement cost for the revaluation of certain PPE are the estimated replacement cost of subject assets, estimated optimisation rates of subject assets and estimated remaining useful life of those assets.

### Estimating useful lives and residual values of PPE

At each balance date, TAUT reviews the useful lives and residual values of its PPE. Assessing the appropriateness of useful life and residual value estimates requires TAUT to consider a number of factors such as the physical condition of the asset, expected period of our use of the asset, and expected disposal proceeds from the future sale of the asset.

An incorrect estimate of the useful life or residual value will affect the depreciable amount of an asset, therefore affecting the depreciation expense recognised in the surplus or deficit and the asset's carrying amount. TAUT minimises the risk of this estimation uncertainty by:

- physical inspection of assets
- asset replacement programmes
- review of second-hand market prices for similar assets
- analysis of prior asset sales

There are no restrictions over the title over any item of PPE. No items of PPE are secured as security for liability.

### Revaluation of land and buildings

TAUT revalues land and buildings on a five-year cycle unless the fair value assessment requires revaluation of the entire class of land and buildings. These assets are valued at either market value or depreciated replacement cost.

### Valuation assumptions

The key assumption used in the valuation is market value (land) and ODRC (buildings).

### Fair Value

The fair value for each asset class for TAUT is represented by the net book value. The fair value of assets not valued during the financial period has been assessed and is not materially different from the net book value.

### Impairment

Assets are assessed for indicators of impairment at each financial period. Where an asset's carrying value exceeds its recoverable value (being the greater of fair value less cost to sell or value in use), the asset is written down to its recoverable value, with losses recognised in profit or loss.



**Work in progress**

Capital work in progress is recognised at cost less impairment and is not depreciated. The total cost of a project is transferred to the relevant asset class on its completion and then depreciated.

## Artwork

**Accounting policy – specific to Tātaki Auckland Unlimited Trust**

TAUT's fine artwork collections are classified according to the national and cultural significance of the items held and comprise of the following collection based on each collection's applicable criteria:

- the moderate significance collection
- the considerable significance collection
- the substantial significance collection

Public artworks are largely those on display at the Aotea Centre.

**Revaluation of artwork collections**

TAUT collections are recorded at cost or revaluation. Valuations of the fine art collection held at the Auckland Art Gallery are programmed annually to ensure each class of collection is valued at least once every three years. Acquisitions to collections between revaluations are recorded at cost or at fair value if donated.

As the fine art collections have an indefinite life and are not of a depreciable nature, depreciation is not applied to the collections.

The valuation of each of the artwork collections are completed on a three-year cycle as follows.

- Items in the moderate significance collection are individually revalued by internally by Auckland Art Gallery, in the first year of the revaluation cycle.
- Items in the considerable significance collection are individually revalued by Auckland Art Gallery staff with the revaluation methodology was externally verified by Coupland Art (Auckland) in the second year of the revaluation cycle.
- Items in the substantial significance collection are individually revalued by Sotheby's (London), and Coupland Art (Auckland), in the third year of the revaluation cycle.

The fair values of artworks are determined by reference to observable prices in an active market and recent transactions on arm's length terms.

Public artwork has been recognised at fair value on acquisition. The collection largely comprises artwork attached to buildings or commissioned for specific display areas and is not revalued due to the limited market for these pieces.

## Historical and cultural collections

**Accounting policy – specific to Tātaki Auckland Unlimited Trust**

Historical and cultural collection assets comprise New Zealand's maritime history held at the New Zealand Maritime Museum. These collections are kept in trust for the nation

Heritage and cultural assets are carried at cost with any new collection items recognised at cost as additions to the collection, or in the case of donated collection items at fair value on acquisition. Due to the nature of the collection no depreciation will be recognised; however, an impairment assessment is completed each reporting period

## Provisions

**Accounting policy**

Provisions are recognised in the statement of financial position where the group has a present legal or constructive obligation as a result of past events, and where it is probable that an outflow of resources will be required to settle the obligation, and the amount can be estimated reliably.



Provisions are measured at the present value of the expected future cash outflows required to settle the obligation. The increase in the provision due to the passage of time is recognised as a finance cost in surplus or deficit.

## Borrowings

### Accounting policy

Borrowings are initially recognised at face value plus transaction costs and are subsequently measured at amortised cost using the effective interest method.

Foreign currency borrowings are translated into NZD using the spot rates at balance date. Foreign exchange gains and losses resulting from the settlement of borrowings and from translation are recognised in the surplus or deficit.

## Cash and cash equivalents

### Accounting policy

Cash and cash equivalents include cash on hand, deposits held on call with financial institutions, other short term highly liquid investments with original maturities of six months or less that are readily convertible to known amounts of cash and subject to an insignificant risk of changes in value, and bank overdrafts.

#### **Ticketing bank account – specific to Tātaki Auckland Unlimited Trust**

TAUT operates the ticketing bank account for the deposit of box office ticket sales received from the ticket service provider. Funds are held in this bank account until settlement occurs for performance of shows. These funds are held in trust on behalf of event promoters until settled and do not form part of Auckland Council set off arrangements

#### **Arts Development Fund – specific to Tātaki Auckland Unlimited Trust**

This represents funds held within an Arts Development Fund, which are treated and disclosed separately. An Arts Development Trust Deed governs the use of this fund.

#### **Restricted cash balances – specific to Tātaki Auckland Unlimited Trust**

In accordance with the Local Government Act 2022, TAUT operates a restricted bank account. This bank account is used for the deposit of ticketing box office funds and is accordingly considered to be restricted funds

## Contingencies

### Accounting policy

A contingent liability is a possible or present obligation that arises from past events but is not recognised because an outflow of resources is not probable or inability to measure reliably.

A contingent asset is a possible asset that arises from past events, and whose existence will be confirmed only by one or more uncertain future events not wholly within the control of the entity.

TAU does not recognise contingent liabilities and contingent assets in the financial statements due to their uncertainty or because they cannot be reliably measured. However, they are disclosed as follows:

- Contingent liabilities are disclosed unless the possibility that these will crystallise is remote; and
- Contingent assets are only disclosed when it is probable that they will crystallise.

Contingent liabilities and assets are assessed continually to ensure that developments are appropriately reflected in the financial statements

# Chief Executive Report

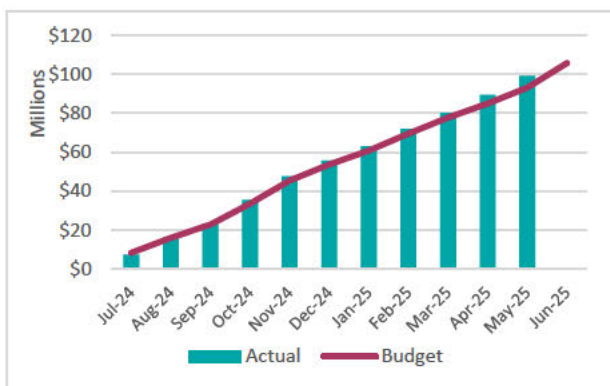
Report to the Board of Tātaki Auckland Unlimited, 2 July 2025

## 1. Introduction

- The public consultation process for Western Springs closed on 15 June with over 15,000 responses received, this feedback is being collated and will come back to the Board in due course for consideration.
- On 10 June, the Chair, Chief Executive and Director of Māori Outcomes presented to the CCO Direction and Oversight Committee covering recent TAU performance, Māori Outcomes, events, screen and the alliance of cultural organisations. The presentation was well received and with a number of board members in attendance, the meeting provided a positive opportunity for the committee and board members to meet face to face and share their aspirations for TAU and Auckland.
- Tom Irvine (Ngāti Whātua Ōrākei) has commenced as the interim director, Auckland Art Gallery Toi o Tāmaki, while recruitment is underway for a permanent director.
- SailGP has been announced for Auckland in February 2026.
- The Mayor presented his revised budget proposal to Councillors, which was endorsed. It explicitly addresses the \$7m funding gap for destination with that being funded via a combination of additional Central City Targeted Rate funding \$2.5m, a transfer of Mayoral budget \$500,000, and the remainder to be funded via the TAU Major events reserve making up any further shortfall \$4m, which may be lessened if further industry funding can be attained.
- We continue to raise funding for the Destination Partnership Programme for 2025/26, but don't expect to reach the previous sum of \$2m given the pressure on marketing budgets in the current economic climate.
- The Economic Development activities and resourcing have been transferred successfully to Council for the start of the new financial year.

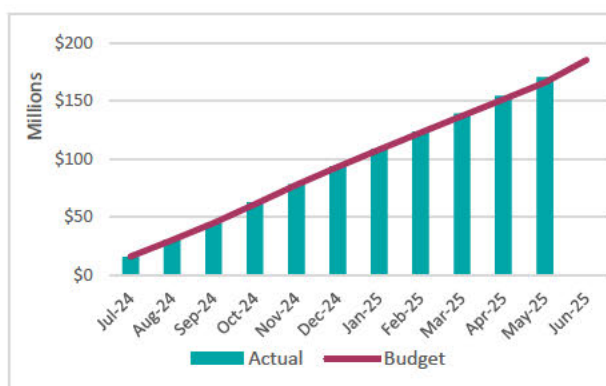
## 2. Finance update

Revenue against budget (cumulative)



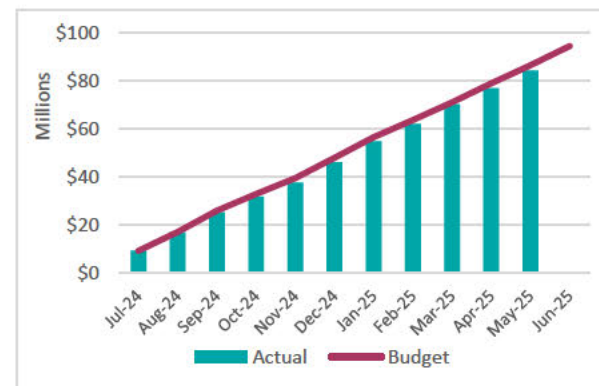
Revenue was **above budget** by 7% at the end of May

Opex against budget (cumulative)



Opex was **above budget** by 3% at the end of May

Net Cost of Service (cumulative)



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

### 3. Strategic Plan implementation

#### Experiences and events

Performing Arts	Major Events	Auckland Conventions & Business Events
<p>With 59 events held during May and 149 different performances/ sessions it was busy at Auckland Live venues. Key projects included:</p> <p><b>Royal New Zealand Ballet – The Firebird (7 – 10 May)</b> Kiri Te Kanawa Theatre 5 performances █████ sold tickets</p> <p><b>Auckland Writers Festival (12 – 18 May)</b> Full Aotea Centre six days- █████ sold tickets &amp; █████ attendees</p> <p><b>NZ International Comedy Festival (2 – 25 May)</b> Various Auckland Live venue- █████ attendees</p> <p><b>The Auckland Art Fair (28 April – 5 May)</b> Viaduct Events Centre 8 days █████ attendees</p> <p><b>Aotearoa Music Awards 2025 (29 May)</b> Viaduct Events Centre, 1 performance █████ attendees</p> <p><b>Darkfield: Séance and Flight (9 May – 15 June, Aotea Square)</b> Played throughout May until 15 June and exceeded targets reaching █████ tickets across the season. A very successful event in Aotea Square attracting a diverse audience across ages, genders and cultural backgrounds.</p> <p><b>Art Gala - Arts Foundation (30 May, Auckland Town Hall)</b> The Arts Foundation celebrated its 25th anniversary with a second annual gala in the Auckland Town Hall with venue and technical support from Auckland Live. The event was a resounding success raising more than \$293,000.</p> <p><b>PANZ Festivals Commissioning and Presentation Fund Hui Kōrerorero (26 – 27 May, Herald Theatre)</b> Auckland Live partnered the Performing Arts Network of New Zealand to support a two day gathering of artists, New Zealand festivals and venue presenters to consider short listed works for an inaugural Festivals Commissioning and Presentation Fund, seed funded by Creative New Zealand.</p>	<p><b>Live events:</b></p> <p><b>Samoa vs. Scotland International Rugby match (18 July)</b> Eden Park, forecast attendance 20,950.</p> <p><b>2025 Full Metal Orchestra and SYNTHONY Origins (26 July):</b> Full Metal Orchestra tickets are now on sale with media interviews scheduled. SYNTHONY Origins is also in market</p> <p><b>Whanau Marama NZ International Film Festival (31 Jul - 10 August)</b></p> <p><b>World Series of Darts (15 - 16 August)</b></p> <p><b>New Zealand Fashion Week (26 - 30 August)</b></p> <p><b>Tournament Week (1 - 7 September)</b></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 █████ for the 2025 event. Key conditions include █████ 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</p>	<p><b>Business Events (ACVE)</b></p> <ul style="list-style-type: none"> <li>ACVE actualised 39 business events across 51 event days, with 25,101 attendees, total gross revenue for May of █████ (inclusive catering). Revenue to ACVE was █████ ACVE net contribution was █████ margin █████</li> <li>FY25 YTD total gross revenue for ACVE is \$█████ (Gross revenue = net revenue + catering invoices). Forecast net contribution is █████ 5.15% above budget.</li> <li>The team contracted 46 future events with a venue hire of █████ The business received 74 opportunities with a value of █████</li> </ul> <p><b>Auckland Convention Bureau (ACB)</b> <i>See table below for notable results.</i></p> <p>There are 68 future business events confirmed for Auckland (to 2029) resulting from ACB's support with an estimated future economic value of \$9.7m</p>



<p><b>Looking ahead:</b></p> <p>Auckland Live has developed a strong winter offering over July for local audiences and visitors to Auckland. Highlights include <i>Taniwha</i> (in partnership with SILO Theatre, Herald Theatre), <i>The Gruffalo</i> (A CDP production, Bruce Mason Centre), <i>The Art of Banksy</i> Exhibition (in partnership with GTP, Aotea Centre), Aotea Square Ice rink and <i>Wharehau Harikoa</i> by Lissy and Rudi Robinson Cole at The Civic.</p> <div></div>	<p><b>Contracting/Prospective Events: (Confidential)</b></p> <div></div>	<p><b>Auckland Events Calendar (AEC)</b></p> <ul style="list-style-type: none"> <li>Preparing a short pitch document to secure some residual funding to undertake research for the future development of AEC post CCO reform</li> </ul>
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KPI RESULTS

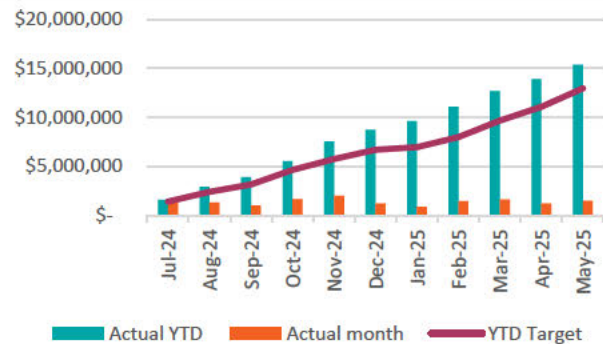
<p>Performing Arts: ticketed and total attendance (cumulative)</p>	<p>Performing Arts: NPS for TAU audiences and participants</p>	<p>Performing Arts: number of events</p>
<p>Legend: Total attendance, Ticketed attendance, Ticketed attendance target</p>	<p>Legend: Score, YTD Average, Target</p>	<p>Legend: Actual YTD, Actual month, Target YTD</p>

Ticketed attendance is **above target** at 576,000 YTD

Performing Arts’ YTD NPS score is tracking **above target** at **52.8**

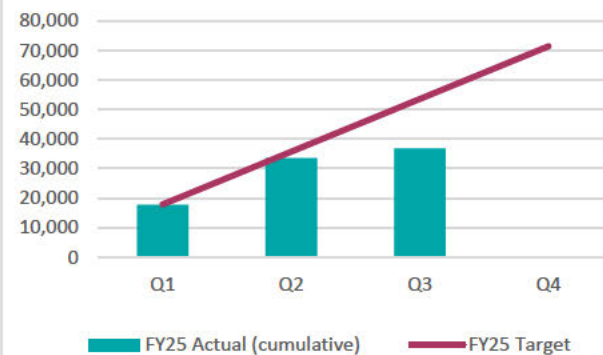
The number of Performing Arts events held (59) was **above the monthly target** of 13

### Performing Arts: YTD Revenue



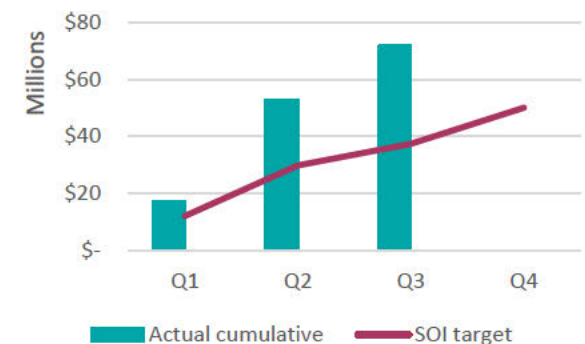
Performing Arts YTD revenue was **above budget** - \$15.4m against a budget of \$13.0m. Includes Director Performing Arts, Performing Arts and Presenter Services sub-units.

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



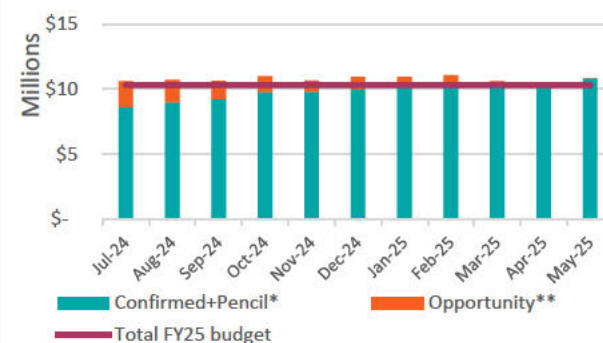
Q3 results for Performing Arts were **below target**

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



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

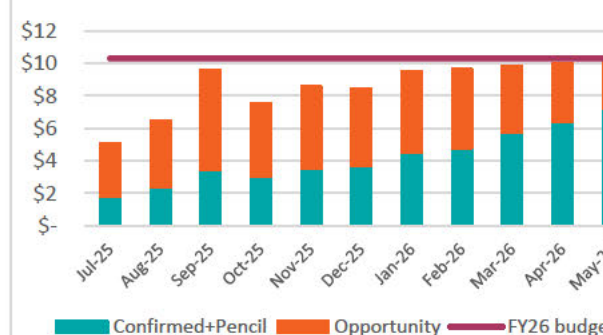
### ACVE: FY 2025 Forecast YE Net Revenue vs Budget



At \$10.8m, confirmed events are tracking on target against the FY25 budget. Aotea Centre comprises 29% and Viaduct Events Centre comprises 43% of revenues.

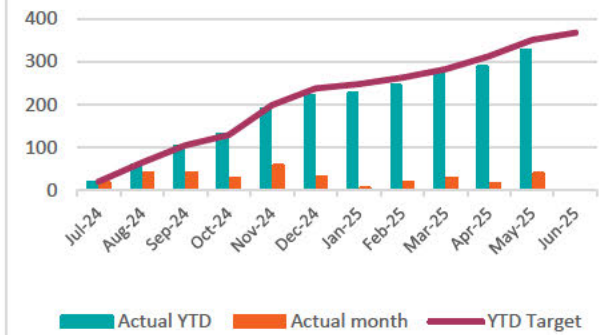
\*Confirmed category includes confirmed events and 1<sup>st</sup> Pencil events - 1st in line and may proceed to contract if desired \*\*Opportunity status is a sales enquiry or a lead (no booking space is held). Net revenue does not include catering invoices.

### ACVE: FY 2026 Forecast YE Revenue vs Budget



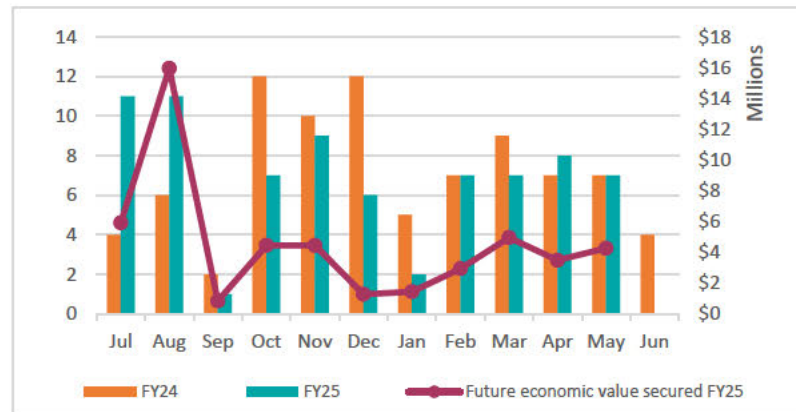
ACVE FY26 budgeted venue revenue is \$10.3m. Based on current bookings, \$7.3m of this revenue is confirmed, 70% of YTD Budget. A further \$3.1m of opportunities are in the pipeline.

### ACVE: number of events (cumulative)



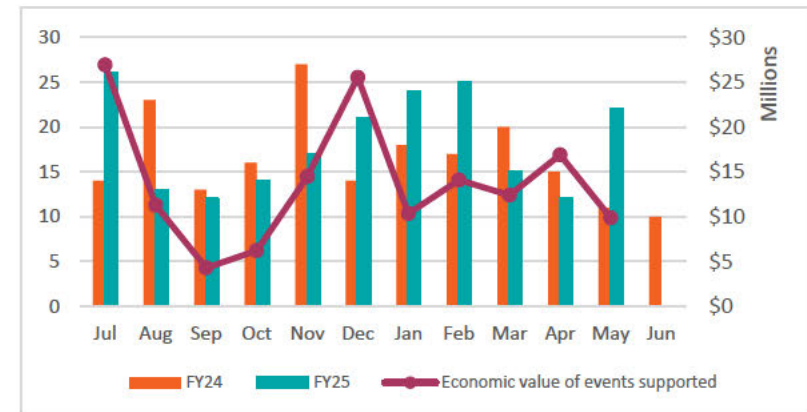
The number of ACVE events held (39) was **above the monthly target** of 38.

### Auckland Convention Bureau: business events secured



ACB helped to secure **7 new business events** for Auckland in **May** with an estimated value of **\$4.27m** in future economic benefit for the region. The events are due to take place in until 2027.

### Auckland Convention Bureau: new opportunities supported



ACB generated or assisted with **22 new business event opportunities** for Auckland in **May**, with dates through to 2029 and an estimated economic value of **\$9.87m** if all are secured.

### Auckland Convention Bureau: Notable monthly results

Notable bids submitted/in-progress	Est. Economic Impact	Attendees	Visitor Nights
[Redacted Content]			



## Taonga and places

### Auckland Zoo

- **May visitation was a record 73,570**, 26.3% above budget and more than ,000 higher than the previous highest May (2015 **YTD visitation is 779,791**, 0.7% below budget.
- May revenue from all sources was \$1.2m, and YTD revenue \$14.5m, 1.9% below budget.
- A total of **7038 learners** engaged with the Conservation Learning team onsite at the Zoo in May, almost 50% above budget for the month although onsite sessions are still tracking slightly below budget ( 7.7%) YTD.
- As part of the **Dinosaur Discovery Track**, the Zoo hosted renowned American palaeontologist and evolutionary biologist, Dr Julia Clarke to give a talk The Secret Lives of Dinosaurs on 19 May, and supported the activation with media. This was made possible by working with the US State Department.
- This month, the **Wellbeing in Nature programme for whanau Māori** hosted 589 from Ngāti Tamatera and Ngāti Paoa, 1 Rangatahi roopu and 170 Whānau Māori members.
- Zoo ectotherm staff assisted DOC colleagues in yet another urgent intervention for an imperilled skink species **Alborn skinks**. The population has crashed because of burgeoning mouse numbers. Unfortunately, the emergency salvage attempt has recovered just three skinks to date.

- A programme of works to install additional **bird exclusion measures in Te Puna café** is underway with completion expected by the end of June (prior to school holidays).

### Auckland Art Gallery Toi o Tāmaki

- **May visitation was 32,846**, 21% below target. Visitation was likely impacted by having no major exhibition on show and the school term. YTD visitation is 446,644, 3.5% below target. Despite lower visitation in May, 2213 advance tickets for *A Century of Modern Art* were sold, significantly outpacing previous exhibition pre sales.
- **Gallery operations:** May was a high activity month with multiple CAPEX projects in early scoping or development. The Heritage façade and roof restoration reached practical completion and clocktower remediation is also underway and on track for October this year. Warehouse transition planning has progressed, with teams preparing for the August Church Street vacate. **Security** planning has increased, with external camera upgrades completed and internal camera hardening for enhanced security scoped and prioritised.
- **Exhibitions & collections:** Final preparations for the opening of *A Century of Modern Art* were completed, including 57 condition reports and installation carried out in cooperation with Toledo Museum of Art couriers.
- **Learning & outreach: Pat Hanly Creativity Awards Project** kicked off with 14 days of inspiration sessions for **29 secondary schools**. In total, **859 students participated in 42 artist-led workshops** by Ani O'Neill, **42 tours through the collection, and 42 photography workshops** in the Mark Adams exhibition. Wrapped up a 12 week series of lectures from Gallery staff for the Art Writing and Curatorial Practice 2025 course with the University of Auckland. **727 participants** joined in free drop in workshops inspired by **Raukura Turei's work in Taimoana**. **2505 visits from 77 schools, 7428 visitors** to the Creative Learning Centre. The Gallery offered **13 free buses/taxi vans for schools** to support Gallery visits.
- **Research Library & archives:** New Research Library display case installed *Mark Adams: Real Pictures*. **56 researchers** accessed archives and resources while the library was still closed, including DPA Architects writing the Gallery Heritage Conservation Plan.
- **Public Programmes & tourism: 547 people attended Pacific Dance Festival events.** Partnership with PDNZ to host open rehearsals and events going well. Team received two day intensive course from Arts Access Aotearoa free of charge due to institution being the pilot subject.
- **Māori Outcomes:** Planning undertaken for June Karakia for Brett Graham's *Wastelands* installation and Reuben Paterson's reinstalled work *Guide Kaiārahi*. Support given for the Gallery's Matariki event programme.

## New Zealand Maritime Museum

- NZMM visitation remains steady despite the expected reduction for the off season, with particularly strong attendance for events, group and school bookings buttressing the as expected reduction in general winter visitation. Ted Ashby is in her annual planned out of service maintenance month and will return to sailing in July.
- 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 earlier this year.
- Work on the Gallery Refresh project is progressing well with the 100% Concept Development document for stages one and two delivered. Initial briefings for all NZMM volunteers are underway, in addition to proceeding with finalising details around architectural and infrastructural requirements and developing content themes.
- As an outcome from NZMM's Whaia Te Ao Māori report, a kaimahi from the Māori Outcomes team now has NZMM as part of their broader portfolio and will join NZMM's Senior Leadership team meetings and work with NZMM kaimahi.
- Te Moananui A Toi exhibition development is proceeding well. Additional ocean literacy research attached to this exhibition, funded by a grant from the International Congress of Maritime Museums, has been undertaken and NZMM awaits the final report.
- Ngāti Whatua designated some key contacts for NZMM staff to work with over development of the gallery based on the museum's name in Te Reo, gifted by Ngāti Whatua and Sir Hugh Kawheru an initial hui is upcoming.
- 

## Central Wharves

- TAU is collaborating with Eke Panuku on the future of The Cloud on Queens Wharf. Eke Panuku and Tātaki Auckland Unlimited are jointly preparing a business case that will outline potential options. This business case will assist council as it enters into discussions with the Government about ownership of Queens Wharf and assets on the wharf structure

## Film Studios

- Market news** – Feedback from US studios is that they are operating on a business-as usual basis after the announcement of tariffs, though there are indications that this has introduced further doubt in the market. The studios do not consider that a tariff will be the result, but work is now underway about a new federal incentive.

- Gallery Shop:** May saw the second **highest average transaction value** of any month YTD (behind December). Boosted social posts ran for Mother's Day with excellent ROI May achieved the **highest percentage of online sales all year**.
  - Advancement & business development:** [REDACTED] **grant received** from The Chisholm Whitney Charitable Trust for conservation treatment of two collection paintings. Advancement team hosted a booth at the Aotearoa Art Fair for the first time raising funds for the Gallery through the sale of bespoke prints and signing up new Contemporary Benefactors and Members,
- Membership:** On 5 May, membership prices were **increased by 20%**. Dual membership was introduced as a new product, providing the same benefits and access to two individuals in the same household.

## Auckland Stadiums

- May was the third busiest event month of the year at Auckland Stadiums with 128 event days attracting 83,898 attendees. Total attendance YTD is 806,536, with 68% achieved at Go Media Stadium and 20% at Western Springs Stadium. Event days YTD total 1165, with the greatest level of activity occurring at North Harbour Stadium (45%) and Go Media Stadium (37%).
- Moana Pasifika's regular home season concluded on 17 May with their match against the Blues attracting a franchise record 10,000 attendees. Across five home games at North Harbour Stadium Moana Pasifika averaged 5500 attendees. This is significantly up on the average of 2000 achieved across the previous two seasons at Go Media Stadium. Moana Pasifika have advised that they wish to take up their renewal option for their administration and high performance facilities at the stadium.
- The Auckland Stadiums team hosted three fixtures across the weekend of 24-25 May with the Black Ferns playing USA at North Harbour Stadium and Auckland FC playing their A League semi final at Go Media Stadium on the Saturday before the NZ Warriors played Canberra on the Sunday. The three matches attracted a combined audience of more than 55,000 [REDACTED]
- The solar project at Go Media Stadium has been announced as a finalist in the Low Carbon Future category of the NZ Energy Excellence Awards. The winners will be announced at the awards ceremony in Wellington on 13 August.

## Aotea Arts Quarter

- No update

## Integrating Auckland's cultural institutions

- The third Cultural Sector Alliance meeting has taken 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.



- Partnerships is working with MOTAT and the council officers on a three year funding agreement for MOTAT, which is nearing completion. MOTAT Board appointment recommendations were accepted by the council and the new members' terms begin in October.

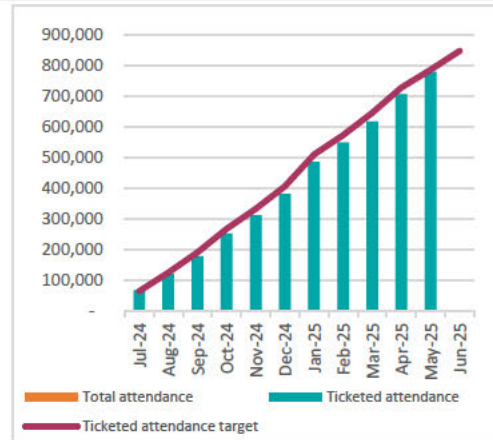
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### Western Springs Precinct

- Waikaraka Park upgrade project Construction works are underway and expected to be completed in time for the first race on 5 November. Works are still facing challenges from heavy rain; further soil contamination and ground condition issues are being addressed. Public consultation on the future of Western Springs Stadium closed 15 June, approximately 15,000 submissions were received. The results are being collated and will be reported before the end of July

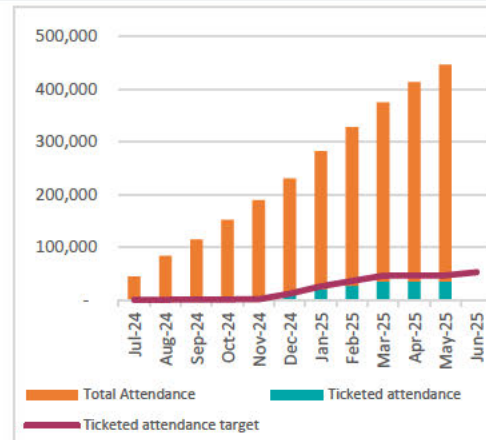
## KPI RESULTS

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



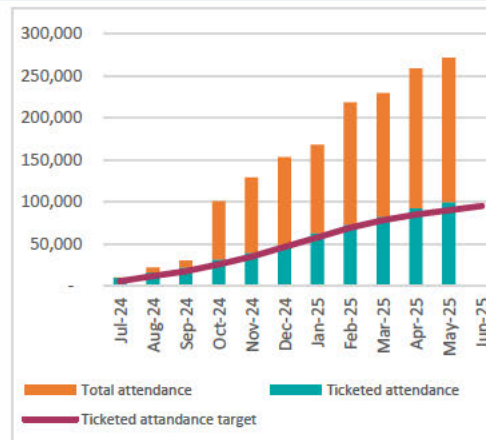
The Zoo's ticketed attendance is **below target** at 779,000 YTD

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



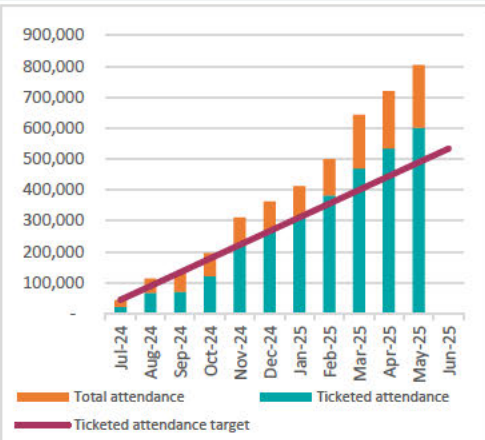
The Gallery's ticketed attendance is **below target** at 35,000 YTD.

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



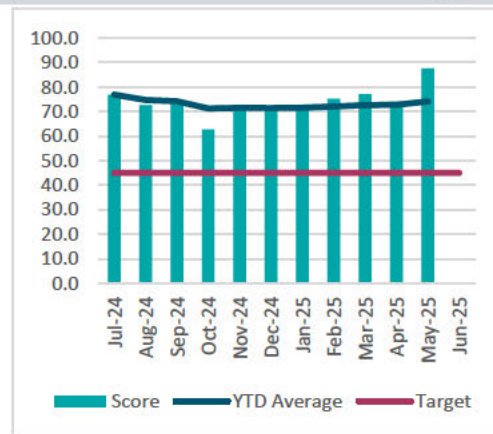
The Museum's ticketed attendance is **above target** at 100,000 YTD

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



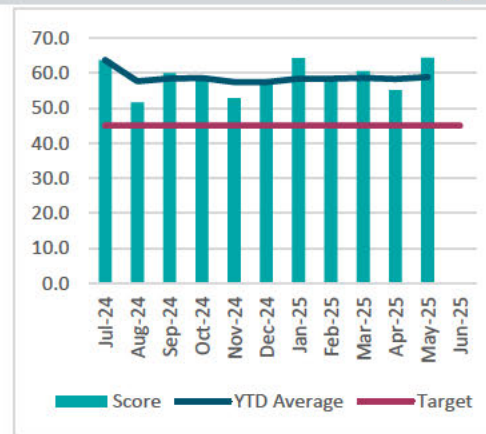
Auckland Stadiums' ticketed attendance is **above target** at 601,000 YTD

### Auckland Zoo: NPS



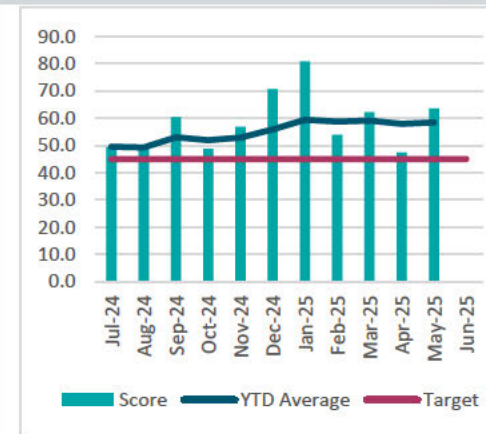
The Zoo's YTD NPS score is tracking **above target** at **74.1**

### Auckland Art Gallery: NPS



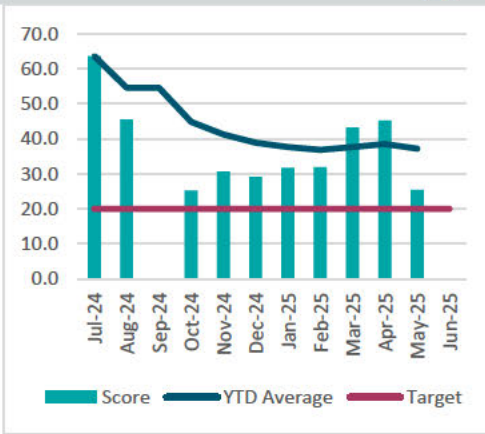
The Gallery's YTD NPS score is tracking **above target** at **58.8**

### NZ Maritime Museum: NPS



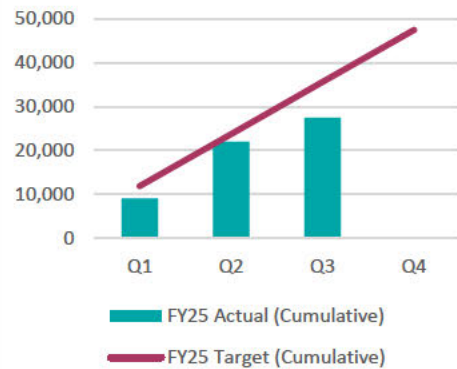
The Museum's YTD NPS score is tracking **above target** at **58.5**

### Auckland Stadiums: NPS



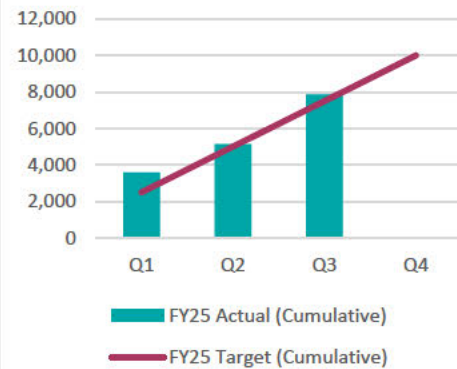
Auckland Stadiums' YTD NPS score is tracking **above target** at **37.2**

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



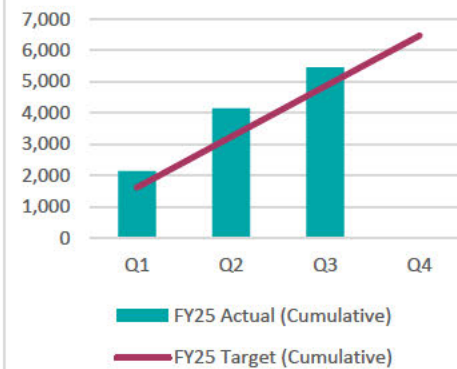
Q3 results for the Zoo were slightly **below target**

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



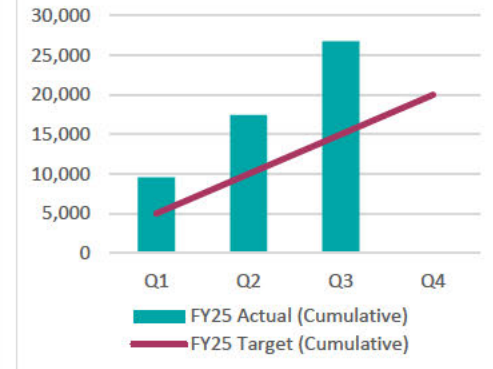
Q3 results for the Gallery are **above target**

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



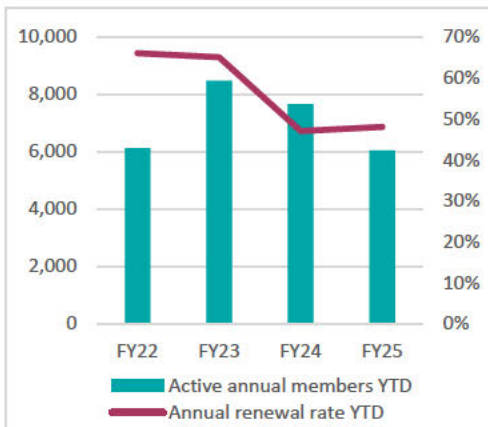
Q3 results for the Museum are **above target**

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



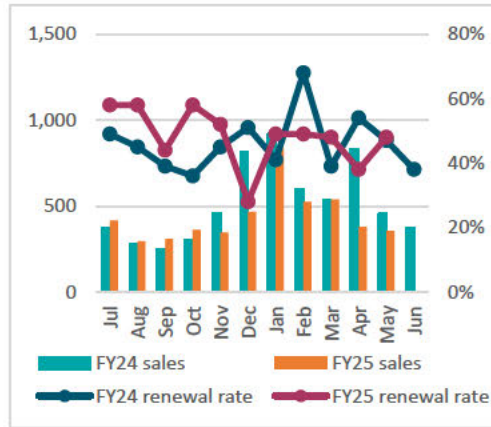
Q3 results for Stadiums are **above target**

### Auckland Art Gallery: annual membership



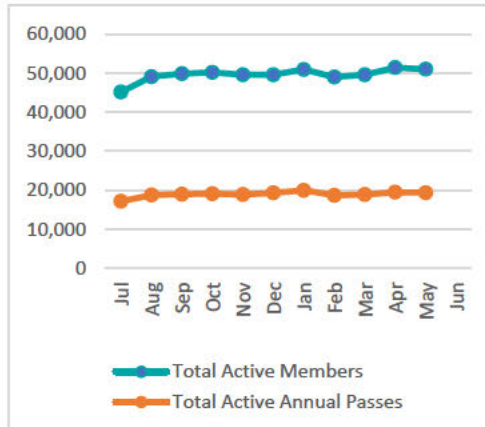
The Gallery's YTD average renewal rate is 48% and there were 6041 active members at month end

### Auckland Art Gallery: monthly membership



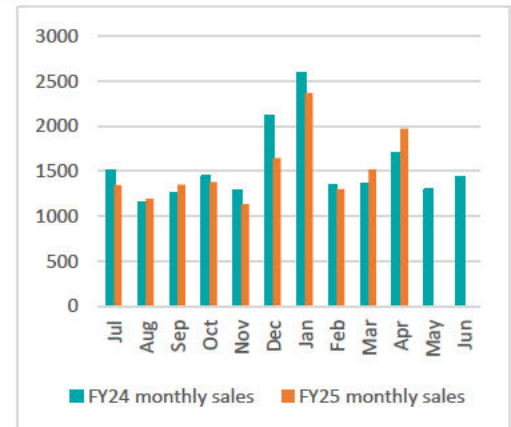
The Gallery's monthly renewal rate was 48% in May and 357 memberships were sold

### Auckland Zoo: annual membership



At the end of May, the Zoo had 19,375 active passes and 51,015 active members

### Auckland Zoo: monthly membership

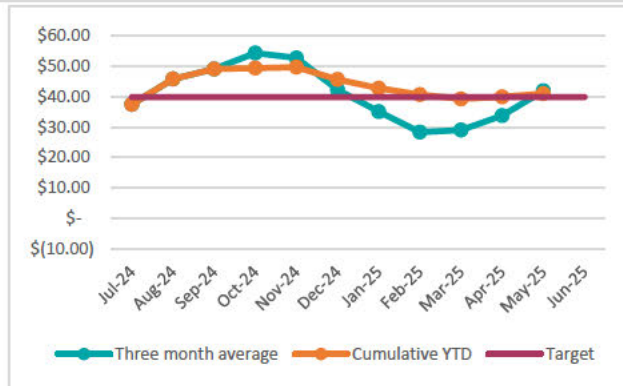


1558 Zoo memberships were sold in May, more than in May last year (1293)



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

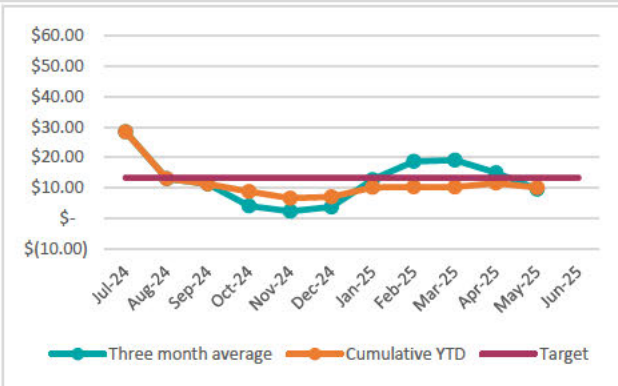
### Auckland Art Gallery: Net cost of service per patron



Auckland Art Gallery's net cost of service per patron YTD:

**\$41.00**

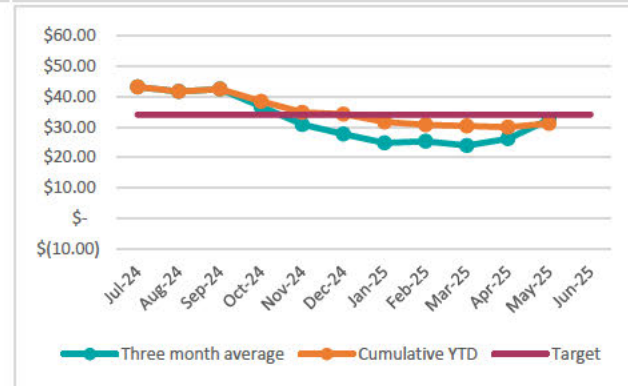
### Auckland Live and Auckland Conventions, Venues & Events: Net cost of service per patron



Auckland Live & Conventions' net cost of service per patron YTD:

**\$10.00**

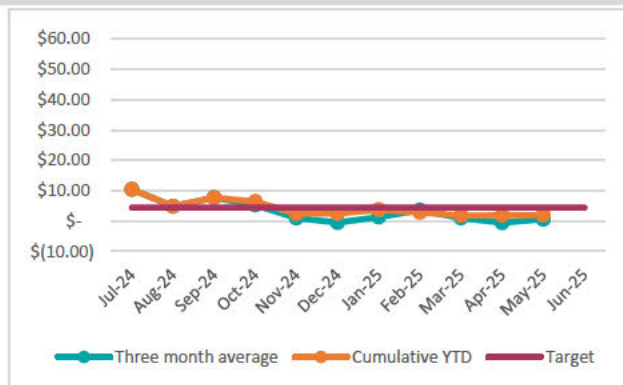
### NZ Maritime Museum: Net cost of service per patron



NZ Maritime Museum's net cost of service per patron YTD:

**\$31.20**

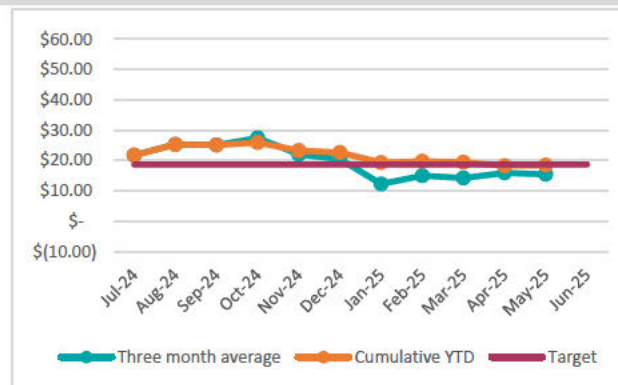
### Auckland Stadiums: Net cost of service per patron



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

**\$2.00**

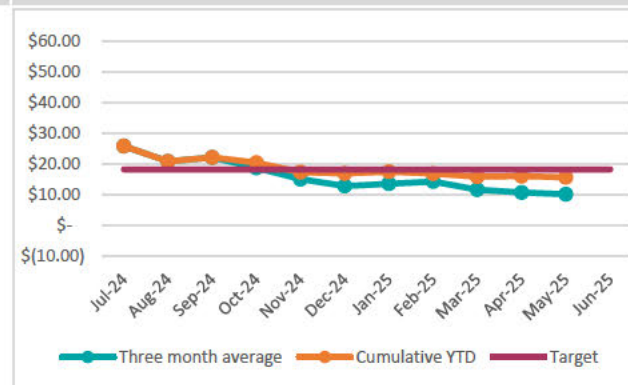
### Auckland Zoo: Net cost of service per patron



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:

**\$15.70**

## Auckland's prosperity

### Visitor Economy

#### Destination Partnership Programme (DPP)

- The DPP prospectus for FY25/26 has been finalised with three new categories in response to hotel management feedback: Campaign only, Gold + Campaign and Business Collective
- Sales activity is underway to sign up both existing members and new members, targeting larger operators that benefit from tourism, and both business and major events.
- Advisory Group meeting on 19 June and the next tourism industry update on 24 June being held at the Cordis, which will include a panel discussing the nighttime economy

#### Trade activity:

- **Regional Tourism Boost Fund** \$3m contestable fund to drive international arrivals prior to 30 September 2025. TAU is lead RTO for North America campaign representing all regions (received 680,000) *Explore More of NZ* messaging.
- Trade famils hosted **Virtuoso Australia and Flight Centre Australia Brand Famil**
- **Kiwi North NZ** North Island RTOs creating a proposition to sell the North Island in offshore markets. Key focus in Australia, China and North America. Auckland has confirmed as a Gold Member and holds a position on the Advisory Group developing, narrative, identity and proposition.

#### Media famils

- Joey Skladany (USA) hosted in Auckland for three days (freelancer with a variety of confirmed commissions). Hosted in conjunction with Fiji Airways.
- Boris Pofalla (Germany) WELT Media.
- Charlie Hobbs (USA) Conde Nast in Auckland for five days visiting the region, including Waiheke Island and Aotea Great Barrier.
- James Griffith (Canada) Globe & Mail Focus on Treasure of Tāmaki programme and What to Do when in visiting Auckland stories.

#### Māori Tourism Development Programme

- **Treasures of Tamaki** (ToT) was presented as part of Auckland's MEETINGS 25 offering. This allowed pākihi Māori, Māori Culture to feature prominently across the days of tradeshow activities with international buyers. This also include being a part of the famils programme
- ToT Advisory Panel met on 6 June, agreement was reached to clearly redefine what ToT is and what it isn't to ensure pākihi Māori know what to expect when they become a part of the programme.
- Tourism team is working with Māori Outcomes Team to change deliverables as part of the business case and LTP funding for Māori Tourism Development Programme
- Engagement with emerging Māori tourism businesses providing advisory on Māori tourism product development.

### Tech & Innovation

- **TechWeek '25**, with seven TAU events delivered including: Speed Dating with Advisors, Startup Aotearoa Advisory Clinic, Ramp Up x Fintech NZ, Bitcoin Pizza Day, GridAKL Open Day, Go Bear AI Community Session. An **Auckland Innovation Forum** was held, organised by ED team with Mayor's office and Committee for Auckland, where mayor announced the formation of a **Tech & Innovation Alliance**.
- A **Tech Tāmaki Makaurau table** was hosted by TAU at the 30<sup>th</sup> anniversary of the **HiTech awards** in Wellington, with representatives from The MacDiarmid Institute, Rebit Money, Goldie, Money Sweetspot, Rampup, Akahu and EECA. The awards celebrate successful high tech companies and high achieving individuals.
- **Startup Aotearoa programme** has achieved its contractual obligations, delivering 759 founder coaching sessions with GridAKL Advisors in FY25 (target was 660 coaching sessions). New MBIE funded contracts covering delivery of the programme in FY26 are being prepared.
- **Engagement with Tianhe (Guangzhou, China) delegation during their visit to Auckland, providing an overview of the tech economy.** The founders of two Māori tech businesses Ara Journeys and Ngahere Communities joined the meeting to provide insight from their recent visit to Tianhe.
- **GridAKL Bootstrappers Breakfast** welcomed 40 attendees to a session delivered by GD1 (Global From Day One) called *Bootstrap First, Raise Later: How to Build a Business Investors Actually Want*.
- **A healthtech round table event** held with ecosystem and companies, part of the sharp focus on healthtech as key Auckland sector.
- **Council transition structure** changes are being prepared for and adopted.

### Screen & Creative

- **Te Puna Creative Innovation Quarter investment** Public masterplan business case in development with Eke Panuku. Private investment already attracted aligns with masterplan objectives. Also planning and seeking investment – for additional rail crossing at Henderson Station. Te Puna team working with Eke Panuku on upgrades for facilities at Corban Estate Arts Centre.
- **Te Puna Creative Hub** – Inaugural open studio held 14 May had capacity crowd of 250 280 over 2.5 hours. High level of engagement and active participation in the event from tenants, neighbours and partners Te Kawerau ā Maki. Led to uptick in enquiries for venue hire and tenancies, as has the strong media coverage.
- **Te Puna Māori Economic Innovation Hub** (Council Māori Outcomes funded) four creative skills academy programmes and a video game have been contracted with Māori providers and implementation is underway. Screen cultural competency course,



#### Destination Development:

- **Iconic Auckland Eats 25** launched successfully on 16 June. For the first time, a launch event was held, inviting the 100 iconic eateries and the five winning entries to celebrate their wins and five years of the programme. The event was attended by the Mayor, and elected members. Strong media pick up of the 100 Iconic Auckland Eats list being announced.
- **Cycle tourism:** TAU is working with Auckland Transport on two workstreams arising from a strategic cycle workshop in May. The first workstream will focus on an Auckland cycle branding project, creating a cycle/trail identity for Auckland and promoting existing cycle trails; while the second will work on the development of an Auckland Urban Ride experience which could be a future Great Ride.

*Ki te Hoe*, spurred by Sites of Places of Significance to Mana Whenua work, held 16 May. Positive feedback received from attendees.

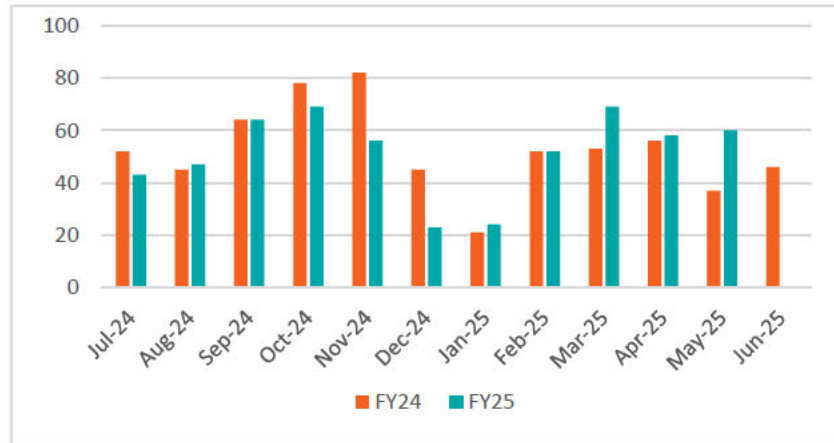
- **Sites and Places of Significance to Mana Whenua** – Plan change adopted by council committee at an independent hearing. The window for appeals is open until 28 July. A milestone in a long, significant process.
- **Auckland City of Music** confirmed the resignation of director Mark Roach and the winding down of the ACOM trust. The UNESCO designation is still held by council and decisions on the long term approach will follow local elections.
- **AI Summit on Creative Industries**, full day summit hosted by industry organisation filled Kōmanawa (theatre) at Te Puna Creative Hub – excellent upskilling event for the sector.
- **Council transition structure** changes are being prepared for and adopted

#### Economic Transformation & Investment

- **Auckland Economic Monitor** – The second edition of the Auckland Economic Monitor will launch in July, providing updated data and analysis on Auckland's economic performance.
- **Industrial Futures work** – TAU Economic transformation team convened council staff from across Policy and Planning, Group Strategy and Auckland Transport for a workshop on future supply of industrial land and how council might take a more joined up and strategic approach
- **Alo Vaka** – Delay in the sign off on the MBIE extension of Project Ikuna. This will now happen post transition.
- **Council transition structure** – Significant work being undertaken to support transition and changes are being prepared for and adopted

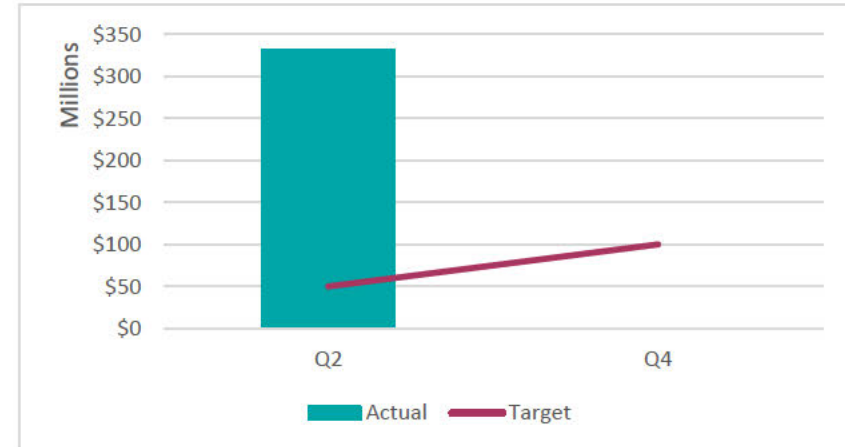
## KPI RESULTS

### Screen permits processed



The number of permits processed in May (60) was significantly more than May 2024 (37)

### Attributable value of private sector investment secured



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

## Auckland's reputation

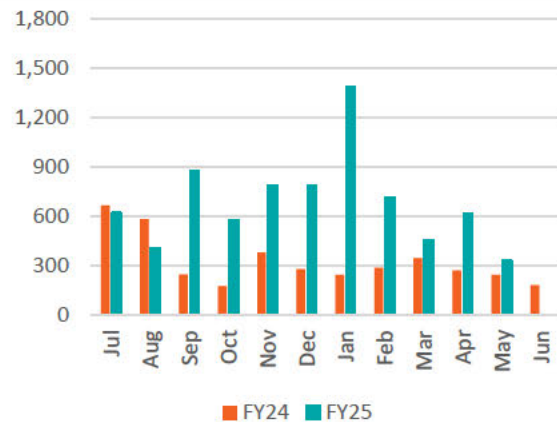
Destination	Events	Cultural Organisations
<ul style="list-style-type: none"> <li>• <i>It's On In Auckland</i> <b>city centre promotion</b> ran in fly/drive markets across digital and out of home media supported by a new microsite with mid campaign results of 2.2m digital impressions.</li> <li>• <b>Events-centric domestic visitation promotion</b> delivered radio giveaways and Stuff sponsored content spotlighting the Auckland Winter Series, RNZB, <i>A Century of Modern Art</i> DIVA, All Blacks and NZFW, alongside hotels, bars, restaurants and retail.</li> <li>• <b>Autumn/Winter campaign activity in AU</b> ran in <i>MiNDFOOD</i>, Urban List, <i>Concrete Playground</i>, News.com.au and TripAdvisor. First month results for TripAdvisor show 1.5m+ impressions to active considerers and 10% click through rate on ads.</li> <li>• Results for the now completed <b>Expedia AU</b> campaign show 2150 pax booked, 2038 hotel room nights and a +44.2% YoY uplift in Auckland search, while results for the <b>Expedia NZ</b> campaign show 9744 pax booked, 7013 hotel room nights and a +12.3% YoY uplift in Auckland.</li> <li>• AU PR Agency hosted a successful <b>media event in Sydney</b> on 28 May, with 25 leading Australian lifestyle and travel media members enjoying "a taste of Auckland" with a bespoke menu by Josh Emmett, and leading to interviews with <i>Australian Good Food &amp; Travel Guide</i>, Signature Media, <i>Spice Magazine</i>, <i>9Honey</i>, <i>Sydney Morning Herald</i> and <i>The Age</i>.</li> </ul> <p><b>International tourism famils and media:</b></p> <ul style="list-style-type: none"> <li>• <i>Forbes Magazine</i> published <a href="#">The Surprising Players Behind Auckland's Regenerative Tourism Push</a> (116m monthly unique visitors).</li> <li>• Australian content creator <a href="#">@celesteejh</a> shared the best of Auckland with her 130,000 TikTok and 22,000 Instagram followers.</li> <li>• NZ episodes of <a href="#">Conan o' Brian Must Go</a> went live on Neon NZ and HBO US. Auckland filming was supported by TAU, when Conan joined the Haka World Record (TAU invested event) and other activities in the region. Several international media stories were published off the back of this, including <a href="#">Los Angeles Times</a> and <a href="#">Hollywood Reporter</a>.</li> <li>• Supported Auckland filming of <a href="#">The Hardest Geezer</a> (271,000 followers on YouTube and movie to come)</li> </ul>	<ul style="list-style-type: none"> <li>• Strong media pick up the announcement of <b>Royal Edinburgh Military Tattoo</b> in February 2026 with the Mayor as the city representative at the launch event.</li> <li>• Comms/media announcement prep for <b>SailGP</b> returning in 2026 underway for June, on provision of contract being signed.</li> <li>• Marketing support for ACB's presence at MEETINGS 2025 included delivery of a <b>Host City Famil</b> for 160+ buyers inc. 14 partner activities, a <b>Treasures of Tāmaki activation</b> <b>Treasures at Three networking event</b> and <b>Welcome Function</b> at Eden Park.</li> <li>• ACB comms including <a href="#">Meetings &amp; Conventions Asia</a> on Destination New Zealand TAU contributed to the Auckland section, providing content and quotes from Ken Pereira.</li> <li>• A number of articles ahead of <b>Auckland hosting MEETINGS 2025</b>, off the back of a media release together with BEIA including <a href="#">MeetingNews newsletter</a> <a href="#">Travel Weekly AU</a>, <a href="#">Conference &amp; Meetings World Tourism Ticker</a> <a href="#">Travel Daily News Asia</a> <a href="#">Global Travel Media</a>. Planned media interviews and engagements include NBR, TTG Mice Asia, and MiceNet speaking with Ken Pereira and Australasian Special Events doing a video interview with Kiriana Koni about her role in the cultural Māori welcome at the Eden Park launch event.</li> <li>• Six members of the <b>Auckland Live</b> team went through media training in May. Media hosting at Trent Dalton's Auckland Writers Festival event resulted in two significant pieces of media coverage with <i>NZ Herald</i> to promote the October shows at Aotea Centre.</li> <li>• <b>ACVE Social Media strategy continues to yield results:</b> 68 new followers on LinkedIn, 23 new followers on Meta. ACVE website</li> </ul>	<ul style="list-style-type: none"> <li>• Early bird promotion for <b>A Century of Modern Art</b> resulted in 1538 tickets sold up 412% on early bird sales for Olafur Eliasson &amp; up 233% on Guo Pei.</li> <li>• <b>A Century of Modern Art media partner, NZME</b> delivered a high impact launch campaign with coverage inc. 20 page themed special issue, double-page sponsored content and full page brand ads within <i>Viva</i>, plus a page front cover wrap to <i>Canvas</i> at a total media value [REDACTED]</li> <li>• <b>Auckland Art Gallery</b> achieved 96 media mentions with a reach of 7.3m in May. Coverage included the passing of Fred Graham, ongoing coverage of the Mark Adams exhibition, upcoming pacific dance festival rehearsals at the gallery, and continuing coverage of the artwork incident at the Curious Ball. Also announced interim gallery director Tom Irvine, developed comms for Matariki programming, the return of Reuben Paterson's Guide Kaiārahi and <i>A Century of Modern Art</i></li> <li>• <b>NZ Maritime Museum</b> ran a small burst of Meta advertising, resulting in 300 new sign ups to the Mini Māui Club kids database. Ongoing comms support for the <b>Gallery Refresh</b> strategic comms plan and volunteer briefing.</li> <li>• Promotion for the <b>Zoo's Mother's Day High Tea</b> went to market and is sold out for the weekend, while 170+ tickets were sold for <b>The Secret Lives of Dinosaurs</b> talk</li> <li>• <b>Dinosaur Discovery Track</b> phase /Dinosaur <b>Nights &amp; Lights</b> campaign now underway and <b>Matariki</b> promotion to follow</li> <li>• The <b>Zoo</b> achieved 151 media mentions in May, including continued coverage of the Dinosaur Discovery Track, Global Travel Media on conservation efforts, euthanasia of a critically ill albatross, ongoing stories about Burma the</li> </ul>



<ul style="list-style-type: none"> <li>Completed May media famils with <i>Explore Travel</i> (AU), <i>The Globe &amp; Mail</i> (Canada) and <i>Frommers Travel Guide</i>, <i>Hotels Above Par</i>, <i>Bon Appetit</i>, <i>Cnet</i>, <i>AAA</i>, <i>Whitewall</i>, <i>Saveur</i> (US)</li> <li>Completed content creator famil with <a href="#">@haz_and_loz (AU)</a>. 200,000 followers on Instagram, 63,000 on TikTok.</li> <li>Winter months will see international media famils including <i>Conde Nast Traveler</i> (US), <i>News.com.au</i> and <i>Vacations &amp; Travel</i> (AU), as well as Australia's most popular morning show <i>Sunrise</i></li> </ul>	<p>received 9,597 users and <b>171 enquiry form submissions</b>.</p>	<p>elephant's move, and <i>Wild Heroes (Series 3)</i> wildlife documentary series.</p> <ul style="list-style-type: none"> <li><b>Auckland Stadiums.</b> Strong digital growth continued in May, with Auckland Stadiums' Instagram seeing a 1 % increase in interactions and a 39% uplift in link clicks. Go Media Stadium Facebook saw views surge 309%, content interactions rise 91%, and link clicks grow 40%, alongside 198 new followers.</li> </ul>
Economic Development	Auckland brand and reputation	Discover Auckland and Customer Strategy
<ul style="list-style-type: none"> <li>Screen Auckland is sponsoring the upcoming Big Screen Symposium Festival and supporting the Film Awards. To coincide with the release of the new Disney movie, marcomms has arranged an interview with the film's producer to help promote the launch and engage local audiences exclusive content. May also saw several media queries about US proposed film tariffs, including China Global Television Network.</li> <li><b>Economic Transformation:</b> City Centre Prospectus downloads have increased from 26 to 1512 as of June 2025. Marcomms is working with a PR agency for international stories and a Singaporean journalist to visit Auckland. Comms activity underway for <i>The State of The City 2025</i> report &amp; release of the Auckland Economic Monitor.</li> <li><b>Tech economy:</b> The Auckland Startup Week website development is well underway. TAU will receive it in June for proofing. Go live date is set for July 2025. The American Chamber of Commerce awards submission was made.</li> <li><b>Climate Connect Aotearoa:</b> Marketing activity focused on wrapping up the ClimateWise digital campaign, which delivered strong results with 3m impressions, 22,800 clicks, and 19,000 conversions. Work began on upcoming SME adaptation workshops for cohorts in North Harbour, the tourism sector, and pakihi Māori. A He Kete Mātauranga Hui article was developed and published, and marcomms collaborated with Counties Energy to deliver a coordinated media release, website story, and social content announcing the Franklin Energy Sharing Pilot's selection for the Electricity Authority's Power Innovation Pathway.</li> <li><b>ED transition:</b> continued planning and handover of projects and channels.</li> </ul>	<ul style="list-style-type: none"> <li><b>Studio highlights:</b> Go Media Stadium tunnel mural report; filming of SE Asia and China famil; Gay Games bid document; Lantern festival wrap video; TRENZ announcement video; Beyond the Blue partner video; AAG restoration video, DM Light insights paper; <i>It's on in Auckland</i> full campaign asset rollout; WPATHC congress conference pitch video; Lost Dogs Disco campaign assets; Darkfields promotional video.</li> </ul> <div data-bbox="945 762 1473 1137" data-label="Image"> </div> <p>S7(2)(f)(i),(h) LGOIMA 1987</p>	<p><b>Discover Auckland</b></p> <ul style="list-style-type: none"> <li><b>Platform enhancements</b> deployed, including Iconic Auckland Eats icons, improved user experience and AI model enhancements.</li> <li>New Travel Trade and Destination <b>microsites</b> launched</li> <li><b>Collections campaign</b> content launched with Pax Assadi (Comedy Festival), Bobby Brazuka (Ponsonby DJ) &amp; Haser (Street artist).</li> <li><b>Search Engine Optimisation</b>, including AI Search, supplier confirmed and first phase of project underway.</li> <li><b><i>It's on in Auckland</i></b> campaign microsite updated with new collections and events for city centre campaign</li> </ul> <p><b>Customer Strategy</b></p> <ul style="list-style-type: none"> <li>Completed Insights Sessions on <b>Comms, Privacy and Consent</b> with TAU staff including resources for ongoing support</li> <li><b>Consent advice</b> provided for ACB, DPP and Major Events Volunteer programme.</li> <li>Comms <b>customer journey mapping</b> completed for strategic invites, destination invites, CE stakeholders and emergency eDMs.</li> <li>Customer strategy <b>roadmap reviewed</b>.</li> </ul>

## KPI RESULTS

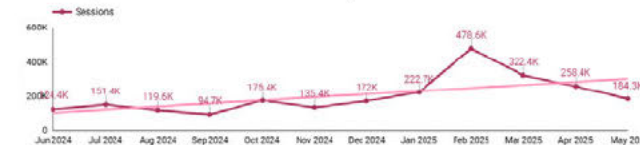
### Media coverage mentioning TAU



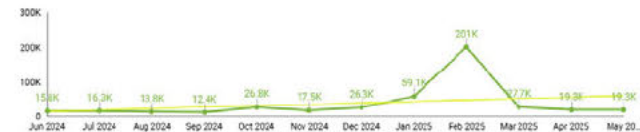
Media mentions **decreased by 46% in May**, largely due to seasonal shifts in the major events calendar and a reduction in TAU-led major event activity. A standout story was the celebration of Auckland's summer event success, with TAU credited for generating \$31.9 million in economic return. Western Springs Stadium's future drew strong opinions from community stakeholders, generating coverage across all media channels and continued visibility of TAU CE Nick Hill in the conversation.

### Discover Auckland Platform Performance

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



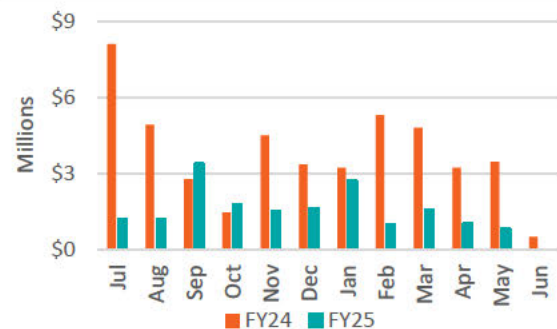
**Conversions:** The number of referrals/links to 3rd party sites, file downloads, form submissions and Login/Sign up to accounts that have occurred over time.



2.4m sessions in the past 12 months, with a 39% uplift in May 2025 vs 2024. Driven by guides on local markets, coffee spots and strong click-through via social media from DARKLIGHT and Mother's Day activity.

Top operator referrals were Central Flea Market, Sea Life Kelly Tarltons, Wētā Workshop Unleashed. The top event links were DARKLIGHT, NZ International Comedy Festival, DARKFIELD: SÉANCE & FLIGHT and Auckland Writers Festival.

### Equivalent Advertising Value (EAV) of TAU media coverage



In May, there was a 20% decline in equivalent advertising value (EAV) due to the seasonal shifts in the major events calendar and a reduction in TAU-led major event activity. Notable stories included: The formation of a new North Island tourism alliance; Royal Edinburgh Tattoo 2026; MEETINGS 2025; Te Puna Creative Hub; Dinosaur Discovery Track; Auckland FC finals; and proposed US film tariffs.

### Top Cities - 1 May - 31

City	Country	Total users	Total Users as %	Sessions	Sessions as %
1. Auckland	New Zealand	62,413	55%	96,773	55%
2. Christchurch	New Zealand	11,652	8%	13,150	7%
3. Sydney	Australia	10,724	7%	11,763	7%
4. Melbourne	Australia	8,104	5%	9,156	5%
5. Wellington	New Zealand	7,603	5%	8,399	5%
6. Brisbane	Australia	5,481	4%	6,143	3%
7. Hamilton	New Zealand	2,685	2%	3,032	2%
8. Tauranga	New Zealand	1,538	1%	1,714	1%
9. Whangarei	New Zealand	901	1%	1,031	1%
10. Adelaide	Australia	816	1%	901	1%

Slight increase in Auckland sessions for May vs April; DPP marketing and 'always on' activity continues to support and increase in sessions from Australia with a 175% growth in May 2025 vs May 2024, reaching 19% of total sessions for the month

**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.



## Climate change and environmental sustainability

### Climate Change and Sustainability (General Update)

#### Cross cutting:

- TAU's first draft of the **Climate Transition Plan** was presented to its Risk and Finance Committee.
- Work has 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. This work programme also includes 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 deep dive on **unintentional greenwashing and greenhushing** was held with the Communications and Strategic Relations teams.

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

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

#### Action E2: Climate Connect Aotearoa (CCA)

- **ClimateWise:** Work continues on the ClimateWise roll out, with a focus on the Destination Partnership Programme. The platform was also presented on a webinar to the Aotearoa Climate Adaptation Network.
- **Māori Outcomes:** A capability building session was delivered to screen sector professionals as part of Screen Auckland's one day cultural competency course. The session focused on sustainability from a Māori perspective.
- **Energy:** CCA worked with its partner Counties Energy to present the energy sharing challenge at a conference for Carbon and Energy Professionals. A follow up event on 'Insights from Auckland's RETA programme' was organised and delivered by CCA, TAU and the Energy Efficiency & Conservation Authority.
- **Council transition structure** changes are being prepared for and adopted

## Māori outcomes

### Kia ora te Umanga | Māori Business, Tourism and Employment

**Kia ora Tāmaki Makaurau Māori Outcomes Framework:** The recent refresh of the Kia ora Tāmaki Makaurau framework (2020) to measure Māori wellbeing, outcomes and performance has led to a new Māori outcomes strategy **Tāmaki Ora 2025-2027**. Effective 1 July 2025, the new framework is a simplified, values based Māori outcomes strategy and performance framework that aims to strengthen alignment with Māori aspirations, improve clarity of council's role, and enable more consistent delivery across the council group.

Tāmaki Ora introduces four key shifts:

- Prioritising Māori and community needs: Stronger focus on aligning the council's work with Māori aspirations.
- Sharper strategic focus: A refined framework based on seven Ora outcomes and three organisational enablers (Tūāpapa) each grounded in te ao Māori values.
- Integrated performance approach: A logic model that connects council activity to outputs, outcomes, and long term impact.
- Greater accountability: Development of a Māori outcomes reporting framework in FY26 to support transparency and evaluation.

The framework has been designed to integrate with council's Group Strategic Framework and will serve as the Māori Outcomes framework for CCOs as part of the CCO Reform programme. Ngā Mātārae will lead a

### Kia ora te Ahurea | Māori Identity and Culture

- **Matariki 2025:** The council is leading Matariki Festival coordination in 2025. Ngāti Tamaoho led pou events will take place from 13 June, with community events showcased from 21 June to 13 July. The full programme of events is on the [Matariki website](#). TAU has more than 20 Matariki initiatives, programmes and activities planned, including: multispace activations, artworks and dance/haka performances at the Gallery; several Auckland Live-supported shows with esteemed Māori performers at The Civic Wintergarden and Auckland Town Hall; whānau activities and a live waka carving demonstration through the NZ Maritime Museum, and a special Matariki evening activation at Auckland Zoo.

#### Contributions towards other strategic priorities of Kia Ora Tāmaki Makaurau

##### Kia hāngai te Kaunihera: An empowered organisation

- **Māori Engagement Framework:** A strategic initiative under *Te Mahere Aronga* the project is currently in the design phase. Key

change management programme from July 2025, with a formal review aligned to the long term plan cycle in FY27.

**Filming on Sites and Places of Significance to Mana Whenua:** The public hearing on the proposed plan change was held on 21 May. It was brief, with no submitters attending. The hearing panel formally recorded their approval of the plan change on 4 June. There will be a 30 working day period for appeals. If none, council will formally notify that the plan change is operative. From the operative date, Screen Auckland's film permit process will be used for short term filming activity on council managed SPSMW.

**Māori Economic Innovation Hubs:** From 1 July, support for these hubs will transfer with the team to the council. The funding agreement for the three years of LTP MOF hubs funding will transfer from TAU to the council with the kaupapa.

#### **ReserveTMK:**

- Māori Outcomes Fund (MOF) investment of \$200,000 per annum for three years, which is on top of TAU funding for the hub. The hub is operated by Mātāwaka organisation, Reserve Tamaki and focuses on innovation and entrepreneurship skills capability workshops focus for 2025.

#### **Te Ngahere [GridMNK]:**

- The hub is operated by Mātāwaka organisation, Ngahere Communities and is in the 'activation' phase of hub lifecycle with focus on innovation and entrepreneurship.
- With TAU support, Ngahere Communities has moved to larger premises in Cavendish Drive and is currently in a major refit phase to enable the hub to deliver greater impact with co working spaces, creative studio, production and business hub, retail and e commerce and distribution.

#### **Te Puna Māori Economic Innovation Hub:**

- MOF investment of \$1.8m over three years, with in kind contribution from TAU. The hub is operated by TAU (from 1 July by Auckland Council) in partnership with TKām with its two primary programmes being Creative Academy and Business Growth.
  - Creative Academy: Agreements now in place with Crescendo Trust of Aotearoa for rangatahi skills pathways in creative sectors; Te Pou Theatre for venue technician on the job training and rangatahi workshops; and Ama Digital Studios for game development and microcredentials. All three programmes include paid internships.
  - Business Growth a pilot programme for Y1 commences in June 2025. Suppliers engaged to deliver brand strategy, legal and intellectual property protection and access to funding to up to eight pakihi Māori in start-up/scale up phase of development. Will grow in FY26 and FY27 based on learning during pilot phase. The pilot programme includes formal collaboration between Te Puna and Te Ngahere hubs.

#### **Te Wheke - 'The Brain' - strategy and insights for all three hubs**

- Investment in the development of a kaupapa Māori evaluation framework for the three hubs. The final draft framework has been received for review and finalisation this month.

deliverables include guidance for TAU kaimahi working with Māori organisations and individuals; an engagement strategy template for planning and delivery; a dedicated resource page on the Whare Māori Outcomes Ako site containing framework materials, templates, tools, and supporting resources; and training workshops to build organisational capability and competency. Implementation will commence with a pilot phase during July and August, testing the framework, tools, resources and training with the Māori Outcomes rōpū and Pou Hononga. Full organisational rollout will begin in September.

- **Te Tiriti o Waitangi training:** the Zoo hosted a Māori Outcomes Te Tiriti o Waitangi workshop 28 May, with 31 in attendance from the Zoo, Screen Auckland NZMM, Marketing, People, Health & Safety. To date, 257 kaimahi have attended these workshops.

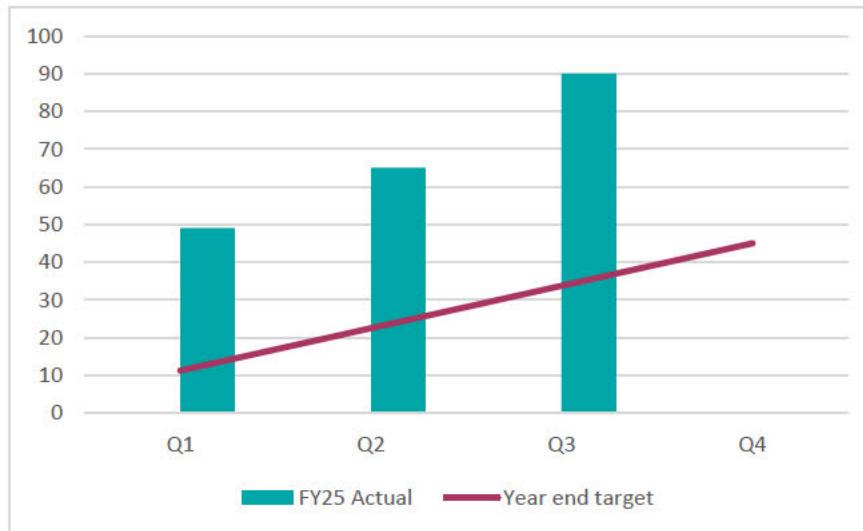
#### **Kia ora te Whānau: Whānau & Tamariki wellbeing**

- **Wellbeing in Nature programme:** Supported by Māori Outcomes, the Zoo's Wellbeing in Nature programme aims to improve the wellbeing of Māori communities by providing increased access to and connections with nature, combined with indigenous wisdom. During May, the Zoo hosted Ngāti Tamatera (60 , Hāpai Tūhono (17 Whānau Māori (170 and Ngāti Paoa (335 Feedback from Iwi and Mātāwaka has been extremely positive "Seeing Māori names all over the zoo made my kids so proud to be Māori."



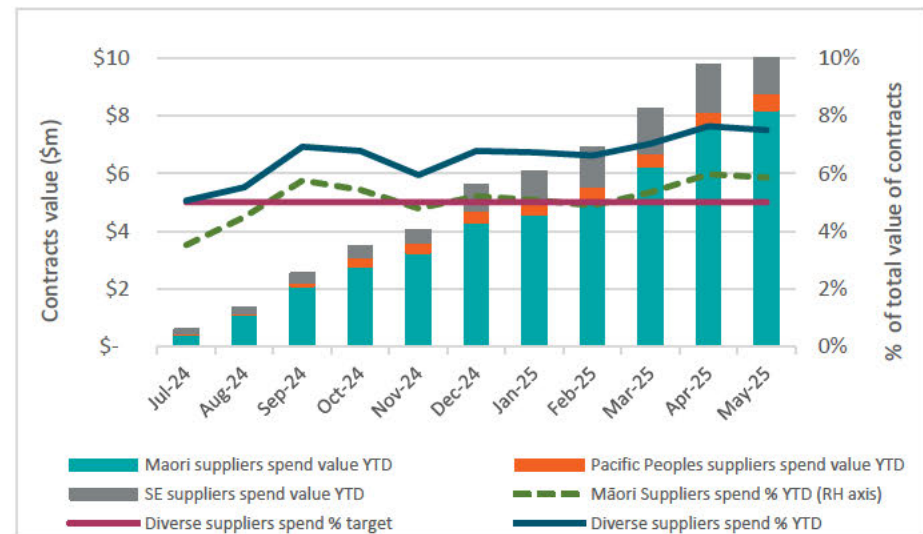
## KPI RESULTS

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



Q3 Results are **above** target

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



TAU's diverse suppliers spend % is **on track** at 7.50% against 5% target.

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

## Enabling activity

### Group Shared Services (GSS) Implementation

### ICT Enhancement

- **ED transition** the complex technical work to separate out websites and domains, along with understanding the legality of sharing personal data and changes to the CRM continues in line with the 30 June deadline.
- The **CRM team** continues to enhance the ACB and Destination solution as a precursor to further development to meet tourism specific requirements. The sponsorship team has completed training and is starting to use the system. Good progress has been made on discovery around strategic invitations and the linkages to grants and sponsorships.
- **Data Governance and Culture** lead sessions have been completed, and the first data champions session has been held with both excellent feedback and an engaged audience. The two key focus areas will be the provision of data training, and work to improve the quality of data in key domains. TAU is leveraging the GSS Data workstream to adopt and adapt data governance policies in line with TAU's strategy and culture.
- **Dexibit** discovery and data mapping work has started to validate the ticketing data from Ticketmaster to support use cases in Auckland Live and Auckland Stadiums. Data will be ingested from Momentus, to support the automation venue utilisation calculations.

#### AI:

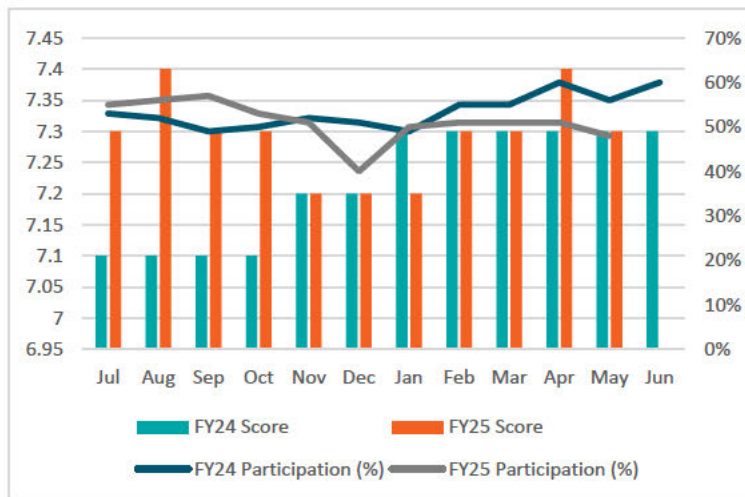
- The user group has met for the fifth time and is becoming broader in its membership across the organisation. The current focus is the development of a TAU transparency statement. Prompt training is continuing with a high up take rate across different parts of the organisation, 36 trained and 50 on the waitlist.
- TAU is still working with the council to enable a pilot of Co Pilot 365 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 planned, with the project timeline confirmed. Successful ELT vision workshop completed, and Sprint 1 is now underway. Current activity includes development of a mood board to explore signals, trends, and business models relevant to tourism, events, experiences, and activations.
- Refer to CE sub reports in Resource Centre for Customer Strategy/CRM/eDM benefits dashboard (quarterly) and Cybersecurity dashboard (monthly).

### Commercial Revenue & Partnership Strategy

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

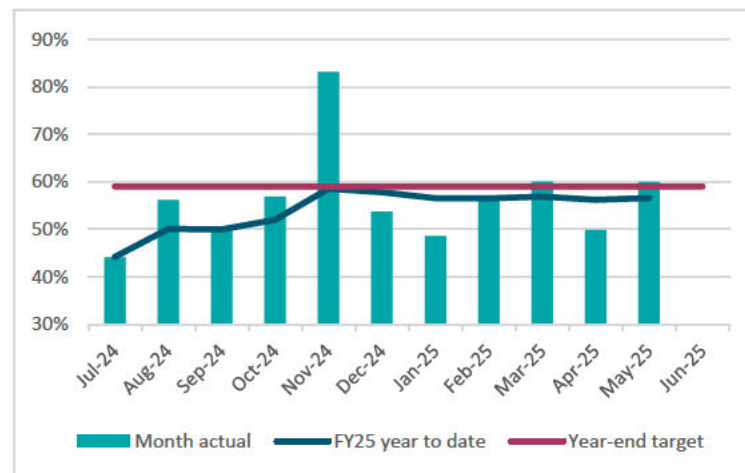
## KPI RESULTS

### OfficeVibe engagement score and participation



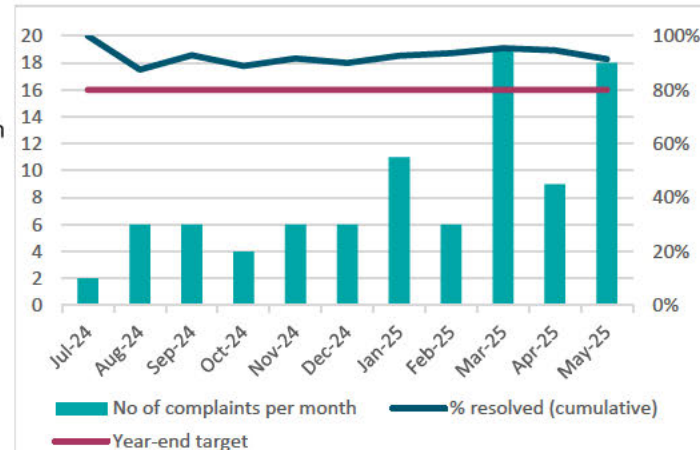
S6(a),S7(2)(f)(i),(h) LGOIMA 1987

### % expenses through non-rates revenue



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

### % of customer complaints resolved within 10 working days



91% of complaints had been resolved within 10 working days YTD. **On target.**

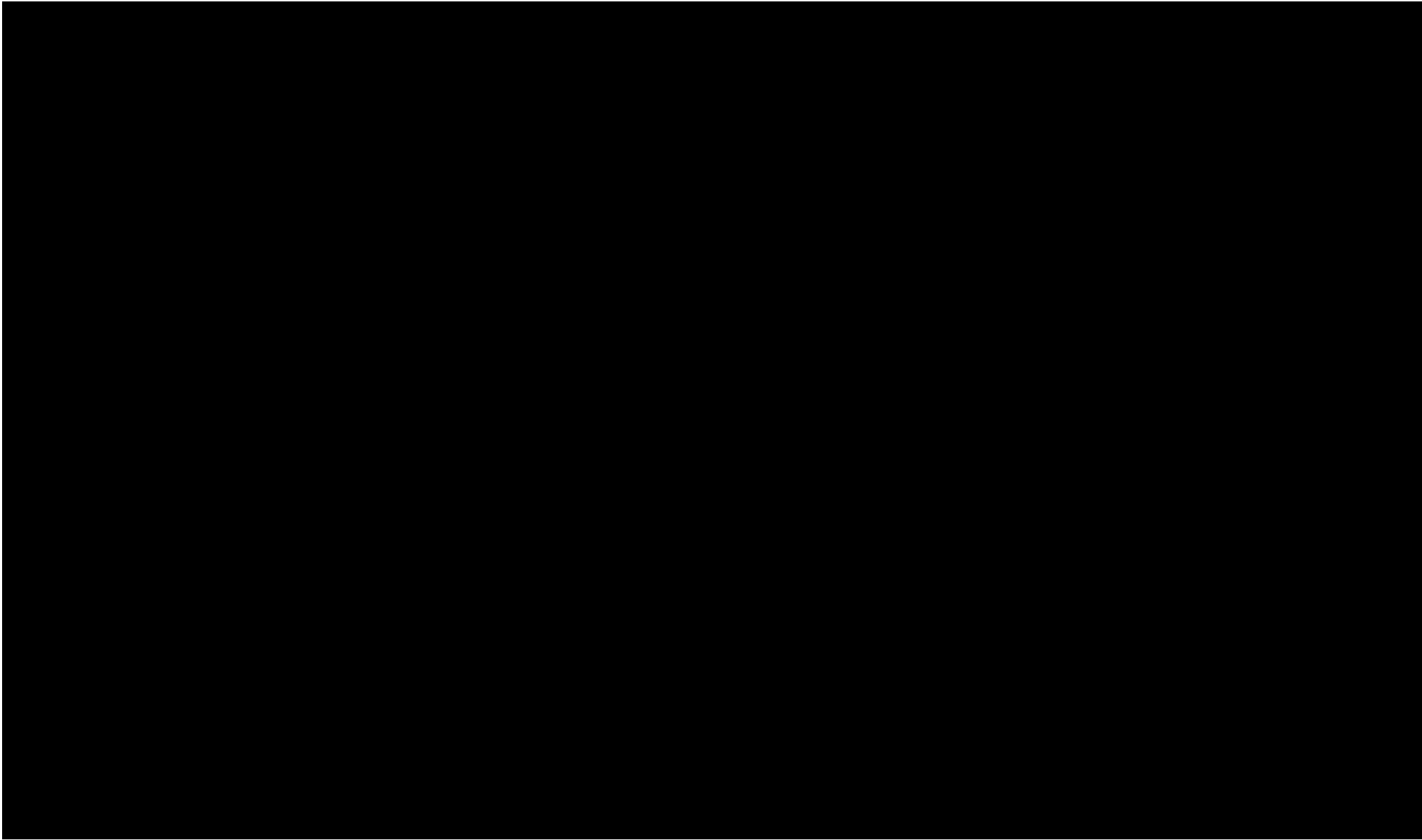
## Schedule of Appendices

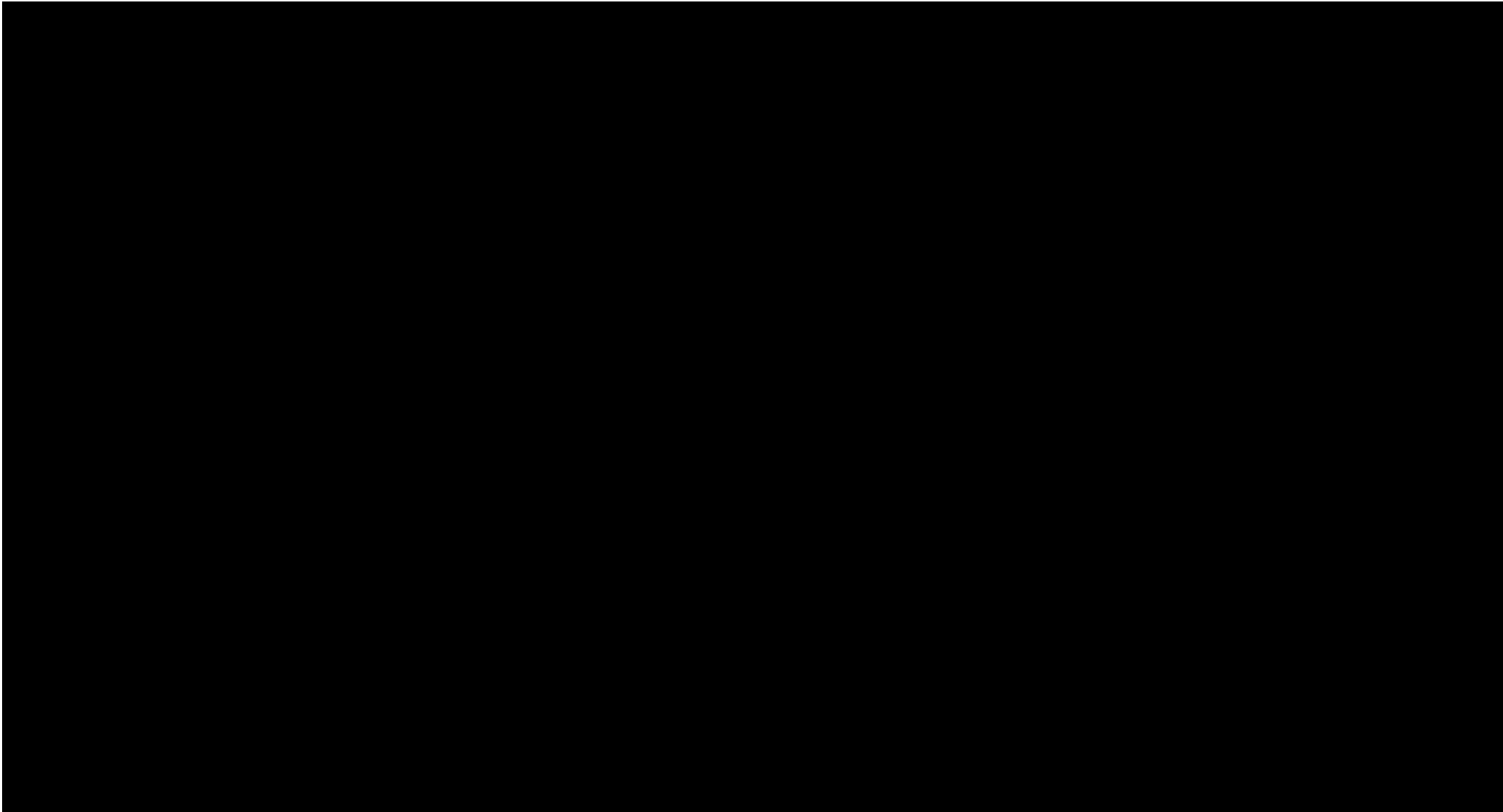
- |                                |           |
|--------------------------------|-----------|
| 1. TAU Cybersecurity Dashboard | (Monthly) |
| 2. GSS Cyber Dashboard         | (Monthly) |
| 3. TAU calendar                | (Monthly) |
| 4. Major Events project status | (Monthly) |

## CE sub-reports in Resource Centre

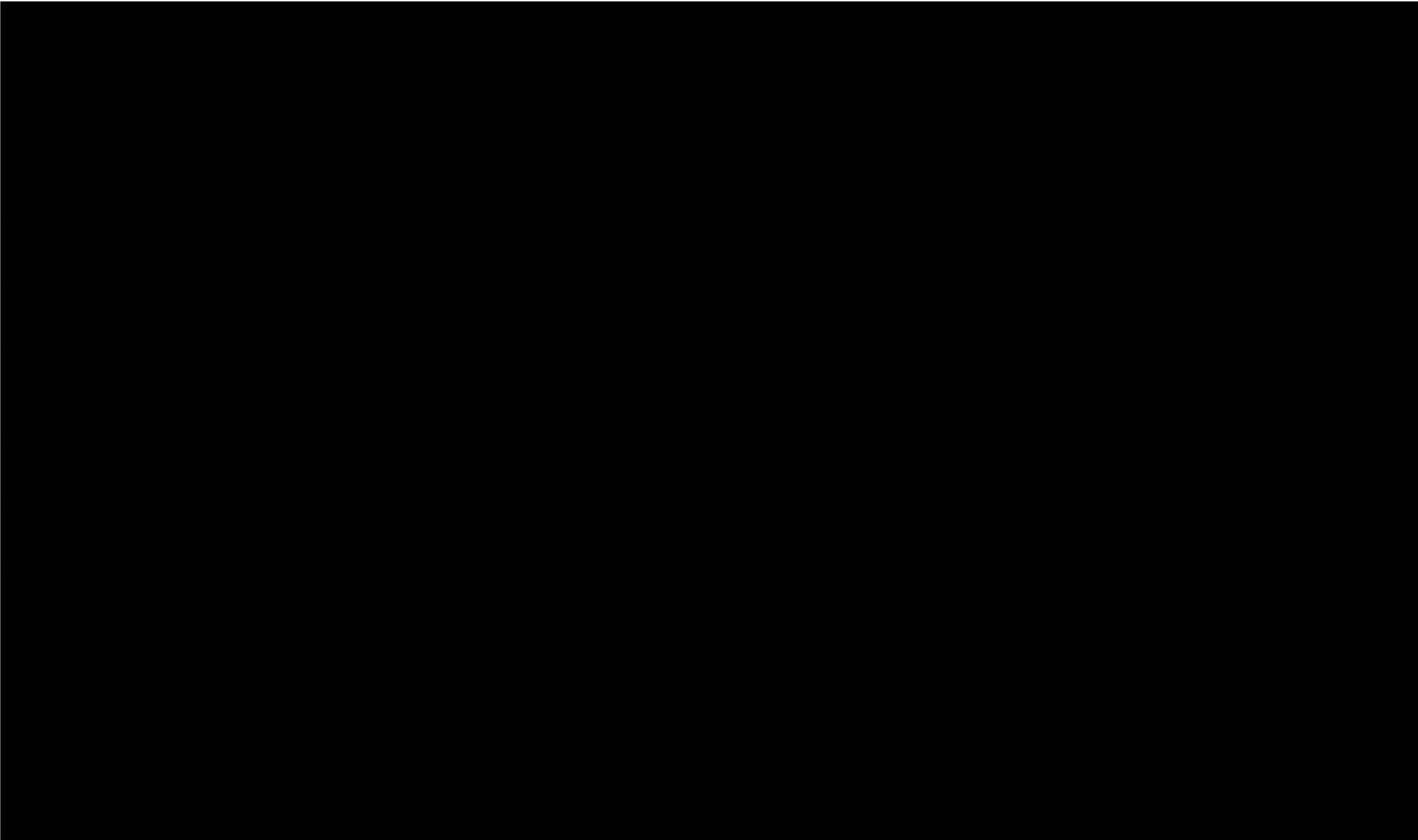
- |  |              |
|--|--------------|
| • Finance Report                                   | (Monthly)    |
| • Risk Report                                      | (Monthly)    |
| • Customer Strategy / CRM / eDM benefits dashboard | (Quarterly)  |
| • Capital Projects Report                     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





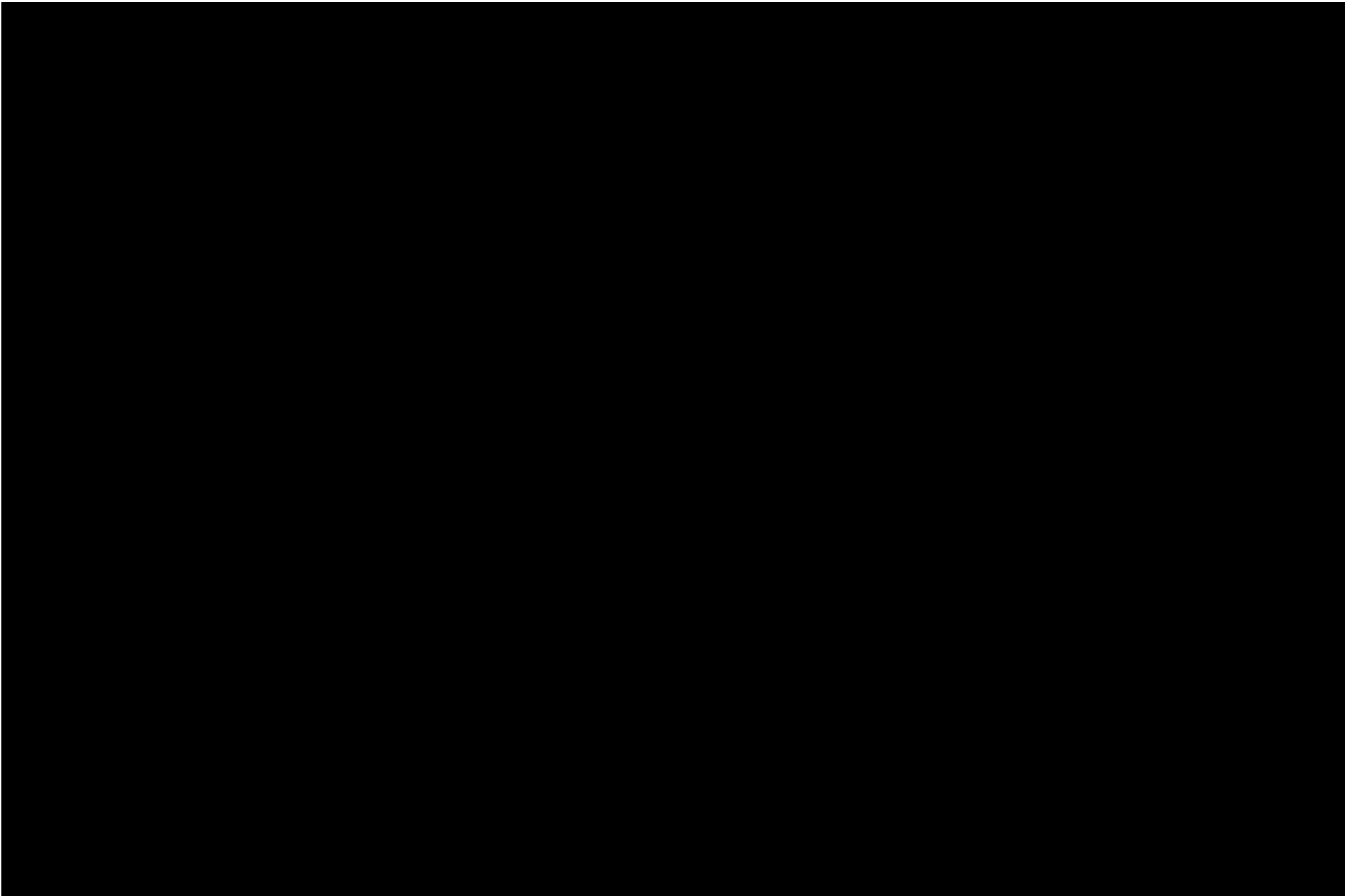


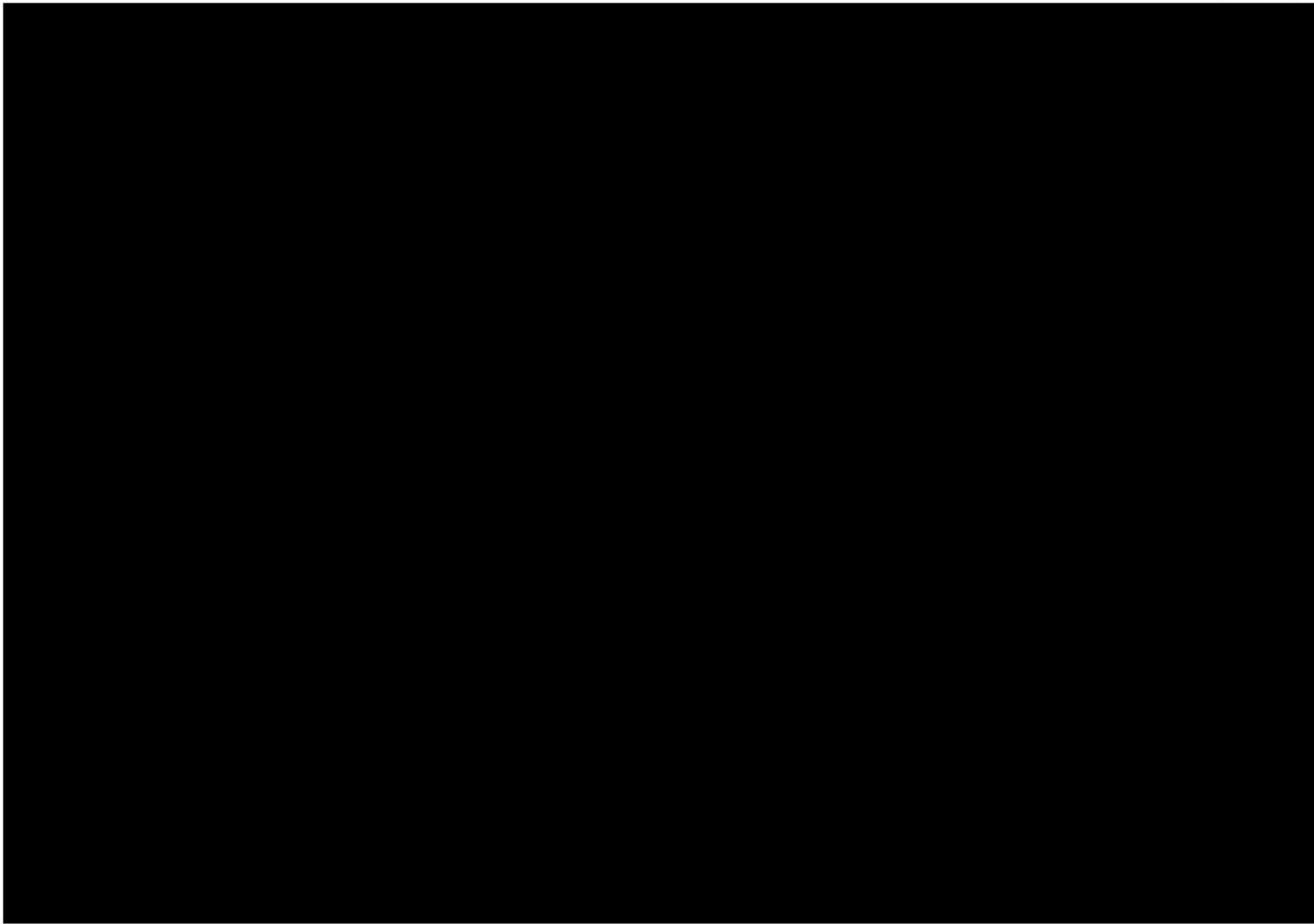




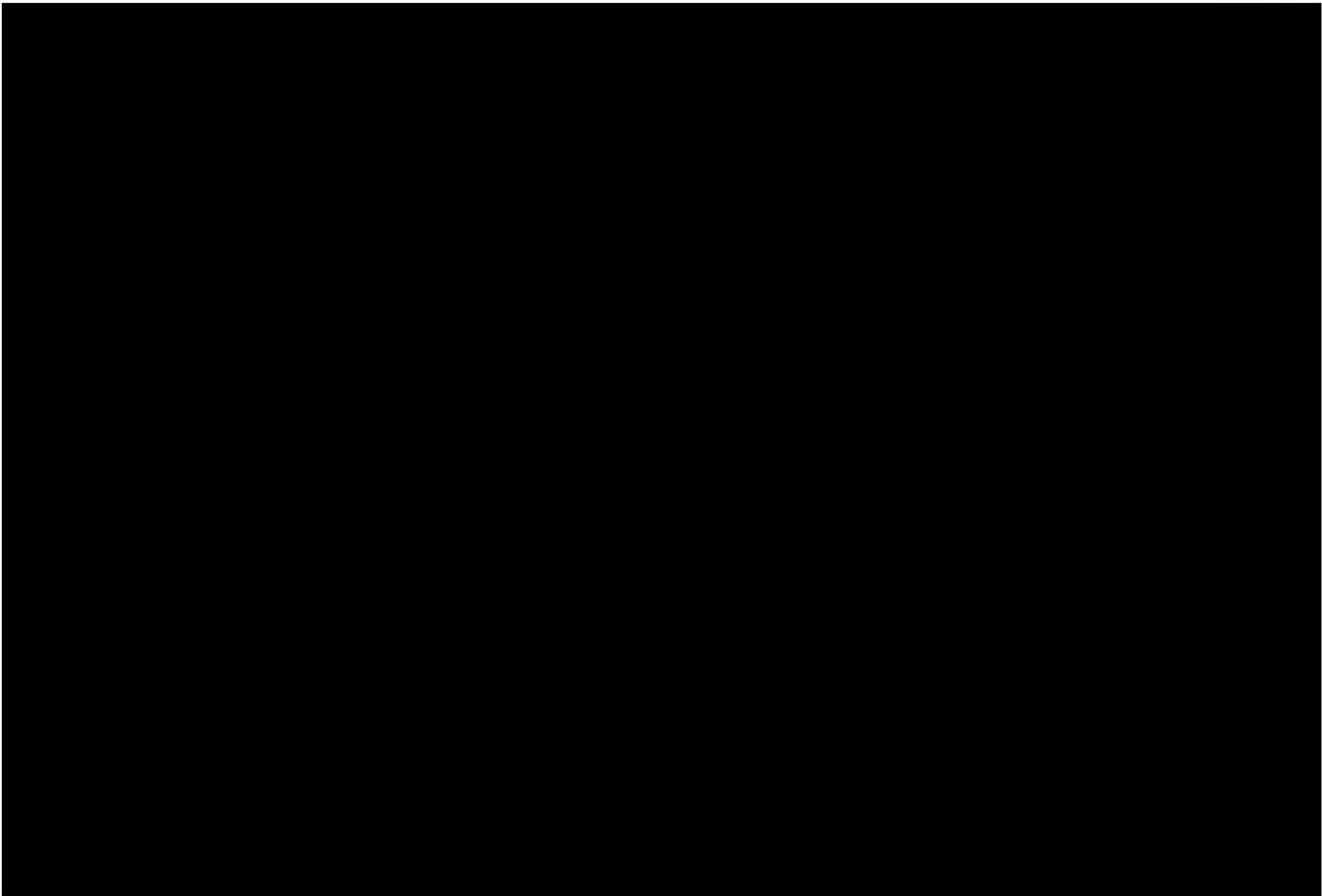












# Monthly Operating Performance – May 2025

## Operating performance trend

\$ million	Notes	FY 25 YTD			Full year
		Actual	Adj Budget	Variance	Adj Budget
<b>Net direct expenditure</b>	<b>A</b>	<b>84.2</b>	<b>88.2</b>	<b>4.0</b>	<b>94.3</b>
<b>Direct revenue</b>	<b>B</b>	<b>99.1</b>	<b>92.2</b>	<b>6.9</b>	<b>105.6</b>
Fees and user charges		53.8	51.7	2.1	57.0
Operating grants and subsidies		12.6	6.8	5.8	26.2
Other direct revenue		32.7	33.7	(1.0)	22.4
<b>Direct expenditure</b>		<b>183.3</b>	<b>180.4</b>	<b>(2.9)</b>	<b>199.9</b>
Employee benefits	C	85.7	83.2	(2.5)	79.8
Grants, contributions and sponsorship	D	10.2	9.2	(1.0)	7.7
Other direct expenditure	E	87.4	88.0	0.6	112.4
<b>Other key operating lines</b>					
Vested assets		(2.4)		2.4	
Depreciation and amortisation		55.3	51.3	(4.0)	56.0
Finance & Interest		22.1		(22.1)	
Capital Grants to TAU+ Partners					
<b>Capital investment trend</b>					
<b>Capital expenditure</b>	<b>F</b>	<b>64.9</b>	<b>76.4</b>	<b>11.5</b>	<b>81.1</b>
Capital revenue		0.3	0.0	0.3	



## Key commentary

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

A. Net Direct Expenditure is favourable for the 11 months to May 2025.

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

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

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

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

F. Steady progress made during the year with 80% of the adjusted total budget spent year to date. This has been achieved by robust forward planning and scheduling major works during venue closure periods, specifically at the Aotea Centre, Civic Theatre and Viaduct Events Centre.