

Board Meeting Agenda



8.00 a.m. Wednesday 26 August 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 30 July 2025 and Action Tracker, Vicki Salmon	To Approve	T & C		
3	Board Agenda Discussion, Vicki Salmon	To Discuss	T & C		
CE CONFIDENTIAL UPDATE					
4	CE Confidential Update, Nick Hill 1. Stadiums Update 2. Auckland Events Programme Update ¹ 3. City Centre Targeted Rate ¹ 4. Venue Update	To Note	T & C	8.30 a.m.	1 hour 15 mins
BREAK				9.45 a.m.	15 mins
WORKSHOP					
5	Auckland Art Gallery Toi o Tāmaki Workshop ² , Tom Irvine	To Discuss	T & C	10.00 a.m.	1 hour
CONFIDENTIAL MEETING CLOSED AND PUBLIC MEETING OPEN					
PROCEDURAL					
6	Register of Directors’ Interests and Rolling 12-Month Board Work Programme, Vicki Salmon	To Note	T & C	11.00 a.m.	5 mins
7	Public Minutes 30 July 2025, Vicki Salmon	To Approve	T & C		
CE REPORT AND PERFORMANCE REPORTS					
8	CE Report, Nick Hill 1. Financial Performance Report ³ 2. Current Operational Risks ¹ (RC) 3. Capital Projects Update ¹ (RC)	To Note	T & C	11.05 a.m.	55 mins

¹ S7(2)(f)(i),(h),(i) LGOIMA 1987

² S7(2)(f)(i),(h) LGOIMA 1987

³ Finance Report withheld due to NZ listing rules

Board Meeting Agenda

Item	Subject	Action	Trust/Co.	Start Time	Duration
PUBLIC MEETING CLOSED AND CONFIDENTIAL MEETING OPEN					
LUNCH				12.00 p.m.	30 mins
COMMITTEE UPDATES AND APPROVAL PAPERS					
9	Board Committee Updates - Remuneration Committee 12 August 2025, Vicki Salmon - Risk and Finance Committee 21 August 2025, Carol Cheng	To Note	T & C	12.30 p.m.	15 mins
ANNUAL REPORTS					
10	Tātaki Auckland Unlimited Limited Annual Report and Tātaki Auckland Unlimited Trust Annual Report ⁴ , Justine White	To Approve	T & C	12.45 p.m.	30 mins
APPROVAL PAPERS					
11	Tātaki Auckland Unlimited Climate Related Disclosures ⁴ , Justine White and Sarah Anderson	To Approve	T & C	1.15 p.m.	1 hour
12	Major Events Business Case ⁵ , Annie Dundas	To Approve	C		
13	Destination Partnership Programme Advisory Group Membership Approval ⁶ , Annie Dundas	To Approve	C		
14	Q4 Performance Report ⁴ , Justine White	To Approve	T & C		
15	TAU Board Dates 2026 ⁴ , Justine White	To Approve	T & C		
NOTING PAPERS					
16	Health and Safety Report ⁷ , Lynn Johnson and Jade Strampel	To Note	T & C	2.15 p.m.	15 mins
	Close of Meeting			2.30 p.m.	

⁴ S7(2)(f)(i),(h) LGOIMA 1987

⁵ S7(2)(f)(i),(h),(i) LGOIMA 1987

⁶ S7(2)(a),(f)(i),(h) LGOIMA 1987

⁷ S7(2)(a),(d),(f)(i),(h) 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.

BOARD MEETING

HELD ON: Wednesday 30 July 2025 at 8.00 a.m.

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

PRESENT:

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

APOLOGIES: None

ATTENDED:

Executive Team	Nick Hill Chief Executive, Daniel Clarke Director Performing Arts, Annie Dundas Director Destination, Scott Couch Head of Commercial (Auckland Stadiums), Tom Irvine Acting Director Auckland Art Gallery, Lynn Johnson Chief People Officer, Mandy Kennedy Chief Digital Officer, Vincent Lipanovich Director New Zealand Maritime Museum, Helen Te Hira Director Māori Outcomes, Shelley Watson Director Marketing, Comms & Growth, Justine White COO
Tim Kingsley-Smith	Company Secretary & Legal Counsel
Malcolm Lawry	GM Commercial and Business Development
Sarah Johnstone-Smith	CCO Governance, Auckland Council
Matt Stanley	Managing Director, Propero
James Robinson	Head of Strategy and Planning
Michelle Hooper	Head of Major Events

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 that there were no apologies.

2. 25 JUNE 2025 AND 2 JULY 2025 CONFIDENTIAL MINUTES AND ACTION TRACKER

The Board requested one amendment to the 25 June 2025 confidential minutes (delete bullet point 2 p.2).

The Board requested one amendment to the 2 July 2025 confidential minutes (word change bullet point 4 p. 3 CE Confidential Update)

Subject to the amendments discussed being made, the Board:

1. **Approved** the 25 June 2025 and 2 July 2025 confidential minutes as accurate records of the meetings; and
2. **Noted** the Action Tracker.

3. BOARD AGENDA DISCUSSION

The Board discussed the agenda for the meeting.

- The Board and Management discussed the recent transition of TAU's Economic Development (ED) team to Council and the movement of the net asset value (also the 'purchase price') following the finalisation of asset balances on 30 June. The net asset value reduced from \$6.3m to \$3.2m largely driven by the June 'passage of time' adjustments relating to the remaining leases of GridAKL and Lysaght Street properties.
- Management noted that the implementation agreement for the transition provided for an adjustment amount to be part of the purchase price, which is treated as an adjustment to the intercompany balance. Consequently, the change to the net asset value / purchase price does not need any additional board approval (the implementation agreement and transactions under it being previously approved).
- Management noted that as the 'contributed equity' was approved by the Board based on the 'proforma assessment' of net assets at the time, the subsequent amendment in value has been reflected in a smaller reduction to the accumulated surplus than originally estimated.

The Board:

1. **Noted** the final net asset value / purchase price of the ED team transition from TAU to Council (approximately \$3.12m) and the reasons for the reduction following the finalisation of asset balances on 30 June.
2. **Noted** that final net asset value / purchase price has been confirmed in accordance with the implementation agreement, and the change in value has been reflected in a smaller reduction to TAU's accumulated surplus account with Council.

4. CE CONFIDENTIAL UPDATE

Nick Hill presented to the Board.

Sale of Auckland Film Studios

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

Matt Stanley joined the meeting at 9.05 a.m.

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

- The Chair introduced Matt Stanley to the Board and noted that he will be observing the board meeting today as part of Propero's evaluation of the TAU board.

Major Events

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

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

Auckland Council Events

- [REDACTED]

The Board **noted** the update.

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

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

5. PERFORMING ARTS WORKSHOP

Dan Clarke presented to the Board.

- Management noted that TAU's Performing Arts rūpū / Auckland Live has made good progress over the last year. With the appointment of the new Performing Arts director, the team has reviewed its mission and developed the draft Auckland Live strategic roadmap in conjunction with other areas of TAU and stakeholders.
- Auckland Live is a leader in programming and presentation of performing arts, culture, entertainment, events and experiences in Tāmaki Makaurau Auckland. Auckland Live's focus is on access and opportunities for the enjoyment and inspiration of Auckland's many communities and visitors, every day. Nationally, Auckland Live is Aotearoa New Zealand's largest performing arts presenter and producer of live performing arts events in theatre, dance, music and arts festivals.
- The draft Auckland Live roadmap acknowledges that Māori performing arts and creative expression enriches our cultural landscape and celebrates the unique identity of Tāmaki Makaurau Auckland. Auckland Live supports thriving and highly visible toi whakaari Māori, working in partnership with Māori artists, communities, hapū and iwi to celebrate and grow Māori performing arts.
- The Board queried how Auckland Live intends to work with Auckland venues that are outside of TAU. Management noted that – in keeping with the rest of TAU – the team will always take a 'what is best for Auckland?' approach which means working closely with the broader sector and asking where the best places for performances are. Auckland Live will be looking to meet and workshop with partners and stakeholders to align and work together to deliver an agreed vision for Tāmaki Makaurau.
- The Board commended the draft Auckland Live strategic roadmap and provided further feedback. For the roadmap to be as successful as possible, it needs to be supported by the rest of TAU, the Council Group, and Auckland's elected leaders. This particularly applies to public areas such as Aotea Square where there is a complicated matrix of ownership and roles.

The Board **endorsed** the draft Auckland Live roadmap and the planned development of the roadmap.

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

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

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

7. PUBLIC MINUTES 25 JUNE 2025 AND 2 JULY 2025

Subject to the amendments to the confidential minutes discussed at Item 2 being made to the public minutes, the Board **approved** the 25 June 2025 and 2 July 2025 public minutes as an accurate record of the meeting.

James Robinson joined the meeting.

8. CE REPORT

The Executive Team spoke to the paper.

- The Board noted that there continues to be fantastic activity across the organisation as the financial year comes to an end. A strong finish to the year has resulted in TAU largely achieving its financial and attendance goals. The Zoo and Art Gallery both had a busy finish to the year with popular exhibitions helping them to achieve their annual targets. Auckland Live had an excellent year, finishing well above its visitation and financial targets. The New Zealand Maritime Museum continued to move from strength to strength this year and broke its annual attendance record for the second year in a row.
- Management noted that the film studios also enjoyed a strong year and made a significant contribution to TAU's revenue. In the destination space, Auckland's tourist numbers are still below pre-COVID levels, but there are some positive signs that tourism is improving.

Deputy Mayor Desley Simpson left the meeting at 11.15 a.m.

- Management updated the Board on Group Shared Service's (GSS) Project Galaxy and the implementation of *Donesafe* (health and safety reporting) across the Council Group. [REDACTED]

[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED] TAU is on track to implement *Donesafe* across the organisation next month.

- [REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
(ACTION POINT)

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

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

The Executive Team, James Robinson and Melanya Burrows left the meeting.

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

9. BOARD COMMITTEE UPDATES

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

- The Chair of the RAFC noted that the committee recently met at the New Zealand Maritime Museum (NZMM) and were provided with a financial 'deep dive' of the NZMM. The committee also considered – and recommended that the Board approve – the Q4 risk reports and the Delegated Authorities Policy and Travel Guidelines. [REDACTED]

[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]

- The Chair of the RAFC noted that an audit update letter from Audit NZ was recently added to the board pack. To date there are no material financial adjustments [REDACTED]

- [REDACTED]

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

The Board **noted** the update.

10. FINANCIAL YEAR ENDING 30 JUNE 2025 – REPORTING PACKS

Justine White spoke to the paper.

- Management summarised the key movements in the Year End Reporting Packs. Attachment 12 of the paper details the ED team transfer to Council transaction and in response to a Board Action Point, Attachment 13 provides an FTE reconciliation of staff costs.

- [REDACTED]

- [REDACTED]

The Board:

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

1. **Noted** the report.
2. **Confirmed** that Tātaki Auckland Unlimited Limited and Tātaki Auckland Unlimited Trust remain public benefit entities for reporting purposes.
3. **Approved** the Chair of the Risk and Finance Committee to sign the Fraud Questionnaire encompassing Tātaki Auckland Unlimited Limited and Tātaki Auckland Unlimited Trust.
4. **Approved** the Tātaki Auckland Unlimited Limited Reporting Pack and Letters of Representation addressed to Auckland Council.
5. Subject to audit clearance [REDACTED], **approved** the Tātaki Auckland Unlimited Trust Reporting Pack and Letters of Representation addressed to Audit New Zealand and Auckland Council.

James Robinson joined the meeting.

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

11. STATEMENT OF INTENT

Justine White spoke to the paper.

- Management noted that the draft TAU Statement of Intent 2025-2028 (SOI) has been considered by the Board and the shareholder over the last few months and the feedback received has now been incorporated into the final version.
- Management confirmed that TAU can change and re-prioritise the capital plan within the SOI if circumstances change.

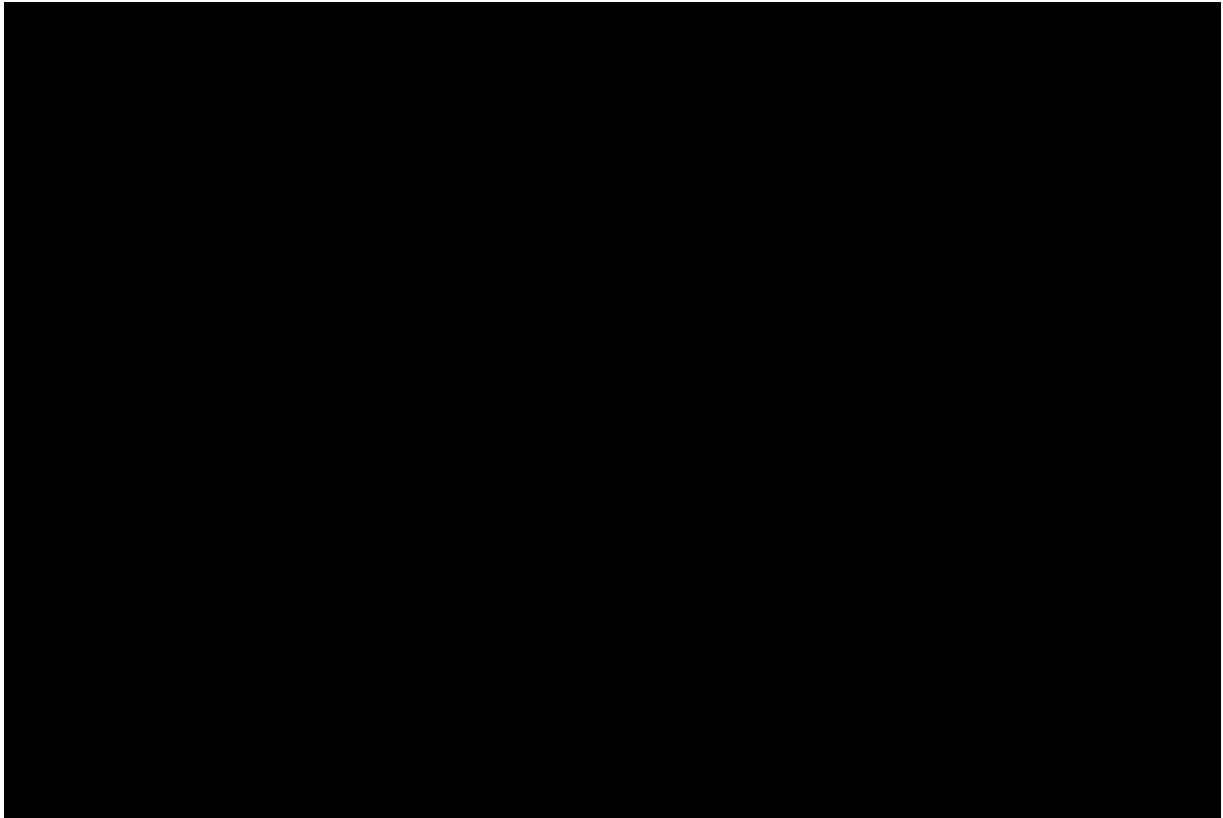
The Board **approved** the final TAU Statement of Intent 2025-2028 for delivery to Auckland Council.

Sarah Johnstone-Smith and James Robinson left the meeting. Annie Dundas and Michelle Hooper joined the meeting.

12. MAJOR EVENTS CONTRACT

Board Director Alastair Carruthers recused himself from Item 12 on the basis of his role as the Chair of TVNZ (TVNZ being potentially connected to the matter at hand as a significant New Zealand broadcaster) and left the room for the item.

Annie Dundas and Michelle Hooper spoke to the paper.



Annie Dundas and Michelle Hooper left the meeting, and Alastair Carruthers rejoined the meeting.

13. Q4 RISK REPORT AND Q4 ENTERPRISE RISK REPORT

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

Justine White spoke to the paper.

- The Board noted that the Risk Report commentary points should be reordered to bring more attention to the more significant risks. Also, the wording in the reports regarding the growing risk to TAU, Council and Auckland's reputation due to major events funding uncertainty should be further strengthened.

Subject to the Board's feedback being incorporated, the Board:

1. **Approved** the TAU Q4 FY24/25 Strategic Risk Register, TAU Q4 FY24/25 Risk Dashboard Report and the TAU Annual Comparison Slide to be forwarded to the Auckland Council Audit and Risk Committee.

14. TRAVEL GUIDELINE AND DELEGATED AUTHORITY POLICY

The Board **approved** the Delegated Authorities Policy and Travel Guideline.

Lynn Johnson joined the meeting.

15. HEALTH AND SAFETY REPORT

Lynn Johnson spoke to the paper.

- Management summarised the monthly health and safety report. While there were a couple of noteworthy incidents overall, it was a quiet month. [REDACTED]

[REDACTED]

- [REDACTED]
- [REDACTED]

The Board **noted** the update.

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

Lynn Johnson left the meeting.

16. SPARK ARENA UPDATE

Justine White spoke to the paper.

- [REDACTED]
- [REDACTED]

The Board **noted** the update.

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

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

17. ANY OTHER BUSINESS

The Board undertook a board only session. There were no matters to be minuted.

The meeting ended at 2.32 p.m. The next meeting is scheduled for 26 August 2025.

Chair

Date



Register of Directors Interests

Name	Position	Directorships/Trusteeships	Other Interests	Possible Conflicts
Vicki Salmon	Chair	- Salmon and Partners Ltd (Director and Shareholder) - Remuera Golf Club (President) - Greenhills Forest GP Limited (Shareholder)		Prior to Vicki Salmon's appointment as Chair of Tātaki Auckland Unlimited, Vicki was a member of the Eden Park Trust Board (EPTB). Vicki resigned as a member of the EPTB on 27 March 2023 and no longer has any interest in EPTB or the Eden Park organisation.
Jennah Wootten	Deputy Chair	- Perpetual Guardian Holdings Limited (Director) - Perpetual Trust Limited (Director) - Generate Global (Director and Shareholder) - National Facilities Advisory Group (Member)	Active – Auckland Sports & Recreation (CEO)	
Alastair Carruthers	Non-Executive Director	- Homeland NZ Enterprises Ltd (Director and Shareholder) - Homeland NZ Trading Ltd (Director and Shareholder) - Carruthers Consulting Ltd (Director and Shareholder) - Television New Zealand Ltd (Chair) - Cornwall Park Trust Board (Trustee) - Auckland University of Technology (AUT) Foundation (Trustee) - Ringa Hora Services – Workforce Development Council (Director) - Auckland Regional Amenities Funding Board (Board Member) - Auckland War Memorial Museum Trust Board (Deputy Chair) - Museum of Transport and Technology Board (Director)		- The ARAFB provides operating funding to some entities who occupy and perform in Tātaki Auckland Unlimited facilities. - Spouse Peter Gordon and Homeland may do consulting work for Dan Clarke and Auckland Live from time to time
Carol Cheng	Non-Executive Director	- Hong Consulting Limited (Director and Shareholder) - CYWE Trustee Limited (Director and Shareholder) - Auckland International Airport Limited (Shareholder) - Spark New Zealand Limited (Shareholder) - Comvita Limited (Shareholder) - SkyCity Entertainment Group Limited (Shareholder) - The Asia New Zealand Foundation Te Whītau Tūhono (Trustee)		- Asia New Zealand Foundation provided sponsorship for Auckland Culture Festivals - Asia New Zealand Foundation provided sponsorship for Guo Pei Exhibition at the Auckland Art Gallery.

Hinurewa Te Hau (Hinū)	Non-Executive Director	• Tamaki Makaurau Matariki Festival Trust (trading as Matariki Cultural Foundation) (Trustee) • Matariki Global Holdings Limited (Director) • Taamaki Records Limited (Director) • Otamatea Pioneer & Kauri Museum Board (Chair) • Ringa Hora Services – Workforce Development Council (Director) • Harbourview Properties Limited (Shareholder) • National Pacific Media Trust (Board Member)	• Co-ordinator of WOMEX (World Music Expo) Pan Indigenous Network	
Graeme Stephens	Non-Executive Director	• New Zealand Hotel Holdings (Director) (this interest includes directorships of several further entities connected with New Zealand Hotel Holdings) • Kamari Consulting Limited (Director and Shareholder) • Marama Hua Trustee Limited (Director) • Rakaunui Property Limited (Director) • Rakaunui Property Holdings Limited (Director) • SkyCity Entertainment Group (Shareholder)		
Dan Te Whenua Walker	Non-Executive Director	• New Zealand Māori Tourism Society (Deputy Chair) • Korowai Hikuroa Consulting Limited (Director and Shareholder) • Ringa Hora Services – Workforce Development Council (Director) • Māori Creative Foundation (Trustee) • Meremere Marae Charitable Trust (Trustee) • Hikuroa Whanaungatanga Charitable Trust (Trustee) • Stanmore Bay Primary School (Chair) • University of Auckland Māori Alumni (Trustee and Chair of Executive Committee) • Sarcoma Foundation NZ (Board member) • Child Cancer Foundation (Board member)		

12-Month Work Programme

Month	Shareholder Accountability	Operations & Business Planning	Strategy and Business Focus	Board and Committee Dates
Jul-25	- SOI FY26 - Financial reporting for the year ended 30 June 2025 - Q4 Risk Report to Council	- CEO Report - H&S Report	Workshop: Performing Arts	- Māori Engagement Committee – 17 July - Risk and Finance Committee – 23 July - Board Meeting – 30 July
Aug-25	- Q4 Performance Report - TAUL and TAUT Annual Report - Financial reporting for the year ended 30 June 2025 - Climate Related Disclosures	- CEO Report - H&S Report 2026 Board and Committee Meetings	Workshop: Auckland Art Gallery	- Remuneration Committee – 12 August - Capital Projects Committee – 13 August - Risk and Finance Committee – 21 August (FY25 Statements) - Board Meeting – 26 August
Sep-25		- CEO Report - H&S Report		
Oct-25	- Public Board meeting - performance against SOI targets for Year Ended 30 June 2025 - Q1 Performance Report	- CEO Report - H&S Report	Workshop: Auckland Zoo	- Capital Projects Committee – 14 Oct - Board Meeting – 29 Oct (Public Board Meeting)
Nov-25	Q1 Risk Report to Council	- CEO Report - H&S Report		- Risk and Finance Committee – 12 Nov - Board Meeting – 2 Dec (Nov Meeting)
Dec-25		- CEO Report - H&S Report		

12-Month Work Programme

Jan-26	- Financial reporting for the ½ Year ended 31 December 2025 - Q2 Risk Report	- CEO Report - H&S Report		- Risk and Finance Committee – TBC (½Y Accounts) - Board Meeting – 28 Jan (½Y Acts)
Feb-26	- Letter of Expectation - Q2 Performance Report	- CEO Report - H&S Report	Board Strategy Session – TBC	- Capital Projects Committee – TBC - Remuneration Committee – TBC - Board Meeting – 25 Feb
Mar-26	Draft 2026 -2028 Statement of Intent	- CEO Report - H&S Report - Auditor engagement and fees		- Māori Engagement Committee – TBC - Risk and Finance Committee – TBC - Board Meeting – 25 March
Apr-26	- Q3 Risk Report to Council - Q3 Performance Report - MOTAT Director Appointments	- CEO Report - H&S Report		- Capital Projects Committee – TBC - Board Meeting – 29 April
May-26	CCO Reform Transition Programme Workstream One: Economic Development Office	- CEO Report - H&S Report		- Risk and Finance Committee – TBC - Board Meeting – 27 May
Jun-26	Public Board meeting - shareholder feedback on SOI	- CEO Report - H&S Report - Annual insurance renewal	- Annual Plan and Capital Plan FY26 - Three Year Plan	- Māori Engagement Committee – TBC - Capital Projects Committee – TBC - Board Meeting – 1 July (Public Board Meeting)

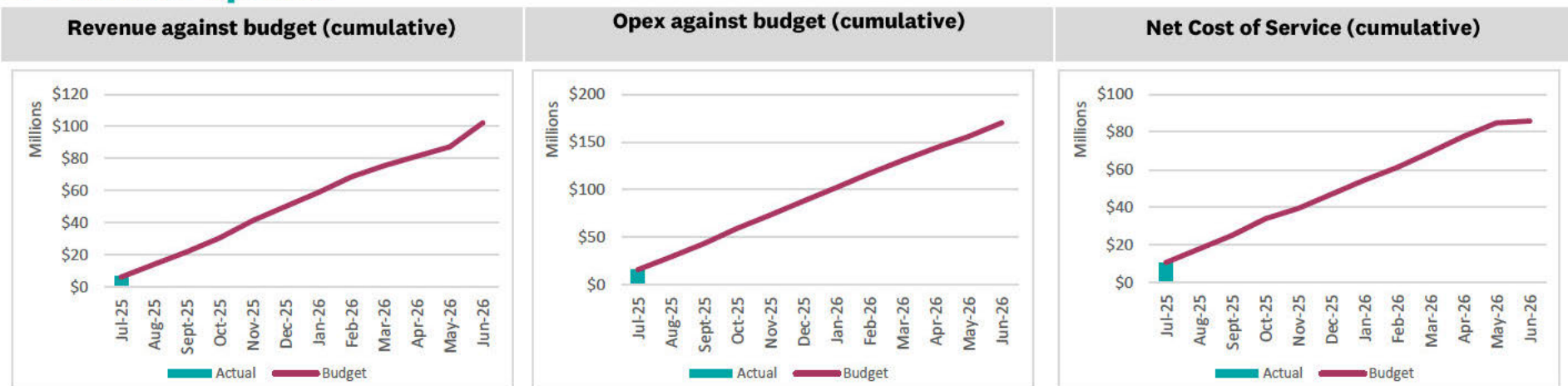
Chief Executive Report

Report to the Board of Tātaki Auckland Unlimited, 26 August 2025

1. Introduction

- Earlier this month we launched the new Auckland Council Events brand on behalf of the Auckland Council Group. The new brand is designed to help Aucklanders more easily identify which events and activations are being funded, delivered and sponsored by the council group, regardless of which part of the group they are delivered by. From the 2025 BNZ Auckland Diwali Festival in October onwards, events and activations will carry the Auckland Council Events brand.
- Significant additional City Centre Targeted Rate funding for activity that TAU will help deliver has been endorsed by the City Centre Advisory Panel. The Visitor Attraction Boost funding totals \$60.5m over the next six years to drive visitor attraction into the city centre (\$7m for this financial year) and Midtown/Aotea Arts Quarter funding of \$75.45m over the next 12 years will enhance the area's role as the cultural and civic heart of Auckland and the iconic bookend to Te Komititanga on Queen Street, within the Waihorotiu Valley.
- The Council passed a change to the Unitary Plan removing the need to obtain a resource consent to film on sites and places of cultural significance. This is a significant achievement for Tātaki which led and managed a long careful process of consultation with mana whenua and the screen industry to remove regulatory over reach that had become a significant risk to Tamaki Makaurau's attractiveness as a destination for the screen industry.
- Total visitation at Auckland Zoo and Auckland Art Gallery are substantially ahead of target for the first month of the year (20% and 35% respectively). For the zoo, **Dinosaur Nights and Lights** and for the gallery **A Century of Modern Art** are proving to be "blockbusters", and very good winter programming from a visitation point of view. (A special shout out to Auckland Live for **Wharenui Harikoa** **The Art of Banksy** for creative programming that is helping to bring and hold people in the city centre)
- This month we have included some enhancements to the CE Report both to align it with our recently signed off SOI and to provide the board with some new data in a more accessible format. Board feedback on the enhancements is welcomed.

2. Finance update



3. Cultural Organisations at a glance

	ATTENDANCE				NET PROMOTER SCORE		NET COST TO SERVE PER PATRON		
	Total	Ticketed	Share	% of YTD Target	YTD	Target	YTD ¹	Target	Variance
Auckland Art Gallery	59,717	22,924	11%	135%	N/A	45	\$23.43	\$36.55	-\$13.12
Auckland Zoo	87,497	87,497	42%	120%	66.7	45	\$17.14	\$17.73	-\$0.59
NZ Maritime Museum	12,937	8525	4%	104%	30.4	45	\$51.56	\$33.84	+\$17.72
Auckland Stadiums	60,458	40,010	19%	215%	51.6	20	\$2.94	\$4.23	-\$1.29
Auckland Live	52,512	51,794	25%	129%	54.5	40	\$23.33	\$9.34	+\$13.99
Auckland Conventions	7,213	0	0%						
TOTAL	280,334	210,750	100%	140%	N/A	40	\$13.35	\$16.06	-\$2.71

1. Note: It can be expected one month into the financial year that year to date net cost to serve per patron figures might vary significantly from annual targets. This can be a result of timing variances, including seasonality in both costs and patronage. These variances are expected to smooth out over coming months.

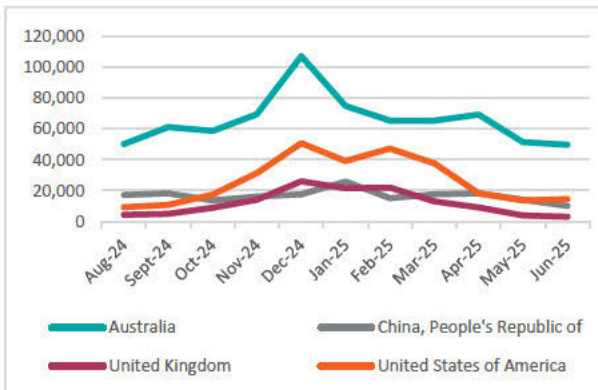
4. Auckland Destination Dashboard

Visitor arrivals into Auckland Airport
by purpose (to June)



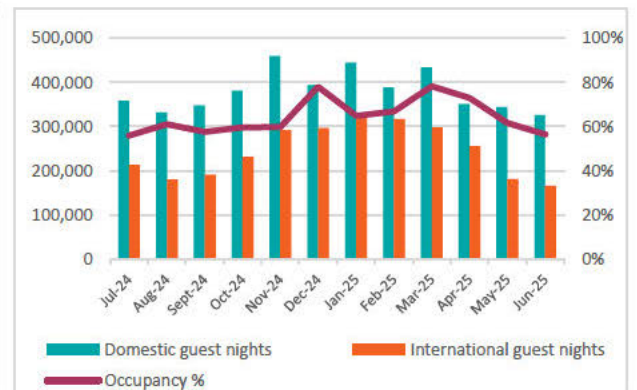
There were 123,400 international visitor arrivals in June, **1.5% lower** than in June 2024. In the year to June there were 2.27m international visitor arrivals, **2.6% higher** than the previous 12 months.

Visitor arrivals into Auckland Airport
by key markets (to June)



There were 49,700 Australian visitors in June, **3.0% lower** than in June 2024. In the year to June there were 772,900 Australian visitors, **9.1% higher** than the previous 12 months.

Commercial visitor nights in
Auckland (to June)



In June, there were 492,800 total guest nights in commercial accommodation, **6% higher** than June 2024.

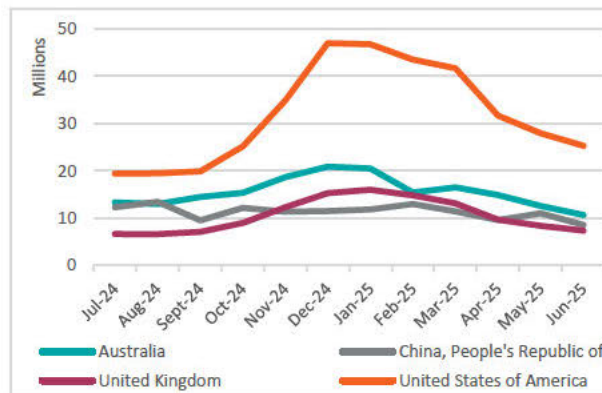
Occupancy rates in June (54%) were lower than the same month last year (56%)

Monthly spend in Auckland:
international vs domestic (to June)



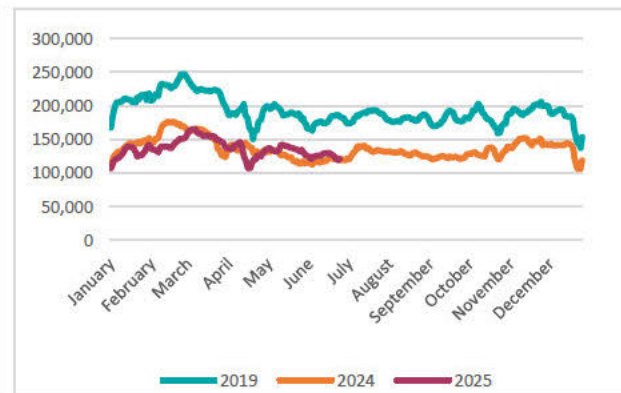
In June, domestic tourism spend in Auckland was \$180.0m (**2.6% higher** than June 2024) and international spend was \$75.6m (**11.2% higher** than June 2024)

Monthly spend in Auckland by
key international markets (to June)



In June, monthly tourism spend from the US was \$25.3m, **30.5% higher** than June 2024

City Centre Pedestrian Counts
7-Day Rolling Average (to June)



At the end of June, the 7-day rolling average city centre pedestrian count was 121,905, 2% higher than the same time last year but 34% lower than the same time in 2019.

5. Statement of Intent delivery

Experiences and events

Performing Arts

- **Wharenui Harikoa** was a very successful free Māori installation on The Civic stage for 23 days with more than [REDACTED] people attending. The collaboration between Auckland Live and artists **Lissy & Rudi Robinson-Cole** was reflected in the artists giving feedback that they felt very supported through the process. With support from the City Centre Targeted Rate, TAU also collaborated with the AUDO City Centre Experience team to extend the project beyond the walls of The Civic including projections on The Sky Tower, window art in Strand Arcade and increased signage through midtown. The experience received a NPS of 78 and 67% of those surveyed reported spending money in the city centre while visiting the installation (across restaurants, shopping, bars and other activities.); 95.7% of those surveyed found the experience inspiring; 94.6% believed that it was a positive example of valuing Mātauranga Māori; 18% of those surveyed had never been to The Civic previously.
- **The Art of Banksy** at Aotea Centre was another successful experience for winter in the city centre, reaching [REDACTED] attendees and achieving an NPS of 59.4 for the event; 21% of those surveyed had not been to the Aotea Centre previously and 57.3% of those surveyed reported to have spent money on activities outside of the Aotea Centre in the city centre as part of their visit to the exhibition.
- Ticketmaster and Auckland Live held a one day workshop with commercial musical theatre producers to further understand the challenges and opportunities of presenting commercial musicals in Aotearoa. The workshop was also attended by Venues Wellington and included presentations from the Major Events team and the EDO from Auckland Council.

Marketing & Communications

- **Achieved strong marketing results** including *The Gruffalo* exceeding sales targets, and *The Art of Banksy* meeting its goal with a successful final week push, selling 4000 tickets in one weekend. The Wharenui Harikoa campaign effectively attracted local and drive markets, kura and school groups, Māori media networks, and generated donations.
- Auckland Live's email database **grew by 6000**. Exceptional Google Ads delivered a ROI of \$33.89 per dollar spent and strong paid social revenue growth despite reduced spending.
- **We The Young festival and brand** was broadly announced across multiple channels and networks, generating strong cross platform engagement and reception.

Major Events

Live events:

- **Samoa vs. Scotland International Rugby match (18 July, Eden Park):** Achieved attendance of 15,592 (forecast was 15,000)
- **2025 Full Metal Orchestra and SYNTHONY Origins (26 July):** Full Metal Orchestra tickets sold out and was a highly successful event. Duco sees potential to scale this format of the event.
- Whanau Marama NZ International Film Festival was successfully delivered
- NZ Dart Masters sold more than 8000 tickets.
- NZ Fashion Week is due to start 25 August.

- **For other upcoming events, refer to Appendix 4: TAU Calendar**

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Marketing & Communications

- Events centric domestic promotion of Auckland as a destination continued with the production and dispatch of a cinema ad and updated 30 second and 60 second TV commercials produced in house

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- Nationwide promotions, including listener competitions and radio announcer content creation, went into production and will profile Auckland and its events across MediaWorks' stations, including The Breeze and Mai FM
- Filming took place with fashion designer Karen Walker for a destination video to leverage Auckland's hosting of New Zealand Fashion Week.
- Destination videos for social media were also filmed with All Blacks team members leveraging the forthcoming Eden Park fixtures
- A hype reel for Moana Music, part of Moana Auckland, was completed to support sponsorship pitches for the event

Business Events

Auckland Conventions Venues and Events (ACVE)

- ACVE actualised 24 business events across 26 event days, with 7213 attendees, total gross revenue for July of \$ [REDACTED] (inclusive catering). Revenue to ACVE was \$ [REDACTED] ACVE net contribution after COGS was \$ [REDACTED]
- 2025/26 YTD total gross revenue of \$ [REDACTED] (Gross revenue = net revenue + catering invoices).
- The team contracted 4 future events with a venue hire of \$ [REDACTED]. The business received 61 opportunities with a value of \$ [REDACTED]
- ACVE partnered with New Zealand Society of Association Executives and hosted a dinner at MOTAT Aviation for 120 association CEOs.

Marketing & Communications

- ACVE website recorded 9434 users and received 166 enquiry form submissions. Social media strategy continues to provide good results: 85 new followers.
- Ongoing strategic focus to align marketing and sales efforts and the development of an Australian marketing campaign.

Auckland Convention Bureau (ACB)

- See table below for notable results.
- There are [REDACTED] future business events confirmed for Auckland (to 2029) resulting from ACB's support with an estimated future economic value of \$ [REDACTED]

Marketing & Communications

- Media release distributed announcing Auckland securing the Intelligent Transport Conference at NZICC in 2027, resulting in six stories in industry media.
- Australasian Special Events published their [video interview](#) with Kiriana Koni from MEETINGS, on the importance of acknowledging Māori at New Zealand events – continued media on the success of MEETINGS 2025 and looking ahead to the 2026 event at NZICC, with six further individual media pieces.
- Looking ahead, working with the teams at TEA SATE (Themed Entertainment Association, Storytelling + Architecture + Technology = Experience) and WIPCE (World Indigenous Peoples' Conference on Education) ahead of their Auckland business events in September and November, respectively.
- Ongoing strategic marketing focus for FY25/26 leveraging NZICC opening in February 2026.

Events Transition Programme

- An Events Transition Programme of work has been established with four workstreams:
 - **Strategic Direction** TAU will provide expertise to the council's newly established Economic Development Office (EDO), which, through the CCO Reform process has been tasked with progressing a strategic approach for Auckland Council on economic development and destination. This will replace the *Destination AKL 2025* strategy which was due for renewal. The EDO is developing a scope for this work with input from TAU staff, ready for presentation to council's Policy and Planning Committee on 11 September.
 - **Transitioning existing event activity** TAU will formally receive the events and new events leadership responsibilities from the council as per the decisions outlined in the May 2025 CCO Reform Decision document. This work aligns with the council's continuing CCO Reform programme which is implementing the decisions made leading the change process for the council and identifying and transferring associated budgets and staffing resources. Nick Hill is one of two decision-making sponsors for this phase of council's CCO Reform programme (alongside the council Chief Executive Phil Wilson's delegate, Rachel Kelleher, Director of the council's Community Wellbeing directorate) and several TAU ELT members included in council's Steering Committee to oversee this process. TAU has supported the process to date with development of an events stocktake, confirmed definitions of event types and a decision tree tool to support the delineation of responsibilities

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around the council group event teams. A coordination group, which is chaired by TAU and includes operational staff from both TAU and the council has been established to facilitate transition of event operations at a delivery level

- **Unified approach to events** TAU will lead the development of a shared vision for events in Auckland with improved ways of working for integrated outcomes and best use of resources, and lead in coordinating the programming and promotion of events for the benefit of the council group and region.
- **Event promotion** TAU has led the development of the Auckland Council Events brand and logo, with the logo launched on 11 August on marketing collateral for the BNZ Auckland Diwali Festival. The new brand is designed to help Aucklanders see which events and activations are being funded, delivered and sponsored by the council group, regardless of which part of the group they are delivered by. It will be used on events and activations that the council group supports, invests in, funds, sponsors and/or delivers, be they cultural festivals, regional, city centre, local or civic events. Through this programme of work TAU also intends to progress an Auckland Council Event approach to hosting and invitations.
- A joined up approach to communications has been agreed between the council and TAU to ensure consistent information is shared across the group in a timely and coordinated manner and any external queries about the new brand are also managed consistently

Auckland Events Calendar (AEC)

- **Discover Auckland** mobile enhancements underway for event related content, internal and external workshops completed to confirm scope including event attribution, event user experience and events eDM
- **Channel audit customer research** is underway with delivery of outcomes in September
- **Marketing soft launch** has been agreed, supported by 'Always On' activity to build awareness.
- The scope has been confirmed for the **digital development of the MVP calendar for summer**, a wider range of selective larger events sourced from Eventfinda, efficiencies through auto publication rules, brand attribution, customer journey improvements and a weekly EDM.

Destination Management (Including Māori Tourism)

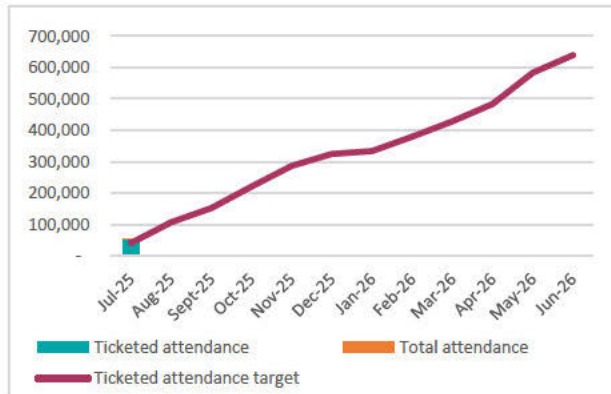
- The Tourism team represented Auckland at the following conferences:
 - Tourism Export Council NZ Conference networking event bringing together inbound tour operators, tourism businesses and RTOs to discuss issues and forward plan with global trends
 - Cruise New Zealand Conference an opportunity to meet senior cruise line executives, ports, RTOs and other stakeholders in this sector Auckland has retained a seat on the Cruise New Zealand Board.
 - Regional Tourism Organisation Conference an annual event to discuss destination management and the tourism roadmap. The Minister of Tourism will join.

Māori Tourism Development Programme

- Nine new pākihi Maori have been included as part of the Treasures of Tāmaki programme and now on the microsite.
- In addition, Auckland Art Gallery Toi o Tāmaki has been introduced as a place of Cultural Connections on the website and cross promotional negotiations underway
- Off the back of the [10 new additions to the Treasures of Tāmaki](#) platform, targeted media pitching resulted in an interview with Helen Te Hira and two of the Māori businesses involved in the initiative on RNZ Morning Report and Stuff news.

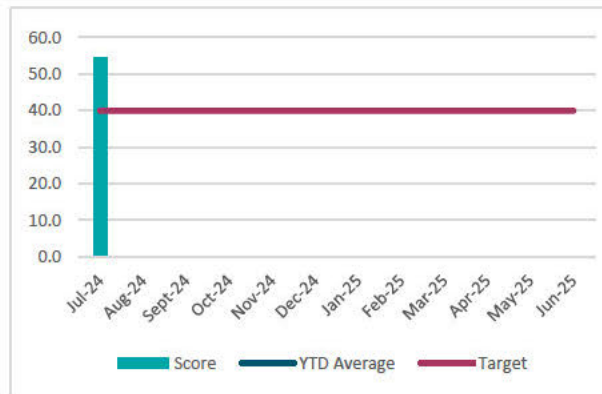
KPI RESULTS

Performing Arts: ticketed and total attendance (cumulative)



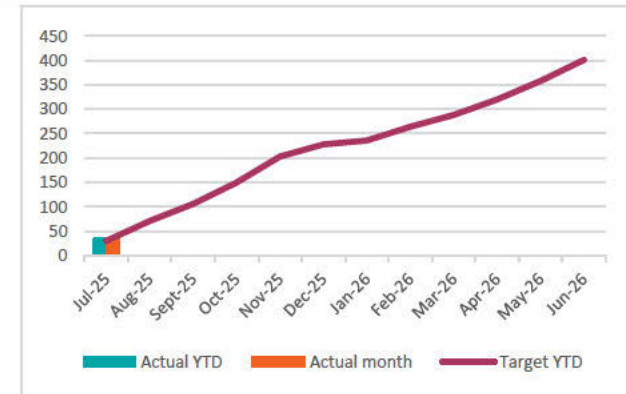
Performing Arts' YTD ticketed attendance is **above target** at 52,000

Performing Arts: NPS for TAU audiences and participants



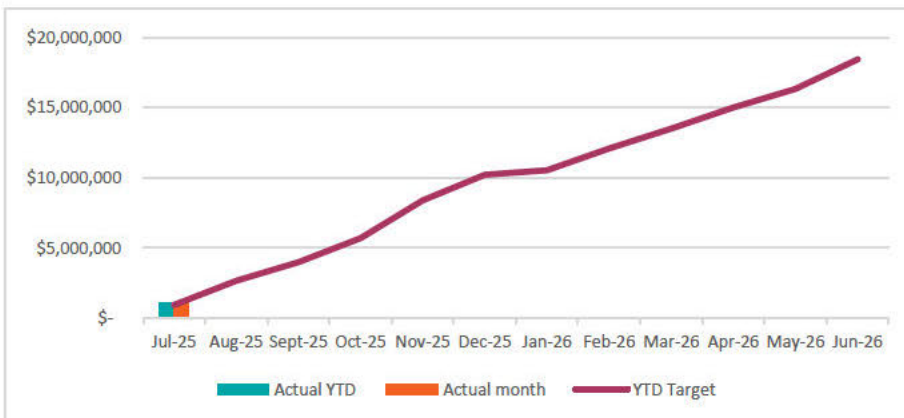
Performing Arts' YTD NPS score is **above target** at 54.5

Performing Arts: number of events



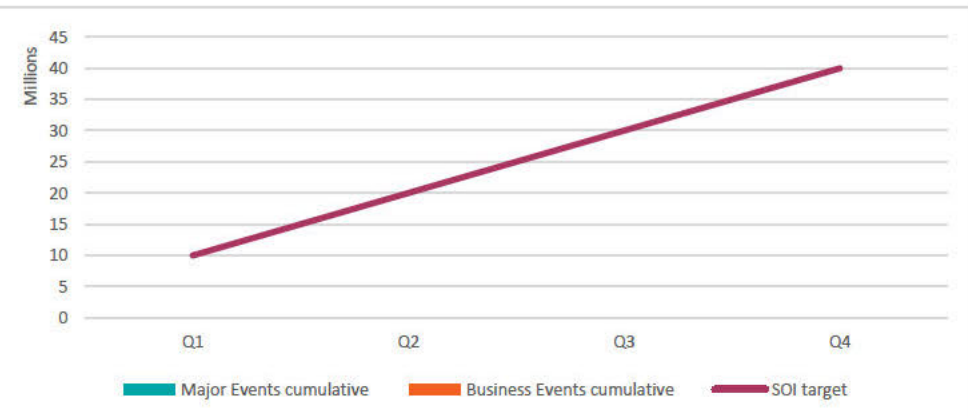
The number of Performing Arts events held YTD (34) is **above the YTD target** of 30

Performing Arts: YTD Revenue



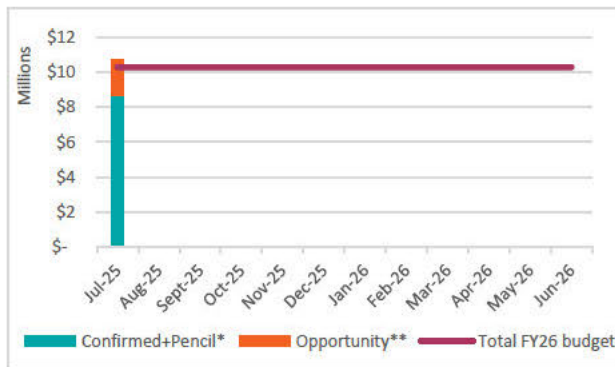
Performing Arts' YTD revenue is **above budget** - \$1.05m against a budget of \$934,000. Includes Director Performing Arts, Performing Arts and Presenter Services sub-units.

Major events and business events: contribution to regional GDP



Results reported quarterly – first results will be reported in October

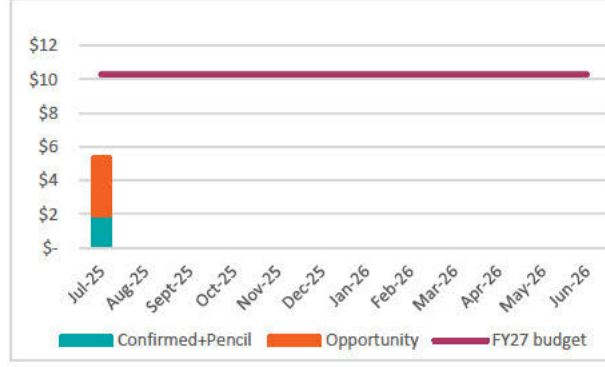
ACVE: FY 2026 Forecast YE Revenue vs Budget



At \$8.7m, confirmed events are tracking below target against the FY25/26 budget. Aotea Centre comprises 24% and Viaduct Events Centre comprises 36% of revenues.

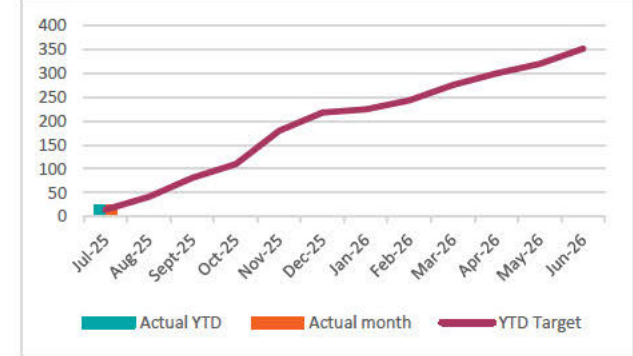
**Confirmed category includes confirmed events and 1st Pencil events - 1st in line and may proceed to contract if desired **Opportunity status is a sales enquiry or a lead (no booking space is held). Net revenue does not include catering invoices.*

ACVE: FY 2027 Forecast YE Net Revenue vs Budget



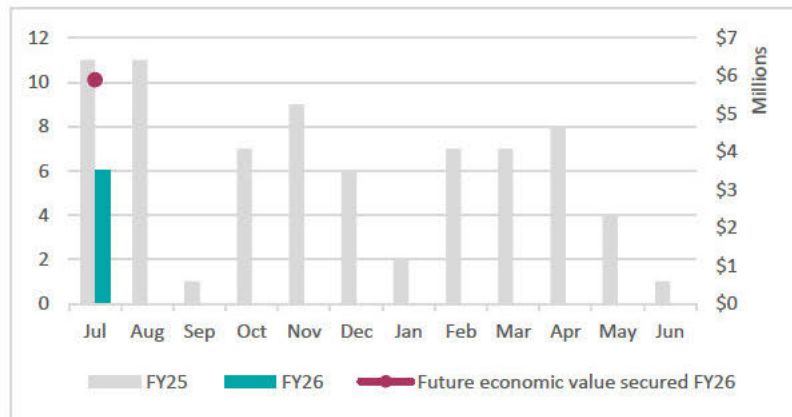
ACVE FY26/27 budgeted venue revenue is \$10.3m. Based on current bookings, \$1.9m of this revenue is confirmed, 18% of YTD Budget. A further \$3.5m of opportunities are in the pipeline.

ACVE: number of events (cumulative)



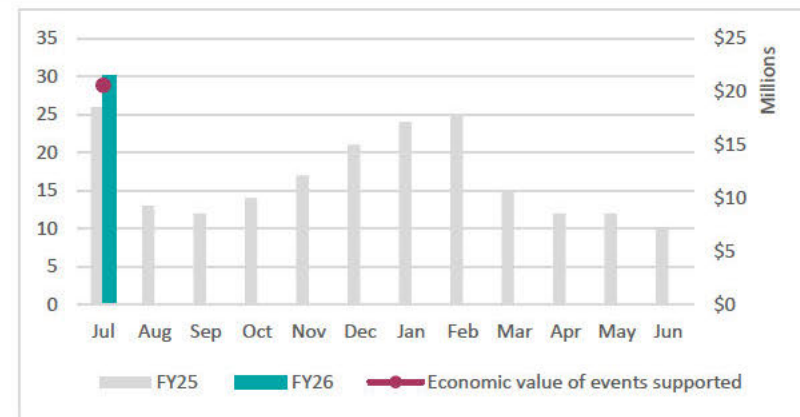
The number of ACVE events held (24) is above the YTD target of 15.

Auckland Convention Bureau: business events secured



ACB helped to secure **6 new business events** for Auckland in July with an estimated value of **\$5.9m** in future economic benefit for the region. The events are due to take place through to 2026.

Auckland Convention Bureau: new opportunities supported



ACB generated or assisted with 30 new **business event opportunities** for Auckland in July, with dates through to 2029 and an estimated economic value of **\$20.6m** if all are secured.

Auckland Convention Bureau: Notable monthly results

Taonga and places

Auckland Zoo

- **July visitation 87,497** 20.1% above budget and a record for the fourth consecutive month.
- **Dinosaur Nights & Lights** contributed significantly to this total, with approximately 12,000 visitors attending across 12 evenings in July. Despite some adverse weather conditions, the feedback from the event was overwhelmingly positive.
- **July revenue** from all sources was **\$1.59m**, 16.9% above budget.
- Zoo staff spent almost **300 hours in the field** in July. Three of the four projects were local in the Waitakere Ranges, West Coast (Piha, Karekare and Te Henga) and Rangitoto and the fourth on behalf of DOC assisting with health checks and transmitter changes for kākāpō at Maungatautari in the Waikato.
- **Watercare** established a construction site close to the central lake in the Zoo to begin remedial work on a section of the **Ōrākei Main Sewer (OMS)**. To date the adjacent embankment has been stabilised, the area excavated, the OMS exposed and work to build an access chamber commenced.
- The Zoo's FY25/26 **capital renewals**, risk adjusted programme (RAP) budget, has been confirmed at \$16.3m.
- The TAU board approved allocation of \$11.2m in July for **Project 1 – Masterplan infrastructure and enabling works** through to construction completion

Marketing & Communications

- Phase 2 of the Dinosaur Discovery Track marketing campaign was launched to drive visitation over winter and contributed to the highest July visitation in Zoo history
- With a budget of less than \$10,000, the marketing campaign for *Dinosaur Nights and Lights* proved highly successful achieving more than one million impressions across TikTok and Meta, 589,000 impressions on Google Ads, 10,000 out of home impressions via Lumo and reaching 116,000 of the Eventfinda audience. Collectively, this helped drive 91,000 visitors to the website and more than 21,000 visitors to the Zoo across the 22 Nights and Lights events
- Planning commenced for a through-the line marketing approach and summer activation aimed at strengthening the Zoo's position as a place to connect with wildlife, nature and one another.
- The Zoo achieved 105 media mentions this month. Top stories related to conservation partnerships with DOC including 'saving NZ's rarest bird' (tara iti), 'fenced sanctuary for skink on the brink' and the Zoo as partner with SEALIFE Kelly Tarlton's and DOC in sea turtle research
- Comms planning is underway for upcoming Zoo public programmes for Conservation Week, Te Wiki o te Reo Māori (14 - 20 September) and School Holidays (20 September - 5 October)

Auckland Art Gallery Toi o Tāmaki

- **Total visitation in July was 59,717** exceeding budget by 15,517 (35%) with **A Century of Modern Art** attracting 22,572 visitors (38% conversion). 9384 attended Public Programmes and Education numbers were 5114 (including unbooked groups and Kids & Whānau Create) **Daily average of 2377 visitors** during the school holidays. **Zinefest weekend (5 - 6 July) brought in 8303 visitors most visited weekend since February 2024** (also Zinefest).
- **Exhibitions: Three exhibition openings in July** – *Safety in Numbers*, Colin McCahon (4 July) in the Farmer Corridor; *Kiritai Beyond the Walls* (25 July) in the Creative Learning Centre; *North Wall* in the Atrium, an 8m large scale fabric sculpture by Do Ho Suh, renowned North Korean artist. *Kiritai Beyond the Walls* is a vibrant exhibition showcasing artworks created by 50 students across Tāmaki and selected by teachers. Workshops were run by Māori artists to inspire creative storytelling through photography. Opening attended by around 300, including students, kaiako and their whānau.
- **Heritage Restoration Project:** 99% of Kitchener St roof and facade works complete and associated hoarding footprint reduced. Clock Tower scaffold for final stage also completed with remedial works to lower facade now progressing Overall project completion still scheduled for October 2025.
- **Gallery Operations:** Facilities Manager, Richard Boyter has been awarded the Sustainability & Environmental Impact Award Te Tohu Whakaaweawe Whakauke me te Taiao at the FMANZ Awards for his leadership in the decarbonisation of the Gallery.
- **Publishing:** Art Toi magazine sent to more than 6000 members.
- **Gallery shop:** 30.4% of Gallery shop revenue came from exclusive product created in-house, 60% of all units sold. July conversion rate highest of 2025, 50% margin achieved.

- **Advancement & Business Development:** three corporate partners brought clients/leadership teams to *A Century of Modern Art* and Mark Adams' exhibitions. Advancement team stewarded major education and learning donor at *Kiritai Beyond the Walls* exhibition opening
- **Membership:** July saw an expiring membership **renewal rate of 75%** [REDACTED] 37% of sales were council memberships. **6995 members, against target of 6700 (+4%).**

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Marketing & Communications

- The *A Century of Modern Art* marketing campaign delivered strong results across its first nine weeks, generating 5.6m impressions and more than 33,000 clicks to the website.
- An additional layer of out of-home, radio and digital activity brought in more than 1500 visitors to the Gallery's two *A Century of Modern Art Late Night* events in June and July.
- The Gallery achieved 45 media mentions in July. This included continued coverage of *A Century of Modern Art*, the passing of artist Greer Twiss (Gallery media statement) and the first *Toitū Visual Sovereignty* documentary coverage

New Zealand Maritime Museum

- NZMM started the year with solid visitation, despite being in low season. Local visitation keeps weekend numbers strong with weekdays remaining low due to normal seasonal tourism trends.
- NZMM is in discussion with the Classic Yacht Association and Auckland Council Marina teams to resolve the long standing issue of Heritage Landing, with a potential new home for the broader heritage fleet on the west side of Hobson Wharf.
- Full detailed design for building infrastructure related to the gallery refresh has been presented by the engaged architects, and feedback on details are being sought across relevant TAU teams. Content design process is ongoing, with a particular focus on discussions with Ngāti Whatua and the Tangaroa gallery.
- *Te Huahua: Abundance* (formerly with the working title of *Te Moananui A Toi*) exhibition development is proceeding, with an opening date of 6 November being decided. Additional ocean literacy research attached to this exhibition, funded by a grant from the International Congress of Maritime Museums, has been undertaken. NZMM has received the final report and is preparing (via document and online webinar) to share these results with the international maritime museum community as required by the grant.
- Consent has been received for the installation of a concrete floor at Percy Vos and draft MOUs have been circulated for comment for the museum's community partners. NZMM hosted a meeting of the Chisolm Whitney Charitable Trust, who are providing three years of opex funding support to sustain Percy Vos while works are being undertaken.

Museum Marketing & Communications

- The NZMM's popular July school holidays programme was marketed through brochures, digital listings, in museum advertising, Meta and radio.

Auckland Stadiums

- July was a busy start to FY25/26 with 178 event days, 12.5% up on the same month last year. Total attendance was 60,458, up 40% on July 2025. North Harbour Stadium accounted for 50% of the event days, followed by Western Springs at 28%. Go Media Stadium accounted for 73% of the attendance – driven largely by two Warriors matches in July.
- The announcement of Jelly Roll's concert at Western Springs on 8 November means the venue now has three confirmed music events for the coming summer. Positive discussions continue in relation to a further two opportunities. If secured, this will represent the busiest summer music season at Western Springs since 2019/20
- The Auckland Stadiums team has been collaborating with the Capital Projects team in developing a solution to the long-standing subsidence and associated flooding issues in the former quarry area to the north of Gate A at Go Media Stadium. The proposed solution will also advance the operational functionality and visual amenity of this area on event days. The business case is being developed for the Capital Projects Committee with a view to physical works commencing in early 2026.

Marketing & Communications

- Media management for WSS – post consultation and withdrawal of Auckland Arena. Media activity in partnership with council delivered 166 media items across all channels.
- Marketing activity driving sales and awareness for Ed Sheeran concert announcement and two sold out Warriors matches at Go Media Stadium garnering cumulative social media reach of 2.1m

- Nomination for two NZEA Awards, including Sports Event of the Year (Auckland FC) and Sustainability Initiative of the Year (Solar panels at GMS).

Film Studios

- **Market news** – Levels of enquires remain low. Despite the fact that there have been a number of industry groups raising concerns to ministers about the current impact of New Zealand's rebate setting on the international production pipeline, there has little sign of progress, and the requested meetings have not been scheduled

Integrating Auckland's cultural institutions

- The fourth Cultural Sector Alliance meeting is due to take place on 20 August.
- The three year funding agreement for MOTAT has now been signed by all parties and runs through to the end of FY2027/28.
- A new CEO has been appointed by Trusts Arena TAU Partnerships is currently engaged with the Trusts Arena Board on recruitment for new trustees

Western Springs Precinct

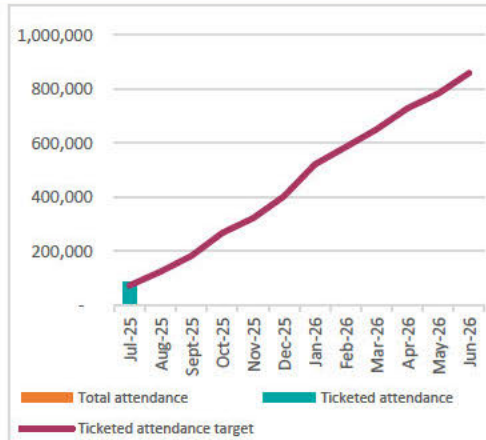
- Requests for further engagement on the future options for WSS post the EOI have been received from two of the original EOI bidders Ponsonby Rugby Club/CRS and Eccles consortium; and Warren and Mahoney Management met with both bidders and discussions are underway.

Central Wharves

Aotea Arts Quarter

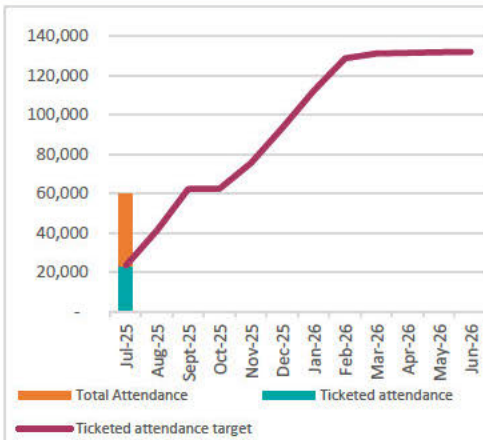
KPI RESULTS

Auckland Zoo: ticketed and total attendance (cumulative)



The Zoo's YTD ticketed attendance is **above target** at 87,000

Auckland Art Gallery: ticketed and total attendance (cumulative)



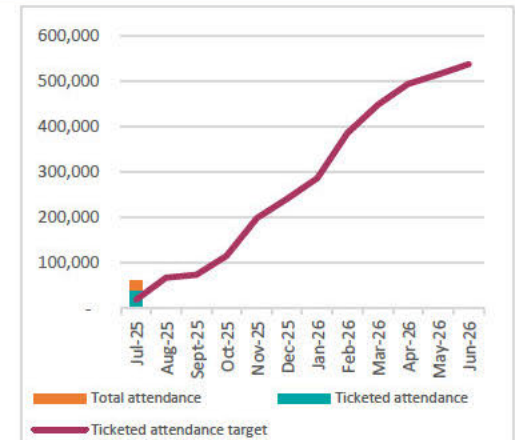
The Gallery's YTD ticketed attendance is **above target** at 23,000

NZ Maritime Museum: ticketed and total attendance (cumulative)



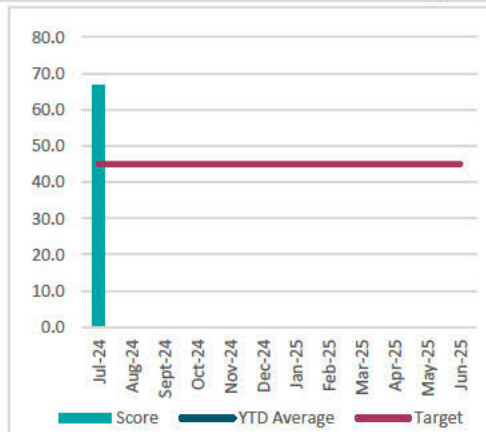
The Museum's YTD ticketed attendance is **above target** at 9000

Auckland Stadiums: ticketed and total attendance (cumulative)



Auckland Stadiums' ticketed attendance is **above target** at 40,000 YTD

Auckland Zoo: NPS



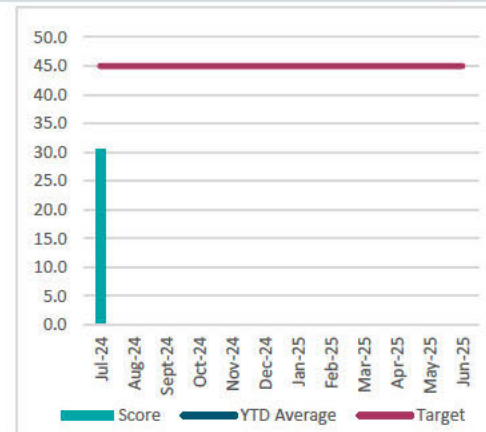
The Zoo's YTD NPS score is **above target** at **66.7**

Auckland Art Gallery: NPS



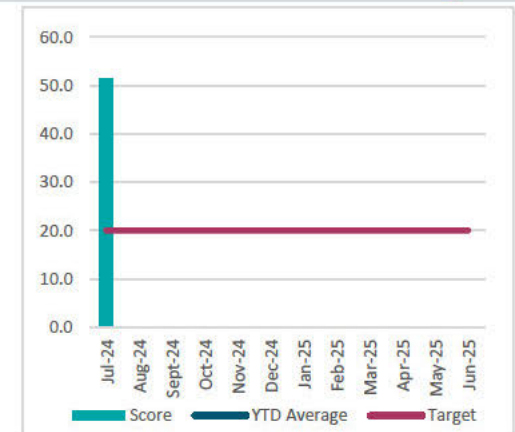
NPS data is unavailable for Gallery at the time of writing

NZ Maritime Museum: NPS



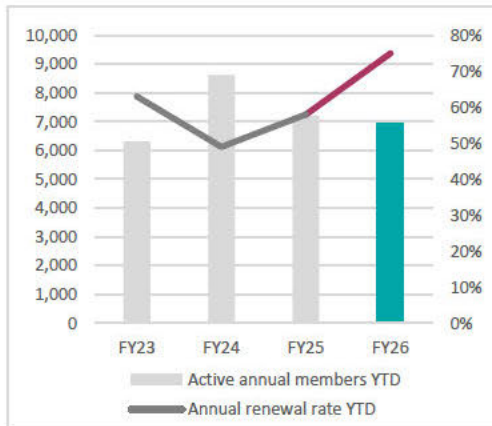
The Museum's YTD NPS score is below **target** at **30.4**

Auckland Stadiums: NPS



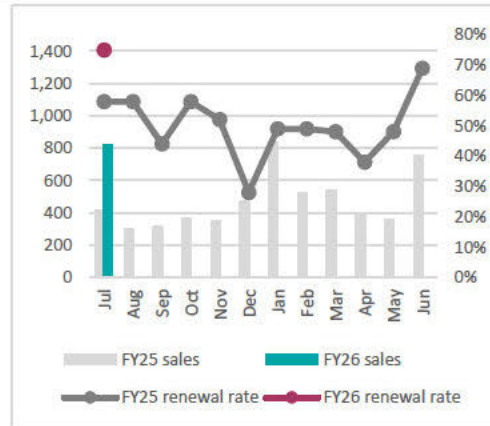
Auckland Stadiums' YTD NPS score is **above target** at **51.6**

Auckland Art Gallery: annual membership



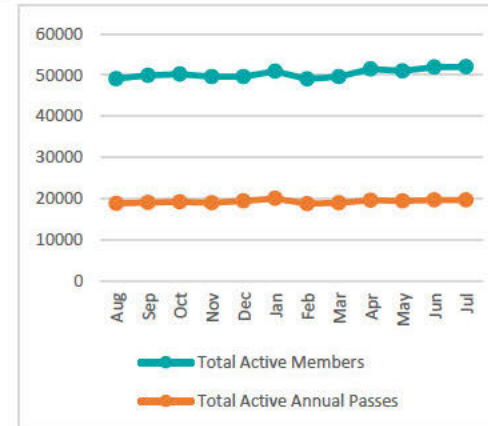
The Gallery's YTD average renewal rate is 75% and there were 6955 active members at the end of July

Auckland Art Gallery: monthly membership



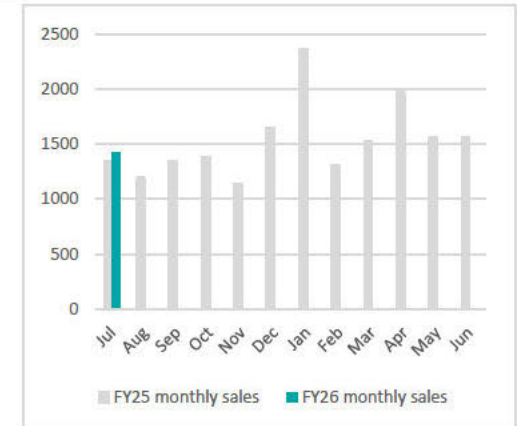
The Gallery's monthly renewal rate was 75% in July and 815 memberships were sold

Auckland Zoo: annual membership



At the end of July, the Zoo had 19,656 active passes and 51,988 active members

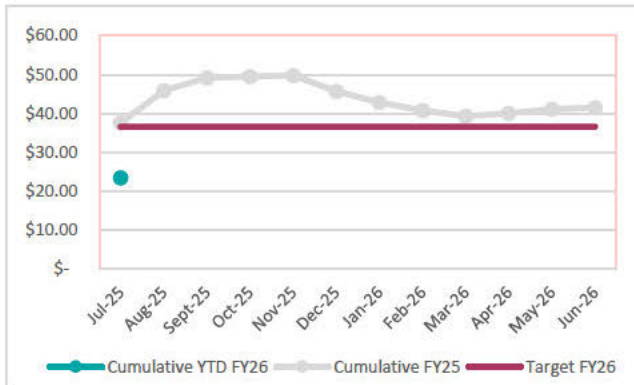
Auckland Zoo: monthly membership



1428 Zoo memberships were sold in July, more than in July last year (1347)

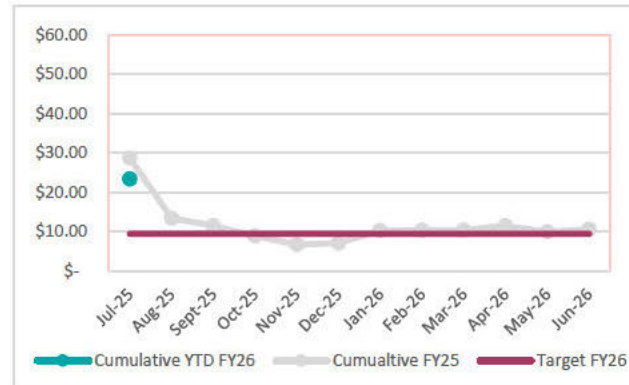
The charts below monitor 'net cost of service per patron' across TAU cultural organisations. Net costs include apportioned shared corporate staff and overhead costs. Patrons reflect total attendance at each venue (not ticketed attendance). This measure will continue to be developed and refined.

Auckland Art Gallery: Net cost of service per patron



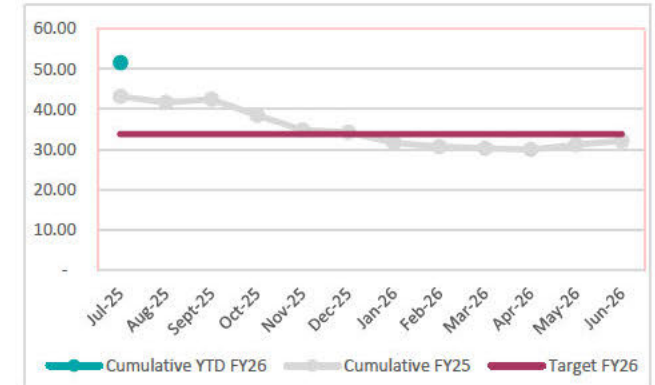
Auckland Art Gallery's YTD net cost of service per patron:
\$23.43

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



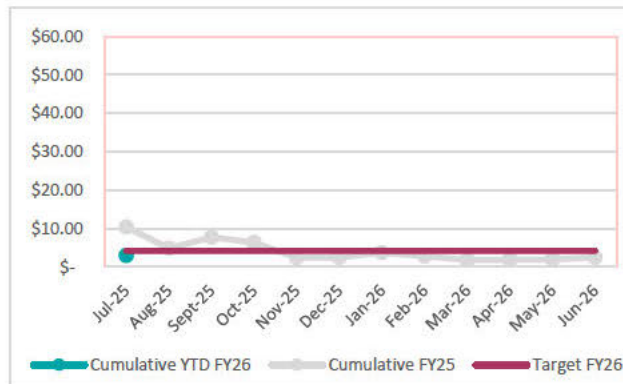
Auckland Live & Conventions' YTD net cost of service per patron:
\$23.33

NZ Maritime Museum: Net cost of service per patron



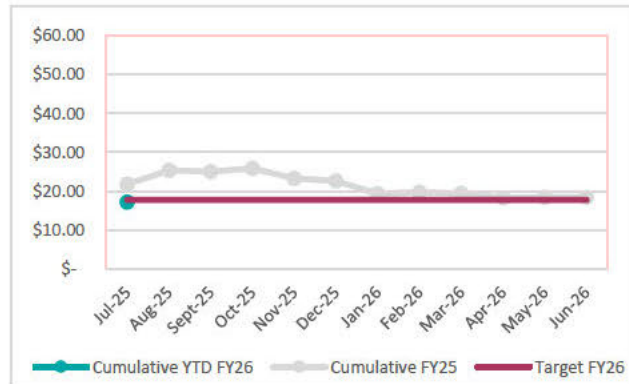
NZ Maritime Museum's YTD net cost of service per patron:
\$51.56

Auckland Stadiums: Net cost of service per patron



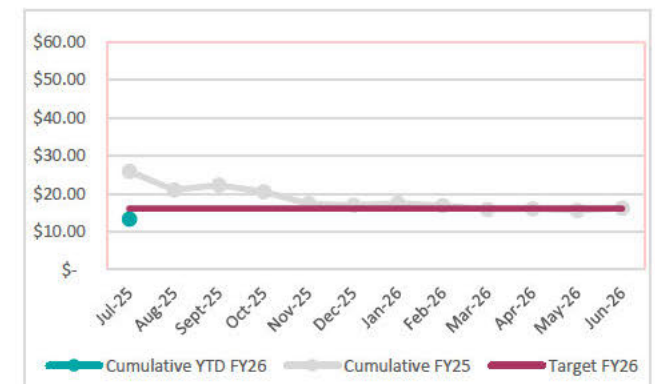
Auckland Stadium's YTD net cost of service per patron:
\$2.94

Auckland Zoo: Net cost of service per patron



Auckland Zoo's YTD net cost of service per patron:
\$17.14

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



TAUT's net cost of service per patron YTD:
\$13.35

Auckland's Reputation

Destination Marketing

Destination Partnership Programme (DPP)

- **88 partners** have signed and an additional 46 contracts have been sent totalling **\$1.75m**

Consumer Marketing – DPP related

Marketing

- In July a Tourism Marketing reference group session with relevant DPP Gold partner marketers provided valuable input to the FY25/26 marketing plan for Australia
- Auckland Society of Discovery a social media campaign will be launched in the Australian market in September. This campaign features over 20 DPP partners as two Australian visitors engage and experience Auckland

Media Famils

- Canada's biggest daily newspaper *The Globe and Mail* published [Getting a taste of Maori culture in New Zealand's overlooked Auckland](#) as a result of James Griffith's famil in April, centred around Treasures of Tāmaki experiences.
- US freelancer famil in April resulted in a story in boutique hotel media brand *Hotels Above Par* [New Zealand's First 5-Star Green Hotel Is Worth the Long Trek Alone](#), an exceptional review of Hotel Britomart which also included eight other destination partners. Reporter also mentioned Auckland's food scene writing for the [Today Show](#) including quotes from destination partner The Big Foody Food Tour.
- TAU supported a TNZ famil for Indian Bollywood actors for TNZ's campaign [Beyond the Filter](#), resulting in [Travel like Rai and Patralekha](#) on YouTube.
- Famils also resulted in a story in *Travel Life*, in partnership with Hotel Britomart and a story for about the All Blacks Experience in *Travel and Leisure India and South Asia*.

Consumer Marketing - Other

- Partnership with *The Spinoff* has been presented and ready to be signed off to introduce a group of 'Nocturnalists' as part of the promotion of 'Auckland by Night'
- Funding approval was received for a further phase of the CCTR funded campaign, *It's On In Auckland*. The new phase is anticipated to launch in late September and will promote Auckland's city centre events programme to fly and drive markets. Campaign spend will be optimised by producing assets in Studio.

Trade Marketing and Famils

- Tourism team leading planning for Kiwi North, a collaboration of all North Island Regional Tourism Organisations, for Australia events 1 3 September. Goal: grow share of voice and educate travel sellers on North Island products and itineraries.
- Kiwi Link India 1:1 meetings with more than 60 key product managers, plus frontline training for more than 120 agents in Goa and New Delhi (5 13 July).

Discover Auckland

- **Platform enhancements** sprint in progress, focusing on mobile enhancements to support the Auckland Events Calendar
- **Auckland by Night** content planning and development aligned with content strategy
- **Treasures of Tāmaki** microsite updated and digital budget confirmed.
- **Trade Tourism** post launch microsite review to plan content audit and roadmap.
- **Top Cities** 480% uplift in Australia sessions in July 2025 vs 2024, reaching 19% of total sessions in July 2025 vs 5% in July 2024. These increases are due to ongoing DPP Marketing Activity, including Search Engine Marketing and Paid Social, focused on Sydney, Melbourne and Brisbane.

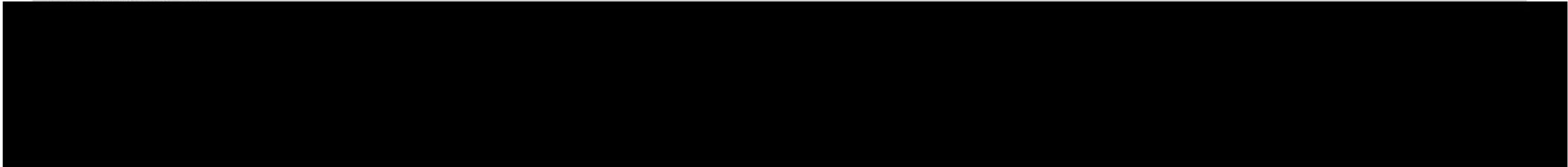
Customer Strategy

- **Consent and privacy use cases** completed for TAU and third party competitions
- Discover Auckland **consent and privacy audit** completed
- Sprint planning underway to initiate delivery of **Discover Auckland eDM strategy**

Screen

- **Comms/media:** Briefed and supported Screen Auckland Manager Matt Horrocks' media interviews with ShowNews (regular industry update) and Stuff (*Brokenwood Mysteries* and set jetting/destination stories)

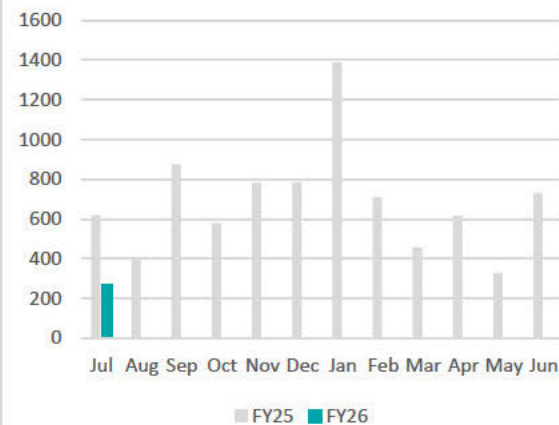
LGOIMA Requests



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

KPI RESULTS

Media coverage mentioning TAU



Media mentions **decreased by 63%** this month, attributed in part to the loss of Economic Development from monthly reporting. This is illustrated by coverage of the State of the City report— which TAU did the comms/media prep for — this garnered 53 media mentions and would have accounted for an additional 21% of media mentions but is now attributed to Auckland Council.

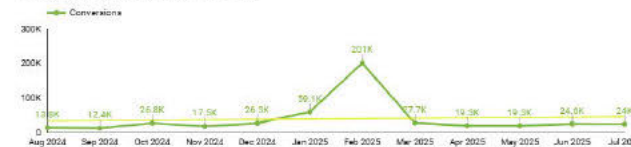
Discover Auckland Platform Performance

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



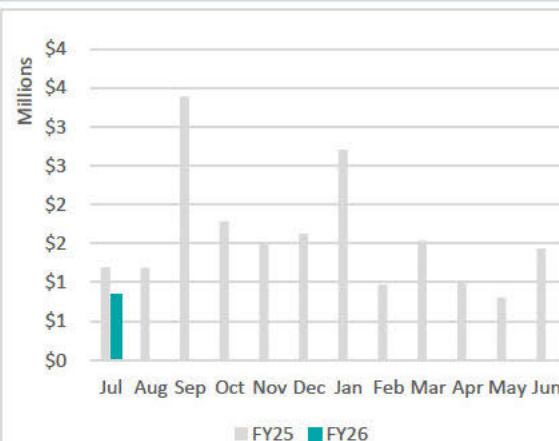
2.7m sessions over the past 12 months, with a 107% uplift in July 2025 vs 2024, driven by stronger paid social & organic search (event-related queries) across Domestic and Australian market.

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



Top operator referrals for July were Gravity X, Odyssey Sensory Maze and Running Grid. The top event links The Art of Banksy, Takapuna Winter Lights and Wharenui Harikoa.

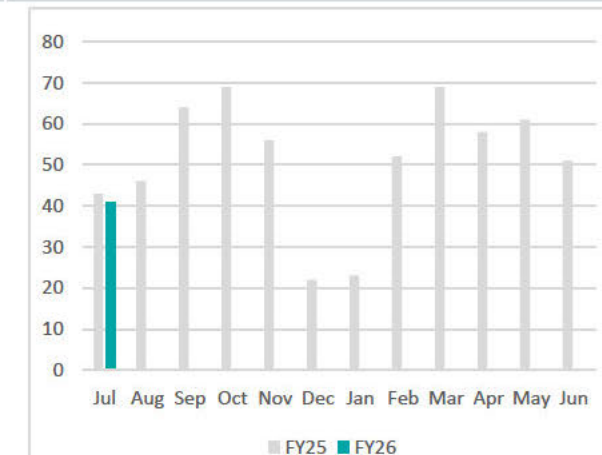
Equivalent Advertising Value (EAV) of TAU media coverage



In July, there was a **41% decrease** in EAV, compounded by a diminished Major Events programme during this period. (July 2024 saw the World Choir Games and July 2023, the FIFA World Cup). Coverage was driven by several key developments: record attendance at MEETINGS 2025; the withdrawal of the Auckland Arena bid for Western Springs Stadium EOI; implementation of the council reforms, and the first solar powered major sporting match at Go Media Stadium.

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.

Screen Permits Issued



The number of screen permits issued in July 2025 (41) was slightly lower than July 2024 (43).

All Aucklanders

Youth & Education

Auckland Art Gallery:

- Learning & Outreach: In July 5114 participated in educational experiences including un-booked schools and participants in Kids & Whānau Create workshops.
- From 10-31 August, street posters will be deployed in Auckland's CBD to promote the Young Gallery Night (15 August) and Pat Hanly Creativity Awards 2025, targeting students and youth

Auckland Zoo:

- July the Zoo welcomed just over **2500 learners** and teachers through Conservation Learning Programmes.
- **Wildlife Science Champions Expo – 500 students were hosted across two days** in July at the Zoo's careers expo with principal sponsors, Mazda. The purpose of the event is to create a space where senior high school students can be exposed to different career pathways in the world of conservation.

New Zealand Maritime Museum:

- School visits are now booking into 2026, with feedback from schools suggesting that rising transport costs remain the greatest barrier to onsite visitation.

Auckland Live

- For young audience TAU presented a highly successful season of *The Gruffalo* at the Bruce Mason Centre. The school holiday offering included Sign Language Interpreted, Audio Described and relaxed performances and reached [REDACTED] people over five days, exceeding audience targets. [REDACTED]
- Silo Theatre returned to the Herald Theatre for the first time since 2018. The 19 June-13 July season of a brand new children's work **Taniwha** was a partnership with Auckland Live. The 26 performance season ran across the July school holidays, [REDACTED] attendees across two weeks.
- Across July there were a total of [REDACTED] attendances at programmes for young people and schools including *Taniwha*, *Wharenuī Harikoa*, *The Gruffalo* and Ice Rink

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

Programming for diverse audiences

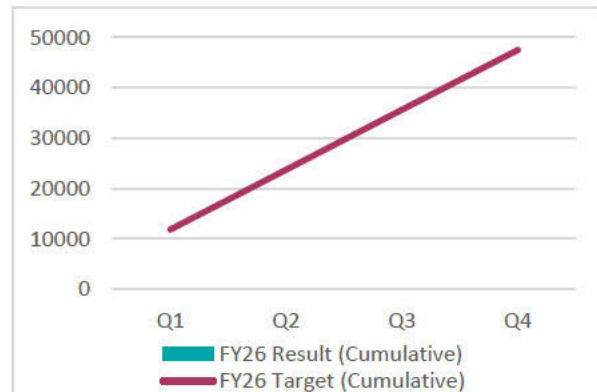
- Auckland Live hosted and/or presented *Wharenuī Harikoa*, *Taniwha*, *Tofiga*, *SooYoung Choi*, *Tūrama Kaitiaki: Horotiu*, *Heal the Hauraki*, *Healing the Land*.

Accessibility

- Auckland Live access initiatives in July included Audio Described Tours (Wharenuī Harikoa) Sign Language Interpreted, Audio Described and relaxed performances for *The Gruffalo*.
- In July, the Zoo worked with 15 different Iwi, hapu and community groups as part of its **Wellbeing in Nature Community Programme**

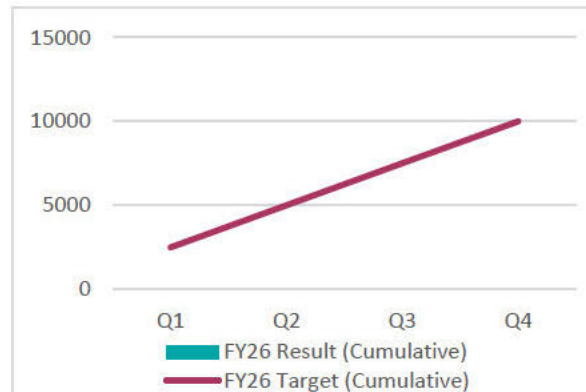
KPI RESULTS

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



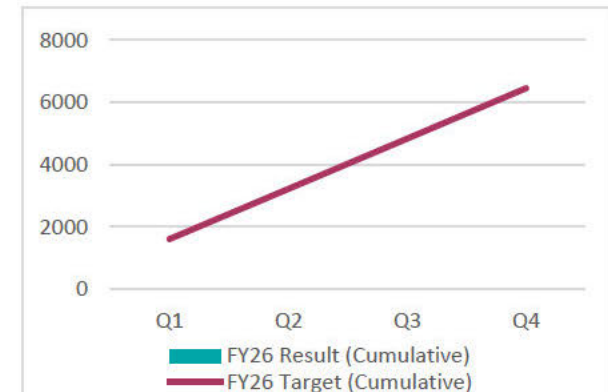
Results reported quarterly – first results will be reported in October

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



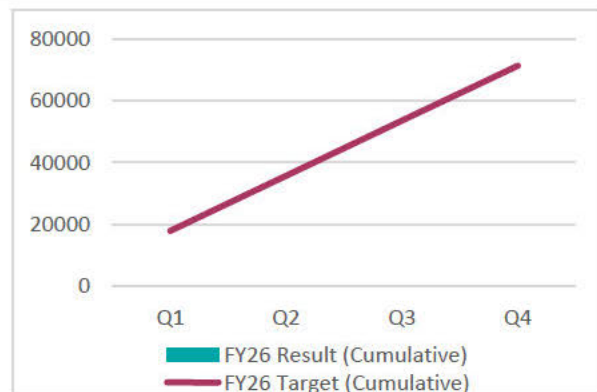
Results reported quarterly – first results will be reported in October

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



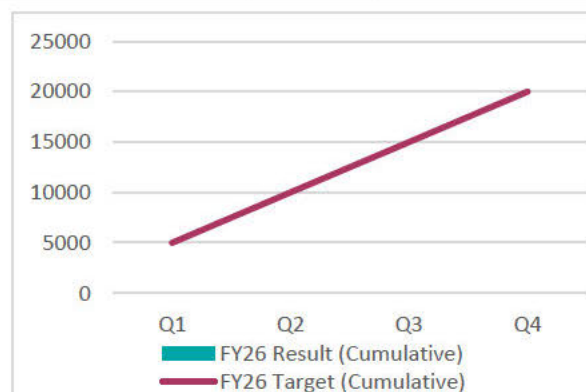
Results reported quarterly – first results will be reported in October

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



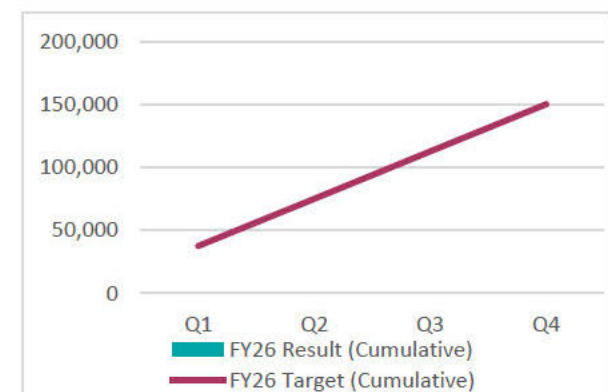
Results reported quarterly – first results will be reported in October

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



Results reported quarterly – first results will be reported in October

TAUT Total: No. of children participating in educational experiences (cumulative)



Results reported quarterly – first results will be reported in October

Climate change and environmental sustainability

- Work continues for the 2024/25 **climate-related disclosure**, with a focus on signing off TAU's disclosure at the Board meeting on 26 August (Risk and Finance Committee will review on 21 August)
- External audit of the annual **greenhouse gas emissions** inventory is now underway along with consolidation within Auckland Council Group.
- A **Monitoring, Evaluation & Learning (MEL) Scorecard** for TAU Stadiums Adaptation Plan has been developed and shared with the stadiums operation team to track and monitor adaptation actions and resilience measures on a quarterly basis.
- TAU's **physical climate risk register** has been uploaded on to CRAMM

Māori outcomes

- **Cultural capability programme:** TAU launched the third iteration of Taki, its cultural competency app, in July. This enhanced version features accurate pronunciation resources for Tāmaki Makaurau and Aotearoa place names, comprehensive protocols for pōwhiri and mihi whakatau at TAU, instructional content on hongi and harirū, plus an expanded interactive quiz. Work also progressed on the development of a Māori Engagement Framework for TAU. The current focus is on the development of a two part workshop designed to equip kaimahi with essential knowledge and skills for meaningful engagement, alongside complementary planning resources and guidance tools.
- **Pou Hononga connectors hui:** TAU's quarterly Pou Hononga hui took place in early July, bringing together the organisation's network of connectors who collaborate with peers and leadership to ensure a cohesive approach to developing and implementing the Māori Outcomes Plan, *Te Mahere Aronga* (TMA). The half-day session featured updates on the council's new Māori outcomes performance framework, Tāmaki Ora, and its implications for the next iteration of TMA and future applications to the Māori Outcomes Fund. The hui also included a presentation by guest speaker, Hon Kiritapu Allen.

Tuakiri Ora | Culture, Identity and Wellbeing

- **Te Wiki o Te Reo Māori (14-20 Sept):** Planning is underway to commemorate the 50th anniversary of Te Wiki o Te Reo Māori across TAU with a programme of activities designed to celebrate and promote te Reo Māori as an official language of Aotearoa. This milestone anniversary presents a significant opportunity to strengthen TAU's commitment to te Tiriti o Waitangi obligations and demonstrate meaningful support for Māori language revitalisation.
- **Wharenuī Harikoa:** Māori Outcomes supported the promotion of the *Wharenuī Harikoa* exhibition at The Civic (27 July) through targeted outreach to Māori communities. This project advanced dual Te Mahere Aronga priorities: amplifying kaupapa Māori content within TAU programming and improving whānau engagement across TAU spaces. Developed by creative practitioners Lissy and Rudi Robinson-Cole, Wharenuī Harikoa features a distinctive crocheted meeting house that harmoniously blends ancestral Māori methodologies with modern artistic innovation. The exhibition attracted more than **17,000 visitors** throughout its three-week run, highlighting how kaupapa Māori creative works can captivate broad audiences while honouring cultural traditions and values.
- **Auckland Zoo:** The Zoo hosted 933 Mana Whenua and Mātāwaka in July through the Wellbeing in Nature Community programme. Due to its success, the programme has been extended to October

Ohanga Ora | Economic Wellbeing

KPI RESULTS

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



Results reported quarterly – first results will be reported in October

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



TAU's diverse suppliers spend % is at 4.12% - **below the target** of 8%. The majority of the total diverse suppliers spend value was with Māori suppliers at the end of July (99.6%).

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

ICT Enhancement

- **AI:**
 - Work is commencing to develop an AI Strategy to identify the key areas where TAU can maximise the benefits provided by AI, from a perspective of the development of new products and also the ability to create efficiencies throughout back office areas, such as the Custom GPTs (currently being developed by the Digital team)
 - The Governance group approved an AI tools onboarding process which evaluates cyber security, organisational risk and cost. The most recent addition has been for web code development.
 - The user group is developing an understanding of the impact of AI on LGOIMA, and continues to deliver AI prompt training.
 - TAU is still waiting for the council pilot of Co Pilot 365 to be approved before it can conduct a POC to determine the value proposition. In the interim paid Chat GPT licenses are being provided where the use case requires them.
 - AI Impact Project remains on track, with Sprint 3 now complete. This sprint focused on the events sector, including workshops on customer jobs to-be-done, data commercialisation, B2B opportunities, and a future vision for events. Sprint 4 is now underway, with an emphasis on developing a strategic roadmap. An additional workshop has been added, extending the sprint by one week to support further stakeholder engagement.
- The **CRM team** is on track to deliver a POC for the approval process for strategic invitations for Cirque Du Soleil. The next focus for the team is to incorporate Tourism specific functionality into the Destination solution.
- **Data Governance and Culture:** TAU continues to leverage the GSS Data workstream to adopt and adapt five key data governance policies in line with TAU's Data strategy and culture, and in addition are reviewing how GSS Data training material can be adapted to include TAU examples rather than council centric ones. The team are working both with the data champions and on projects to define Critical Data Elements, with a focus on Events data ahead of the launch of the Auckland Events Calendar for summer.
- **Enterprise data platform** – technical work to enhance the platform and ingest Eventfinda data to support the launch of the Auckland Events Calendar for summer.
- **Dexibit** – ticketing data from Ticketmaster is being validated to support the automation of venue utilisation calculations, for both ALAC and Auckland Stadiums
- The **Gallery web site** project is in the design phase, defining the information architecture, focusing on kaupapa Māori considerations and content planning. Discovery work is being undertaken to update the Lindauer web site ahead of the centenary in 2026.
- **Stadiums turnstiles** – working to provide a Wi Fi solution at Western Springs by the end of October, and integration to both Ticketek and Axxess ticketing platforms.

Group Shared Services (GSS) Implementation

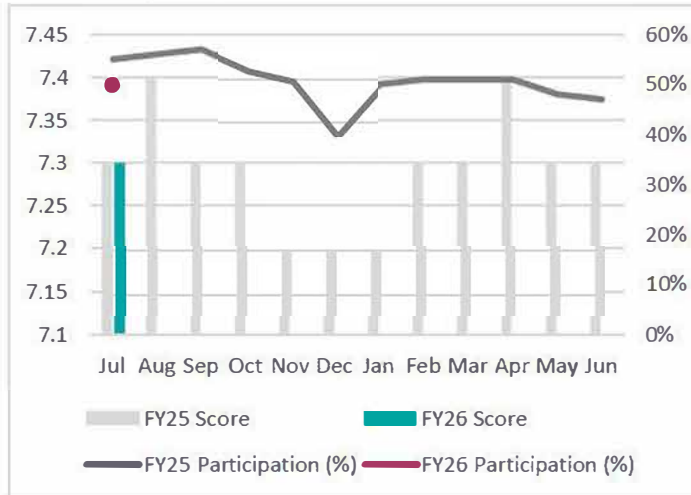
- TAU Donesafe (health and safety platform) implementation pilot was successfully completed and roll out to the rest of the organisation will be completed during August. There has been positive feedback about the system so far.

Commercial Revenue & Partnership Strategy

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

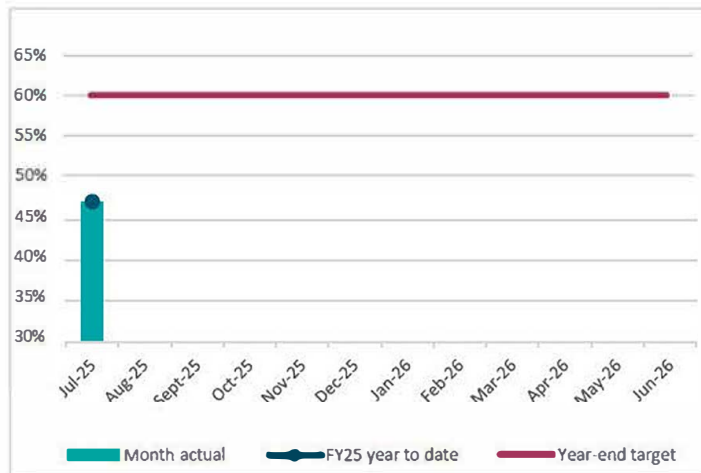
KPI RESULTS

OfficeVibe engagement score and participation



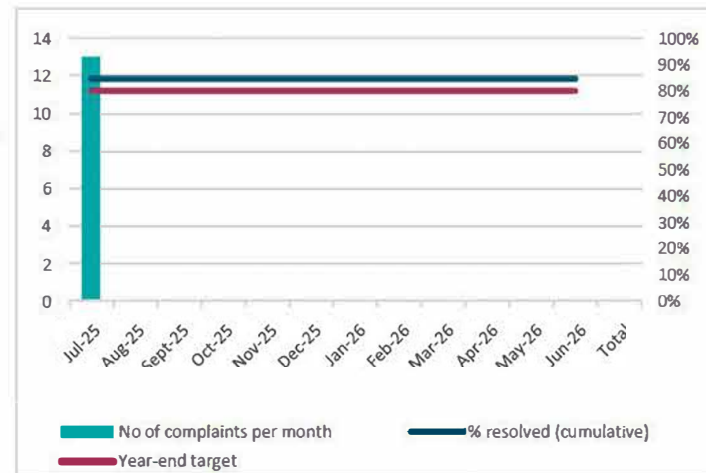
S6(a),S7(2)(f)(i),(h) LGOIMA 1987

% expenses through non-rates revenue



At 47%, the percentage of expenses funded through non-rates revenue is **below target** (60%) YTD

% of customer complaints resolved within 10 working days



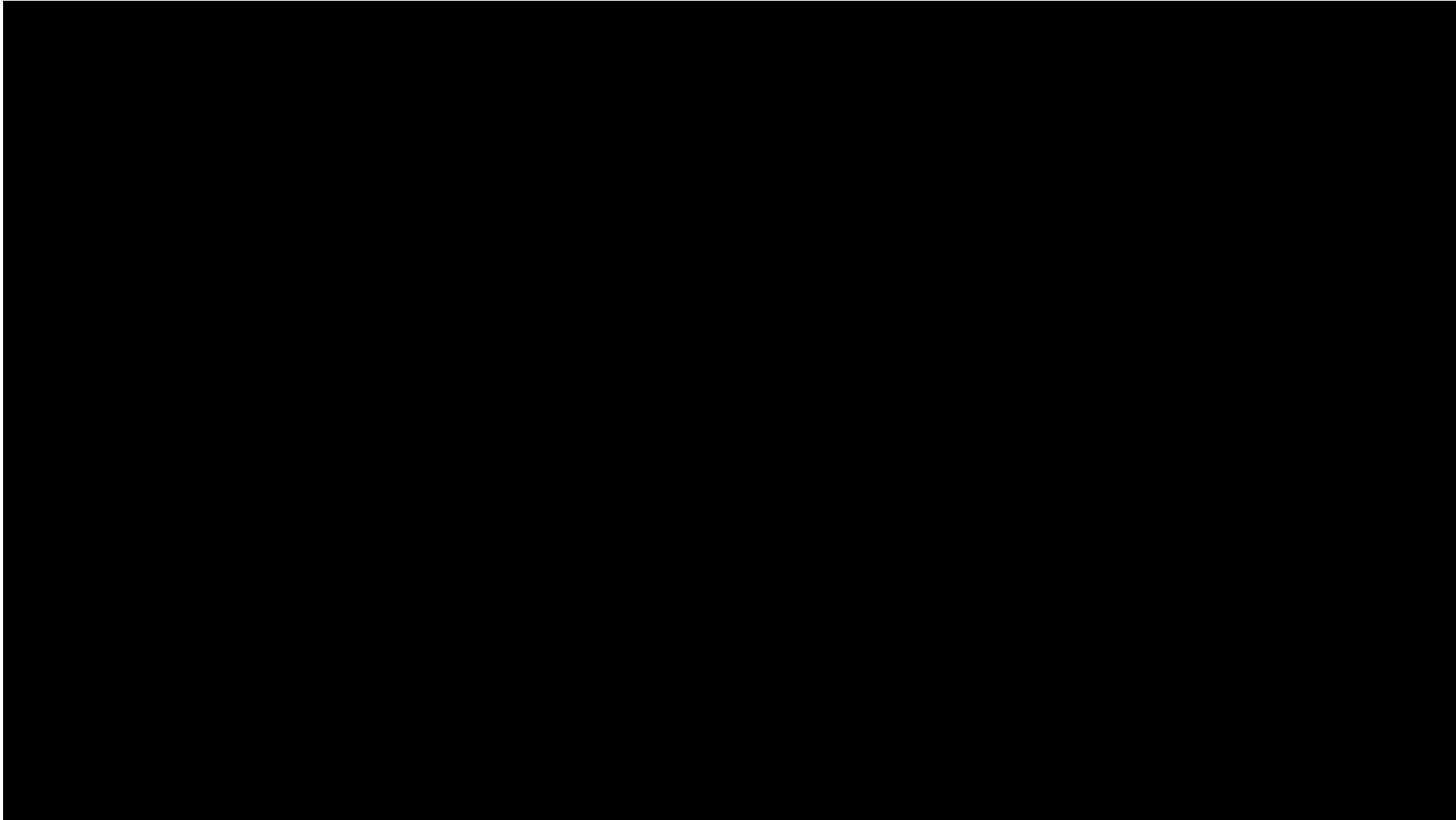
At the end of July 85% of complaints have been resolved within 10 working days YTD. **Above target.**

Schedule of Appendices

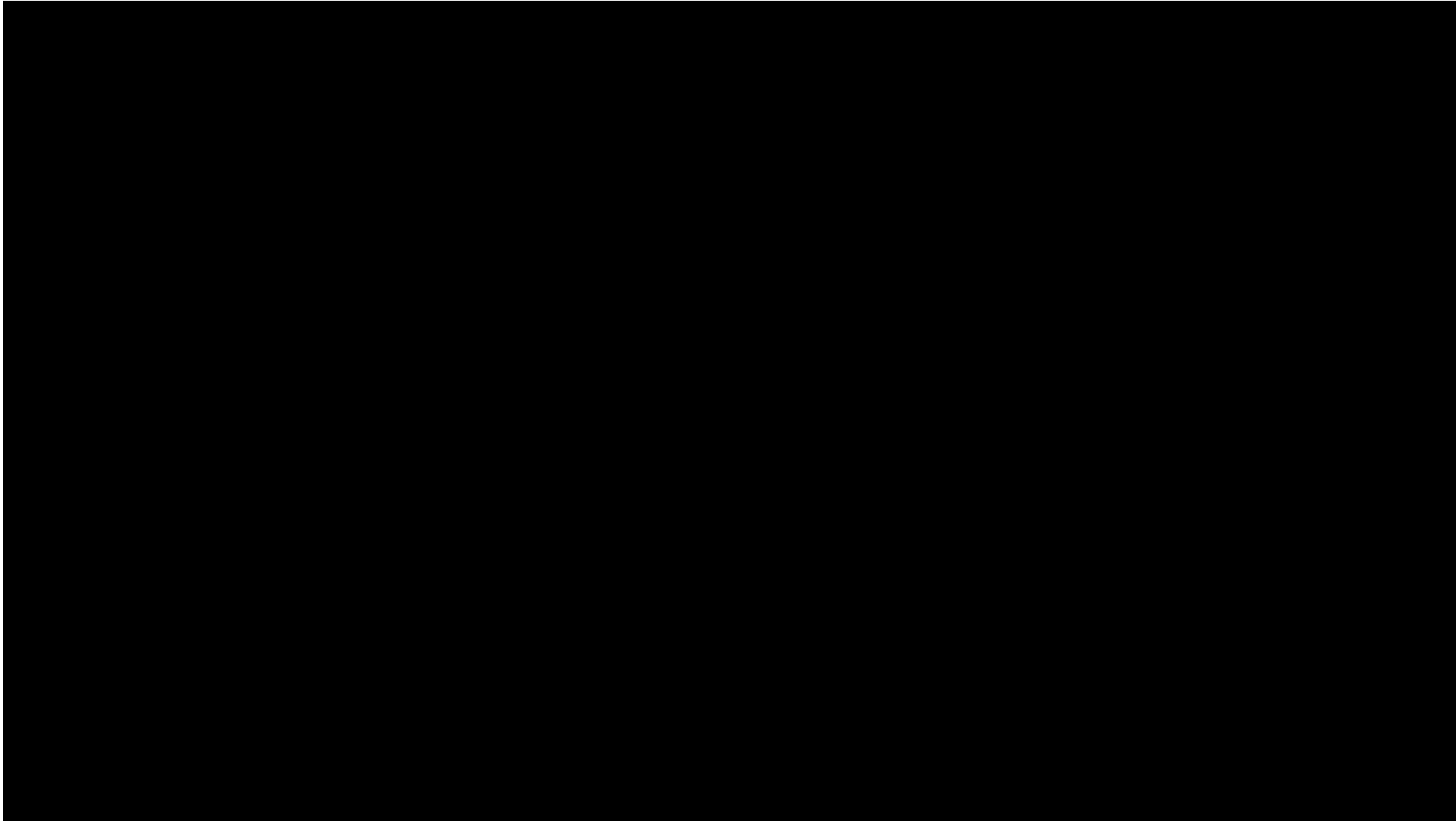
- | | |
|--------------------------------|-------------|
| 1. TAU Cybersecurity Dashboard | (Monthly) |
| 2. GSS Cyber Dashboard | (Monthly) |
| 3. TAU Workforce Dashboard | (Quarterly) |
| 4. TAU calendar | (Monthly) |
| 5. Major Events project status | (Monthly) |

CE sub-reports in Resource Centre

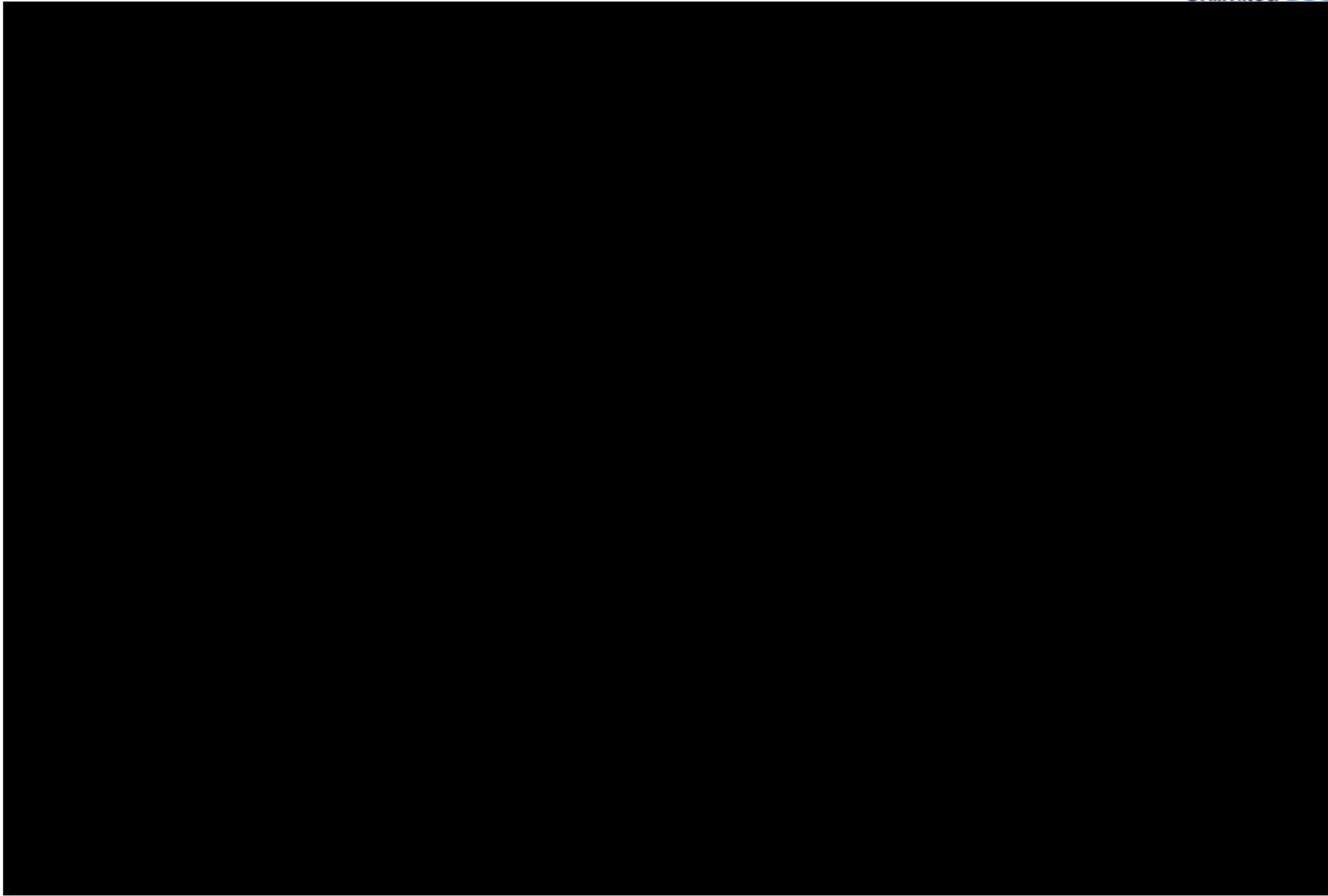
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|--|--------------|
| • Finance Report | (Monthly) |
| • Risk Report | (Monthly) |
| • Customer Strategy / CRM / eDM benefits dashboard | (Quarterly) |
| • Capital Projects Report | (Bi-monthly) |



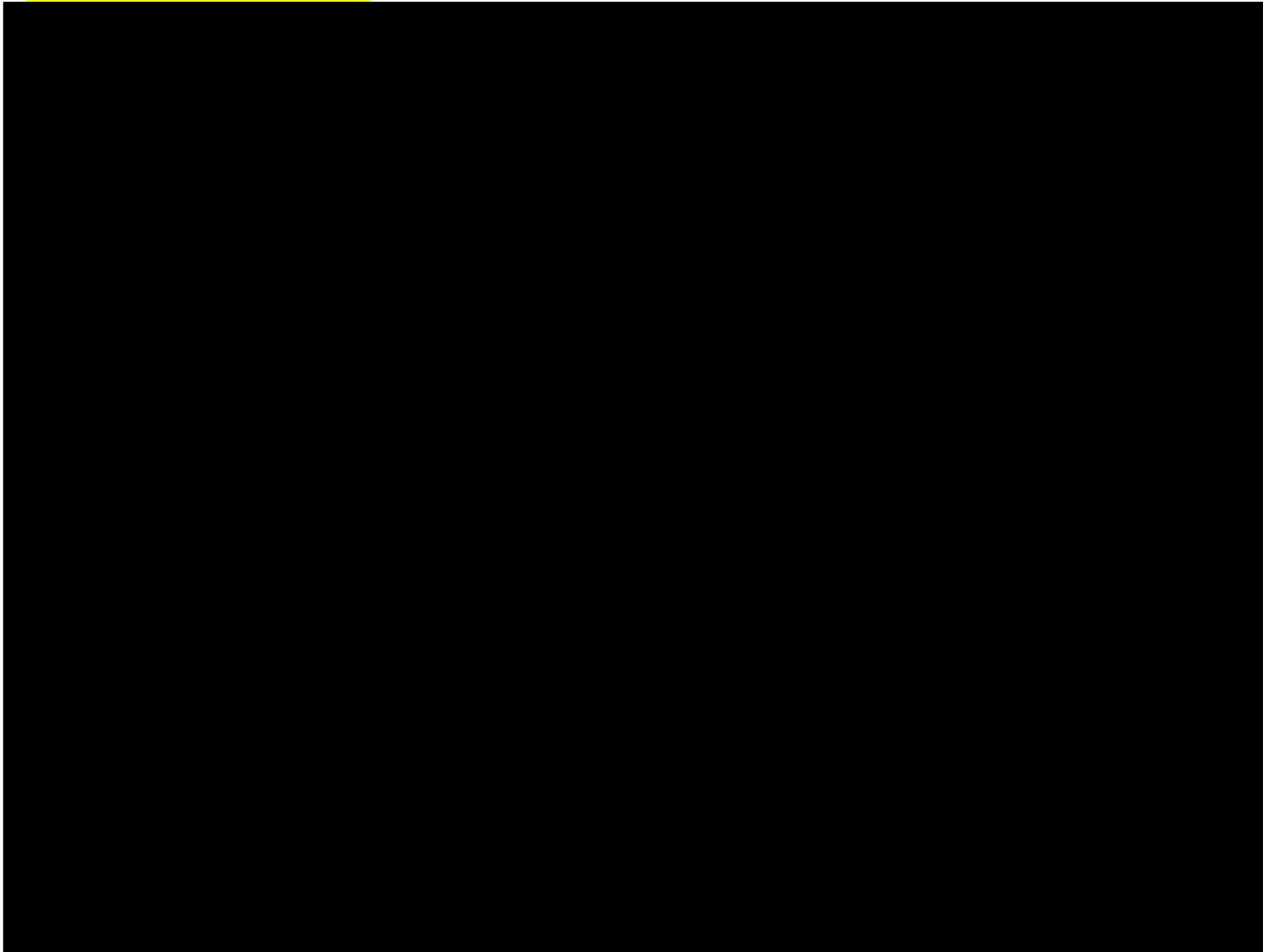
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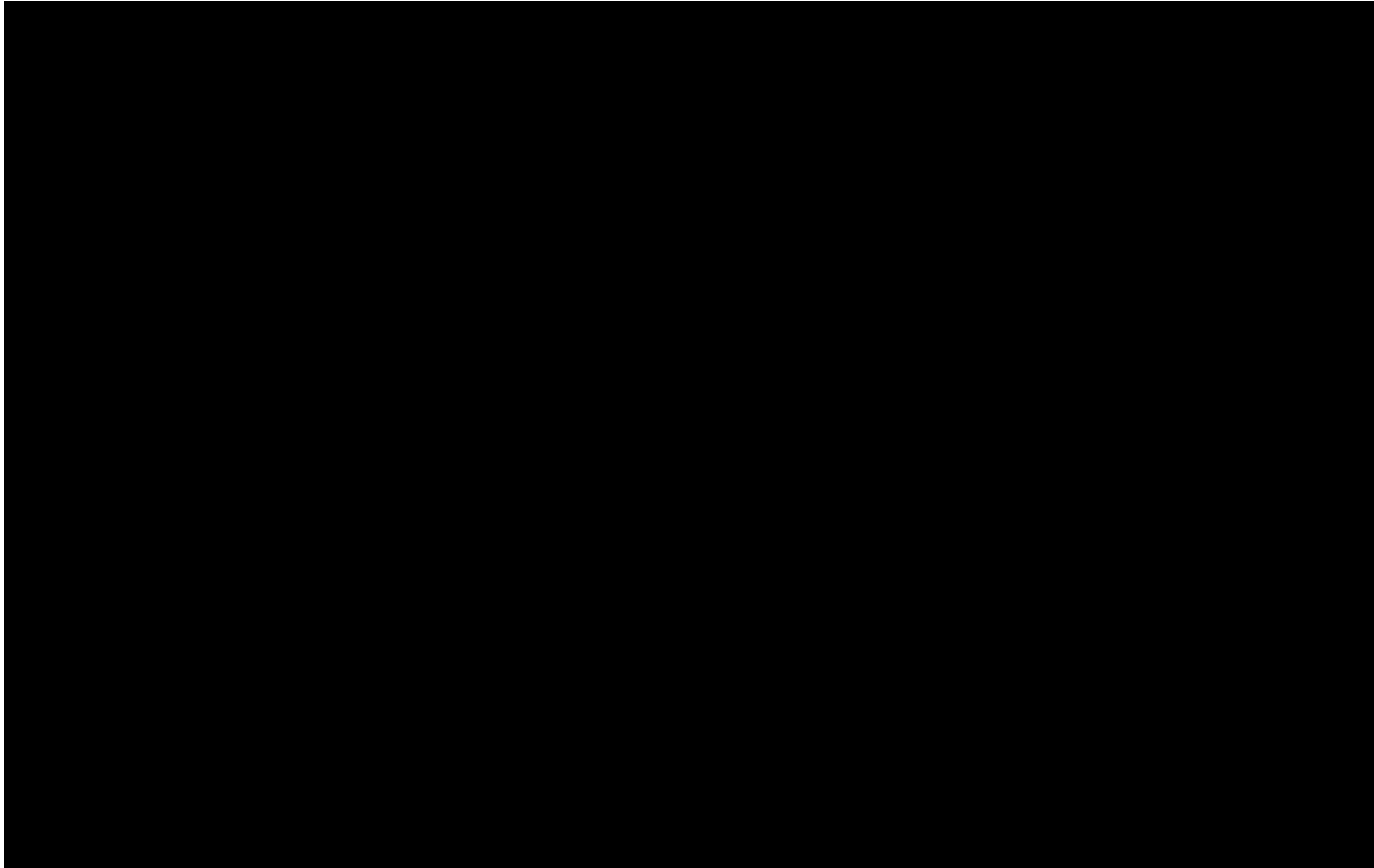


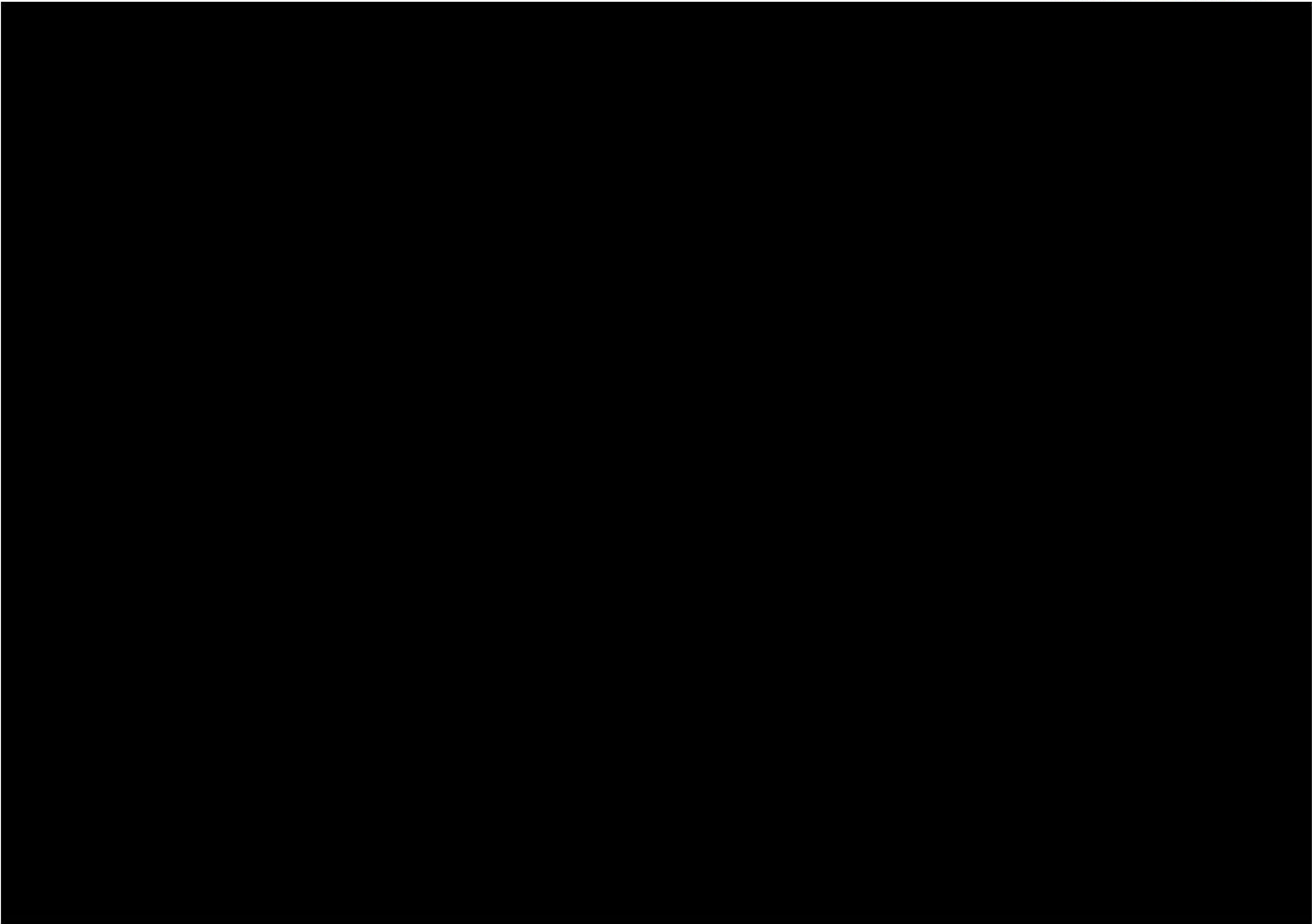
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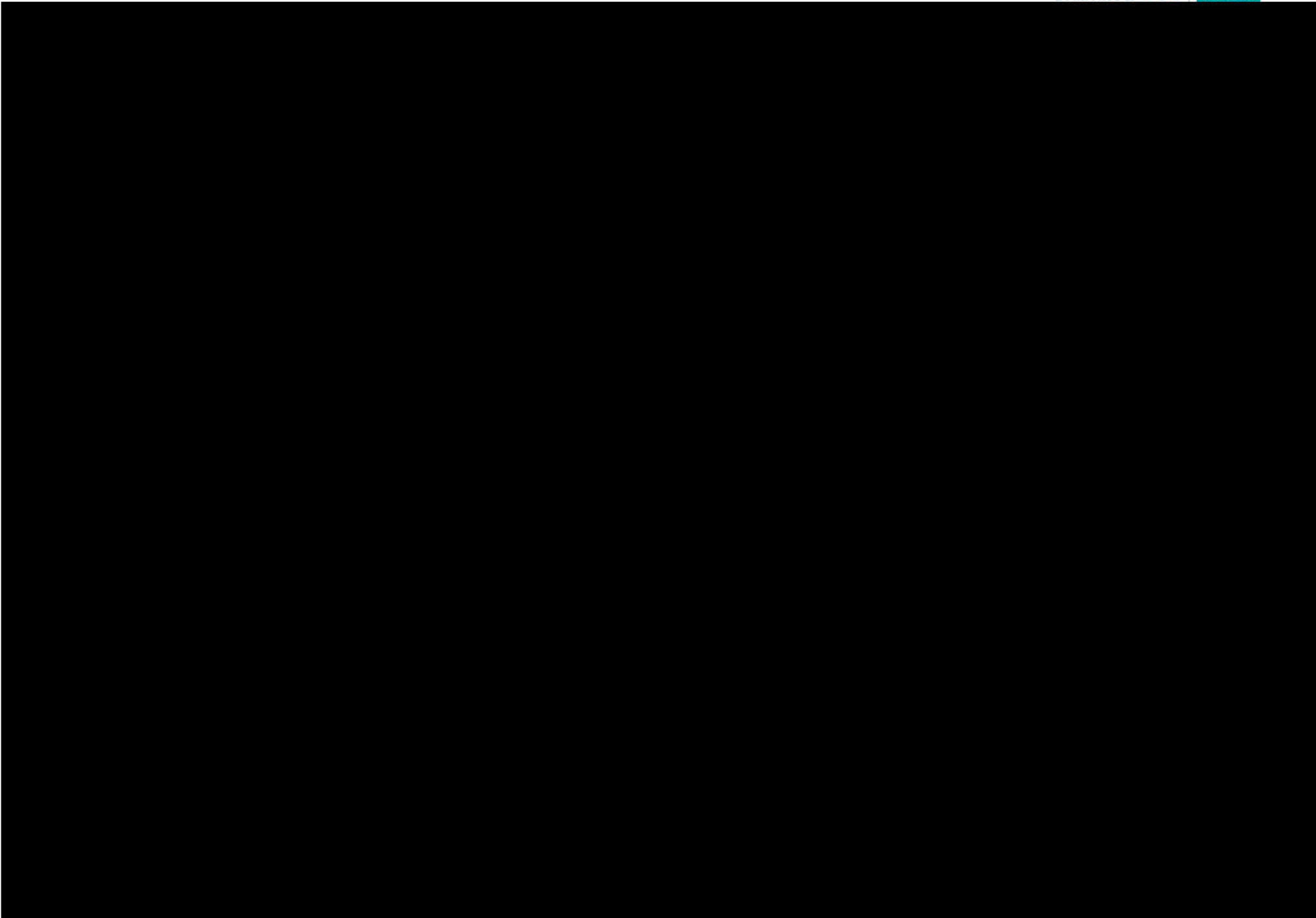


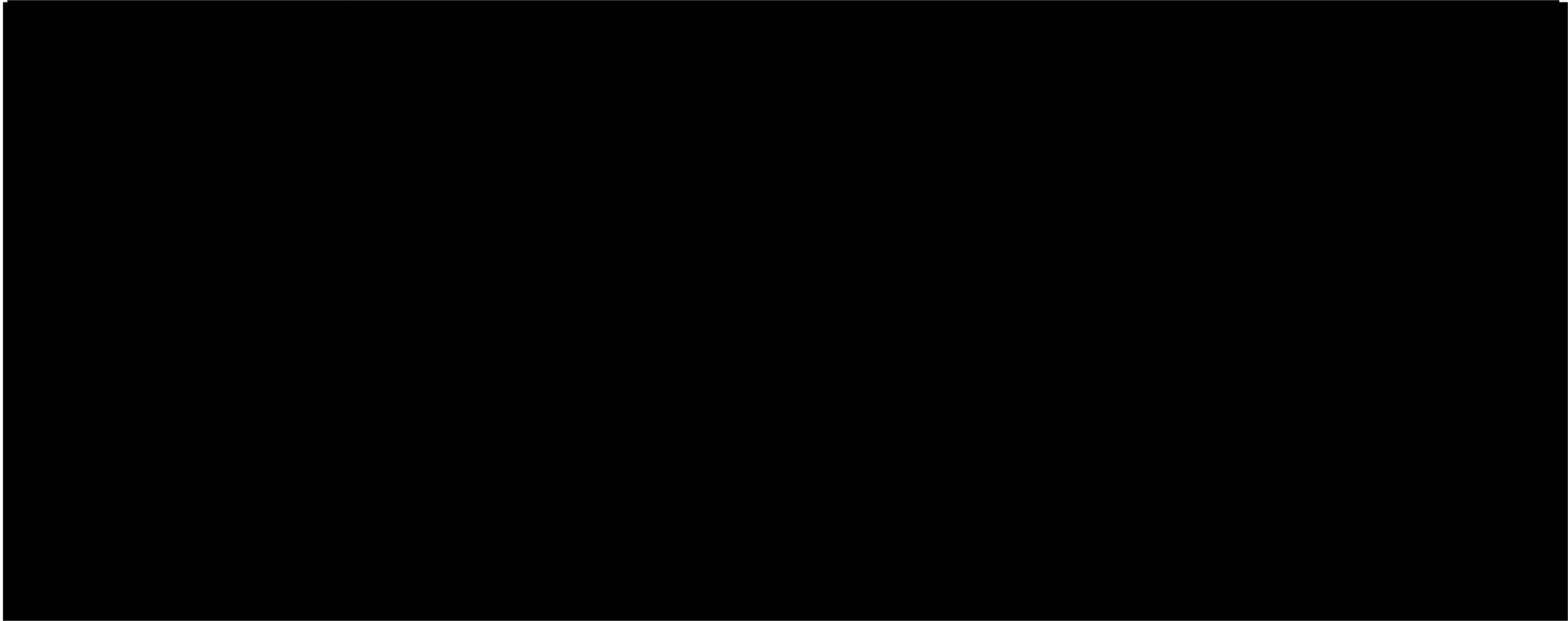
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