

Board Meeting Agenda



8.00 a.m. Tuesday 3 December 2024

Waihorotiu Room, Level 4 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.	45 mins
2	Confidential Minutes 16 October 2024 ¹ and 30 October 2024 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 ¹ , Nick Hill	To Note	T & C	8.45 a.m.	1 hour 30 mins
BREAK				10.15 a.m.	15 mins
5	North Harbour Stadium Stage 1: Expression of Interest (Operational Management) ¹ , Nick Hill	To Approve	T	10.30 a.m.	30 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 30 October 2024, Vicki Salmon	To Approve	T & C		
CE REPORT AND PERFORMANCE REPORTS					
8	CE Report, Nick Hill 1. Financial Performance Report 2. Current Operational Risks (RC) 3. CRM Board Update (RC)	To Note	T & C	11.05 a.m.	55 mins
PUBLIC MEETING CLOSED AND CONFIDENTIAL MEETING OPEN					
LUNCH				12.00 p.m.	30 mins

¹ S7(2)(f)(i),(h),(i) LGOIMA 1987

Board Meeting Agenda

Item	Subject	Action	Trust/Co.	Start Time	Duration
APPROVAL PAPERS AND BOARD COMMITTEE UPDATES					
9	Board Committee Updates: <ul style="list-style-type: none">Risk and Finance Committee, Carol Cheng 13 November 2024	To Note	T & C	12.30 p.m.	1 hour 15 mins
10	Auckland Art Gallery Toi o Tāmaki, Kirsten Lacy <ul style="list-style-type: none">Exhibition Business Case ²Advisory Committee Membership ³	To Approve	T		
11	Transfer of NZCCM Building to Auckland Zoo ⁴ , Justine White	To Approve	T		
COMMITTEE RECOMMENDED, COMPLIANCE, AND NOTING PAPERS					
12	TAU Policy Approval ³ , Justine White Risk and Governance <ul style="list-style-type: none">Gifts, Hospitality, and Complementary Tickets GuidelineDelegated Financial AuthorityStaff Functions and ExpensesRisk Management Framework Digital and ICT <ul style="list-style-type: none">Artificial Intelligence	To Approve	T & C	1.45 p.m.	30 mins
13	Health and Safety Report ⁵ , Lynn Johnson and Priyanka Victor	To Note	T & C		
ANY OTHER BUSINESS					
14	Any Other Business ³ , Vicki Salmon	To Note	T & C	2.15 p.m.	15 mins
	Close of Meeting			2.30 p.m.	

² S7(2)(f)(i),(h),(i) LGOIMA 1987

³ S7(2)(f)(i) LGOIMA 1987

⁴ S7(2)(f)(i),(i) LGOIMA 1987

⁵ S7(2)(f)(i),(d) LGOIMA 1987

Board Meeting Agenda

Local Government Official Information and Meetings Act 1987 Section 7(2)

Subject to sections 6, 8, and 17, this section applies if, and only if, the withholding of the information is necessary to—

- (a) protect the privacy of natural persons, including that of deceased natural persons; or
- (b) protect information where the making available of the information—
 - (i) would disclose a trade secret; or
 - (ii) would be likely unreasonably to prejudice the commercial position of the person who supplied or who is the subject of the information; or
- (ba) in the case only of an application for a resource consent, or water conservation order, or a requirement for a designation or heritage order, under the Resource Management Act 1991, to avoid serious offence to tikanga Maori, or to avoid the disclosure of the location of waahi tapu; or
- (c) protect information which is subject to an obligation of confidence or which any person has been or could be compelled to provide under the authority of any enactment, where the making available of the information—
 - (i) would be likely to prejudice the supply of similar information, or information from the same source, and it is in the public interest that such information should continue to be supplied; or
 - (ii) would be likely otherwise to damage the public interest; or
- (d) avoid prejudice to measures protecting the health or safety of members of the public; or
- (e) avoid prejudice to measures that prevent or mitigate material loss to members of the public; or
- (f) maintain the effective conduct of public affairs through—
 - (i) the free and frank expression of opinions by or between or to members or officers or employees of any local authority, or any persons to whom section 2(5) applies, in the course of their duty; or
 - (ii) the protection of such members, officers, employees, and persons from improper pressure or harassment; or
- (g) maintain legal professional privilege; or
- (h) enable any local authority holding the information to carry out, without prejudice or disadvantage, commercial activities; or
- (i) enable any local authority holding the information to carry on, without prejudice or disadvantage, negotiations (including commercial and industrial negotiations); or
- (j) prevent the disclosure or use of official information for improper gain or improper advantage.



Register of Directors' Interests

Name	Position	Directorships/Trusteeships	Other Interests	Possible Conflicts
Vicki Salmon	Chair	<ul style="list-style-type: none"> Coopers Creek Vineyard Ltd (Director and Shareholder) Salmon and Partners Ltd (Director and Shareholder) Remuera Golf Club (President) Greenhills Forest GP Limited (Shareholder) 		<ul style="list-style-type: none"> Prior to Vicki Salmon's appointment as Chair of Tātaki Auckland Unlimited, Vicki was a member of the Eden Park Trust Board (EPTB). Vicki resigned as a member of the EPTB on 27 March 2023 and no longer has any interest in EPTB or the Eden Park organisation.
Jennah Wootten	Deputy Chair	<ul style="list-style-type: none"> Perpetual Guardian Holdings Limited (Director) Perpetual Trust Limited (Director) Generate Global (Director and Shareholder) 	<ul style="list-style-type: none"> Active – Auckland Sports & Recreation (CEO) 	
Alastair Carruthers	Non-Executive Director	<ul style="list-style-type: none"> Homeland NZ Enterprises Ltd (Director and Shareholder) Homeland NZ Trading Ltd (Director and Shareholder) Carruthers Consulting Ltd (Director and Shareholder) Television New Zealand Ltd (Chair) Cornwall Park Trust Board (Trustee) Ringa Hora Services – Workforce Development Council (Director) Auckland Regional Amenities Funding Board (Board Member) Auckland War Memorial Museum Trust Board (Deputy Chair) Museum of Transport and Technology Board (Director) 		<ul style="list-style-type: none"> The ARAFB provides operating funding to some entities who occupy and perform in AU facilities. Homeland hosts events for Auckland Convention Bureau and other Tātaki Auckland Unlimited funded entities from time to time.
Carol Cheng	Non-Executive Director	<ul style="list-style-type: none"> Teaching Council New Zealand (Governing Council Member) Hong Consulting Limited (Director and Shareholder) CYWE Trustee Limited (Director and Shareholder) Eastland Property Services Limited (Shareholder) Auckland International Airport Limited (Shareholder) Spark New Zealand Limited (Shareholder) Comvita Limited (Shareholder) SkyCity Entertainment Group Limited (Shareholder) Microgem International Plc (Shareholder) The Asia New Zealand Foundation Te Whītau Tūhono (Trustee) 		<ul style="list-style-type: none"> Asia New Zealand Foundation provided sponsorship for Auckland Culture Festivals Asia New Zealand Foundation provided sponsorship for Guo Pei Exhibition at the Auckland Art Gallery.

Hinurewa Te Hau (Hinū)	Non-Executive Director	<ul style="list-style-type: none"> • Tamaki Makaurau Matariki Festival Trust (trading as Matariki Cultural Foundation) (Trustee) • Matariki Global Holdings Limited (Director) • Taamaki Records Limited (Director) • Otamatea Pioneer & Kauri Museum Board (Chair) • Ringa Hora Services – Workforce Development Council (Director) • Harbournview Properties Limited (Shareholder) 	<ul style="list-style-type: none"> • Co-ordinator of WOMEX (World Music Expo) Pan Indigenous Network 	
Jen Rolfe	Non-Executive Director	<ul style="list-style-type: none"> • Rainger & Rolfe (Director) • Thomas Joint Trustee Limited – (Director and Shareholder) • Pakiri Joint Trustee Limited (Shareholder) • Barbara Andrew Family Trust (Trustee) • Thomas Family Trust (Trustee) • Thomas Number 2 Family Trust (Trustee) 	<ul style="list-style-type: none"> • New Zealand Marketing Association (Member) 	<ul style="list-style-type: none"> • Prior to Jen Rolfe's appointment to the Tātaki Auckland Unlimited (formerly RFA) Board, Rainger & Rolfe provided some marketing services to RFA.
Graeme Stephens		<ul style="list-style-type: none"> • New Zealand Hotel Holdings (Director) (this interest includes directorships of several further entities connected with New Zealand Hotel Holdings) • Kamari Consulting Limited (Director and Shareholder) • Marama Hua Trustee Limited (Director) • Rakaunui Property Limited (Director) • Rakaunui Property Holdings Limited (Director) • SkyCity Entertainment Group (Shareholder) 		
Dan Te Whenua Walker	Non-Executive Director	<ul style="list-style-type: none"> • New Zealand Māori Tourism Society (Deputy Chair) • Korowai Hikuroa Consulting Limited (Director and Shareholder) • Ringa Hora Services – Workforce Development Council (Director) • Pou Tuarā o Te Rūnanga o Ngāti Ruanui Trust (Shareholder) • Ngati Ruanui Tahua Limited (Shareholder) • Ngati Ruanui Fishing Limited (Shareholder) • Te Topuni Ngarahu General Partner Limited (Shareholder) • Māori Creative Foundation (Trustee) • Meremere Marae Charitable Trust (Trustee) • Hikuroa Whanaungatanga Charitable Trust (Trustee) • Nga Whaotapu o Tamaki Makaurau Trust - Trustee • Stanmore Bay Primary School (Chair) 		

		<ul style="list-style-type: none">• Massey University Executive Education (Advisory Board Member)• University of Auckland Māori Alumni (Trustee and Chair of Executive Committee)• Sarcoma Foundation NZ (Board member)• Child Cancer Foundation (Board member)• Ronald McDonald House (Board member)		
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Month	Shareholder Accountability	Operations & Business Planning	Strategy and Business Focus	Board and Committee Dates
Jul-24	<ul style="list-style-type: none"> • SOI FY 25 • TAU End of Year Financial Reporting Packs • Q4 Risk Report to Council • Climate Related Disclosures 	<ul style="list-style-type: none"> • CEO Report • H&S Report 	<ul style="list-style-type: none"> • Three Year Plan • Integrated Cultural Organisations 	<ul style="list-style-type: none"> • Risk and Finance Committee – 17 July • Board Meeting – 31 July
Aug-24	<ul style="list-style-type: none"> • Q4 Performance Report • TAUL and TAUT Annual Report • Financial reporting for the year ended 30 June 2024 • Climate Related Disclosures 	<ul style="list-style-type: none"> • CEO Report • H&S Report 		<ul style="list-style-type: none"> • Capital Projects Committee – 14 August • Māori Engagement Committee – 15 August • Risk and Finance Committee – 21 August (FY24 Statements) • Board Meeting – 27 August
Sep-24		<ul style="list-style-type: none"> • CEO Report • H&S Report 		
Oct-24	<ul style="list-style-type: none"> • Public Board meeting - performance against SOI targets for Year Ended 30 June 2024 • Q1 Performance Report 	<ul style="list-style-type: none"> • CEO Report • H&S Report 		<ul style="list-style-type: none"> • Capital Projects Committee – 15 Oct • Remuneration Committee – 17 Oct • Board Meeting – 30 Oct (Public Board Meeting)
Nov-24	<ul style="list-style-type: none"> • Q1 Risk Report to Council 	<ul style="list-style-type: none"> • CEO Report • H&S Report 		<ul style="list-style-type: none"> • Risk and Finance Committee – 13 Nov
Dec-24		<ul style="list-style-type: none"> • CEO Report • H&S Report 		<ul style="list-style-type: none"> • Board Meeting – 3 Dec • Māori Engagement Committee – 6 Dec

12-Month Work Programme

December 2024

Month	Shareholder Accountability	Operations & Business Planning	Strategy and Business Focus	Board and Committee Dates
Jan-25	<ul style="list-style-type: none"> Letter of Expectation Financial reporting for the ½ Year ended 31 December 2024 Q2 Risk Report 	<ul style="list-style-type: none"> CEO Report H&S Report 		<ul style="list-style-type: none"> Remuneration Committee – TBC Risk and Finance Committee – 23 Jan (½Y Accounts) Board Meeting – 29 Jan (½Y Acts)
Feb-25	<ul style="list-style-type: none"> Q2 Performance Report 	<ul style="list-style-type: none"> CEO Report H&S Report 	<ul style="list-style-type: none"> Board Strategy Session – 19 Feb Workshop: New Zealand Maritime Museum Masterplan 	<ul style="list-style-type: none"> Māori Engagement Committee – 13 Feb Capital Projects Committee – 19 Feb Board Meeting – 4 March
Mar-25	<ul style="list-style-type: none"> 2025 – 27 Statement of Intent Amendments Draft 2025 -2028 Statement of Intent 	<ul style="list-style-type: none"> CEO Report H&S Report 		<ul style="list-style-type: none"> Risk and Finance Committee – 19 March Board Meeting – 26 March
Apr-25	<ul style="list-style-type: none"> Q3 Risk Report to Council Q3 Performance Report 	<ul style="list-style-type: none"> CEO Report H&S Report Board Evaluation (biennial – next due: 2026) 		<ul style="list-style-type: none"> Capital Projects Committee – 16 April Board Meeting – 30 April
May-25		<ul style="list-style-type: none"> CEO Report H&S Report Annual insurance renewal Auditor engagement and fees 		<ul style="list-style-type: none"> Risk and Finance Committee – 14 May Māori Engagement Committee – 15 May Board Meeting – 27 May
Jun-25	<ul style="list-style-type: none"> Public Board meeting - shareholder feedback on SOI 	<ul style="list-style-type: none"> CEO Report H&S Report 		<ul style="list-style-type: none"> Capital Projects Committee – 24 June Board Meeting – 2 July (Public Board Meeting)

BOARD MEETING (open)

HELD ON: Wednesday 30 October 2024 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	
Jen Rolfe	
Hinurewa Te Hau	
Dan Walker	
Graeme Stephens	
Desley Simpson	Deputy Mayor and Lead Councillor

APOLOGIES: Hinurewa Te Hau

ATTENDED:

Executive Team	Nick Hill Chief Executive, Kevin Buley Director Auckland Zoo, Daniel Clarke Director Performing Arts, Annie Dundas Director Destination, Pam Ford Director Economic Development, Lynn Johnson Chief People Officer, Mandy Kennedy Chief Digital Officer, Kirsten Lacy Director Auckland Art Gallery, Vincent Lipanovich Director NZMM, James Parkinson Director Auckland Stadiums, Helen Te Hira Director Māori Outcomes, Shelley Watson Director Marketing, Comms & Growth, Justine White Chief Operating Officer
Max Hardy	Director Group Strategy, Chief Executive Office
Sarah Johnstone-Smith	CCO Governance Auckland Council
Sylvia Wong	Asian Community Engagement Trust
Andy Ding	Asian Community Engagement Trust
Hutch Wilco	Art Gallery Exhibitions and Projects Manager
Sophie Matthiesson	Senior Curator, International Art
Kenneth Brummel	Art Gallery Curator International Art
Tim Kingsley-Smith	Company Secretary & Legal Counsel

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. 27 AUGUST 2024 CONFIDENTIAL MINUTES AND ACTION TRACKER

Subject to one amendment (deletion of second sentence, second bullet point, Item 15) to the 27 August 2024 confidential minutes, the Board:

1. **Approved** the 27 August 2024 confidential minutes as an accurate record of the meeting; and
2. **Noted** the Action Tracker.

3. BOARD AGENDA DISCUSSION

The Board discussed the agenda for the meeting.

4. CONFIDENTIAL PROJECT UPDATE; CCO REFORM UPDATE

Nick Hill provided a confidential update to the Board.

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

[REDACTED]

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

[REDACTED]

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

CCO Reform Review

- Management updated the Board on the CCO Reform review. The Board noted that TAU has had a successful year and is consistently improving performance. The organisation has implemented cost savings and restructuring as agreed with Council, while achieving record visitation and revenue generation. The focus on the efficiency of the cost to serve, and on leveraging activity across the businesses, is working.

[REDACTED]

Max Hardy and Sarah Johnstone-Smith joined the meeting at 9.05 a.m.

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

- Mr Hardy noted that the Mayor has directed staff to review the CCO structure and evaluate whether there are better alternative structures. The review is not aimed at reviewing the level of services provided by CCOs or funding, but it will ask whether the current model is the best one for Auckland and evaluate the costs and benefits of the alternative options.
- The Board noted that the review documentation is well-informed and overall provides a good distillation of the current model and its challenges. TAU has delivered a strong performance over the last 24 months, achieving expected merger benefits and subsequent funding reductions. Any structural changes to TAU should be able to demonstrate better outcomes for Aucklanders than under the current integrated TAU model.
- The Board noted that irrespective of the options for structural change of the CCO model, greater clarity from council on the strategic direction of areas such as economic development, destination activities, and major events for Tāmaki Makaurau would be beneficial for the alignment and delivery of services and activities in those areas.
- The Board noted that although 'economic development' is a broad term that can mean different things to different people, economic development provides significant and highly valuable long-term outcomes for Auckland and its importance should not be lost during the current process.

[REDACTED]

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

- The Board noted that it is important to recognise that a number of external factors – such as destination and major event funding, the integration of cultural organisations, stadium strategy, arts and culture and event strategy – are likely to have an impact on the future CCO delivery model. TAU has a proven ability to horizontally integrate a wide variety of activity and events on behalf of the council group, and has shown that it can leverage expertise, scale and private sector relationships to enhance outcomes for the region.

The Board **thanked** Mr. Hardy for attending the meeting.

Max Hardy left the meeting and Deputy Mayor Desley Simpson and Annie Dundas joined the meeting.

5. CE CONFIDENTIAL UPDATE

Nick Hill spoke to the paper.

- Management updated the Board on ongoing discussions with Emirates Team New Zealand and stakeholders regarding the potential of holding the next America's Cup defence in Auckland. [REDACTED]

The Board **noted** the update.

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

6. VISITOR LEVY / BED TAX

Nick Hill spoke to the paper.

- Management provided an update on the ongoing discussions regarding a national or regional visitor levy / bed tax to the Board.

The Board **noted** the update.

The Chair closed the confidential meeting and opened the public meeting. The Asian Community Engagement Trust and the Executive Team joined the meeting.

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

The Chair noted that Alastair Carruthers was selected by the TAU Board sub-group to be the TAU Director appointed to the MOTAT Board following the 27 August TAU Board meeting.

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

8. PUBLIC MINUTES 27 AUGUST 2024

Subject to the amendment to the confidential minutes discussed at Item 2, the Board **approved** the 27 August 2024 open minutes as an accurate record of the meeting.

9. STATEMENT OF INTENT PERFORMANCE

Nick Hill spoke to the paper and the 'TAU 2024 Highlights' video was played to the Board.

- Management noted that TAU achieved all of its KPI's over the last financial year apart from two. The first missed KPI related to 'greenhouse gas' emissions which was close to being achieved. The other related to children attending educational programmes at TAU venues. The issue with dropping attendance of educational programmes hosted at cultural institutions is a sector-wide issue anecdotally linked to a change in the national curriculum narrowing the programmes that qualify for credits, funding challenges, and access to affordable transport.

Submission from the Asian Community Engagement Trust

- Sylvia Yang and Andy Ding of the Asian Community Engagement Trust (ACET) introduced themselves and ACET to the Board. Sylvia Wong noted that she is a local board member on the Upper Harbour Board.
- ACET is keen to bring a vision for a new multi-cultural and multi-function space to Auckland. The community space would unite arts, culture, innovation and well-being under one roof, fostering cross-generational, cross-cultural exchange. ACET is seeking TAU's support to identify a suitable location for its community centre vision, TAU's insights and feedback on the proposal, and TAU's suggestions for potential connections and partnerships.
- ACET presented to the Board and the Board provided feedback to ACET. The Board requested that Management consider ACET's proposal and provide further feedback and suggestions directly to ACET. **(ACTION POINT)**

The Board **thanked** the Asian Community Engagement Trust for attending the meeting.

10. CE REPORT AND PERFORMANCE REPORT

Nick Hill spoke to the paper.

General

- The Board noted that the recent BNZ Auckland Diwali Festival was a successful event that was well managed and professionally delivered event.
- The Board received an update on the Sites and Places of Significance to Mana Whenua public consultation. Management noted that 17 of Tāmaki Makaurau's 19 iwi had responded and there were seven public submissions all in support of the plan changes. The feedback is now being collated and analysed. TAU is working on a film protocol and developing templates with iwi groups.

Black Knights First Game

- Management noted that the first game of the Auckland FC Black Knights football team in the Australian A-League at a full Go Media Stadium was an outstanding event. Having a new professional sporting club in Auckland is exciting for Tāmaki Makaurau.
- The Board commended Management for delivering a successful first game event. While the excitement of the event is understandable, some of the support from the more active sections of the crowd is something that TAU will need to be cognisant of as the season progresses. Management agreed and noted that TAU has a strong security presence that closely observes crowd behaviour and key health and safety issues at games.

Town Hall Concert Cancellation

- Management updated the Board on an incident at Auckland Town Hall that led to a cancellation of an Auckland Philharmonia concert. [REDACTED]

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

- Management noted that patrons were emailed and texted as soon as the concert was cancelled and the team had people providing communications at the Aotea Centre carpark entrances, but roughly 10 per cent of the audience did not receive the message in time and arrived for the concert. Of these, most were understanding with a minority being frustrated with the cancellation. [REDACTED] S7(2)(f)(i) LGOIMA 1987
- The Board noted that September was a strong month for performing arts at TAU's venues and *Matilda* at the Bruce Mason Centre was a particularly successful show. Overall, there are signs that attendance and confidence in the performing arts sector are improving.

The Board noted the CE Report.

The Chair closed the public meeting and opened the confidential meeting. The Asian Community Engagement Trust, Deputy Mayor Simpson, Sarah Johnstone-Smith and the Executive team left the meeting.

11. BOARD COMMITTEE UPDATES

The Chair of the Capital Projects Committee (CPC) updated the Board on the recent committee meeting.

- The Chair of the CPC noted that the property team is working hard progressing a large number of projects and the capital project report in the pack has been improved by adding additional information on the programme. [REDACTED]

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

- Management provided an update on TAU's work with the North Harbour Stadium (NHS) Steering Group. TAU continues to work closely with the Steering Group on developing options and models to make NHS a more community-based stadium. The Board requested that Management provide a further update at the next board meeting. (**ACTION POINT**)

The Board **noted** the update.

12. CAPITAL PROGRAMME – THE CIVIC SEATING RENEWAL BUSINESS CASE

Justine White spoke to the paper.



The Board **approved** the appointment of Jennah Wootten to the Capital Projects Committee.

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

Kirsten Lacy, Hutch Wilco, Sophie Matthiesson and Kenneth Brummel joined the meeting.

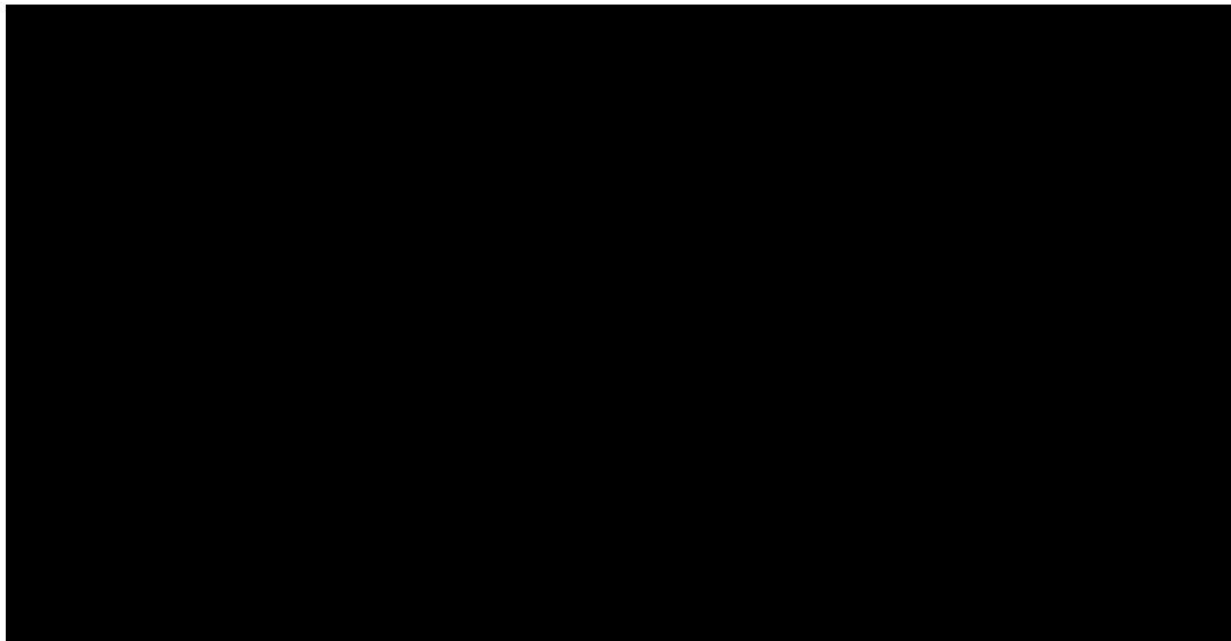
13. AUCKLAND ART GALLERY TOI O TĀMAKI

Kirsten Lacy, Hutch Wilco, Sophie Matthiesson and Kenneth Brummel spoke to the paper.

- Management noted that the two business cases being presented to the Board are very different exhibitions. Both have confirmed checklists of works, and both have important stories to tell.



Alastair Carruthers left the meeting at 1.39 p.m.



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

Vicki Salmon and Nick Hill left the meeting at 1.52 p.m. The Deputy Chair became the meeting chair.

The Board **noted** that Management will undertake further work on the exhibition business cases before returning to the Board.

Kirsten Lacy, Hutch Wilco, Sophie Matthiesson and Kenneth Brummel left the meeting.



Date _____

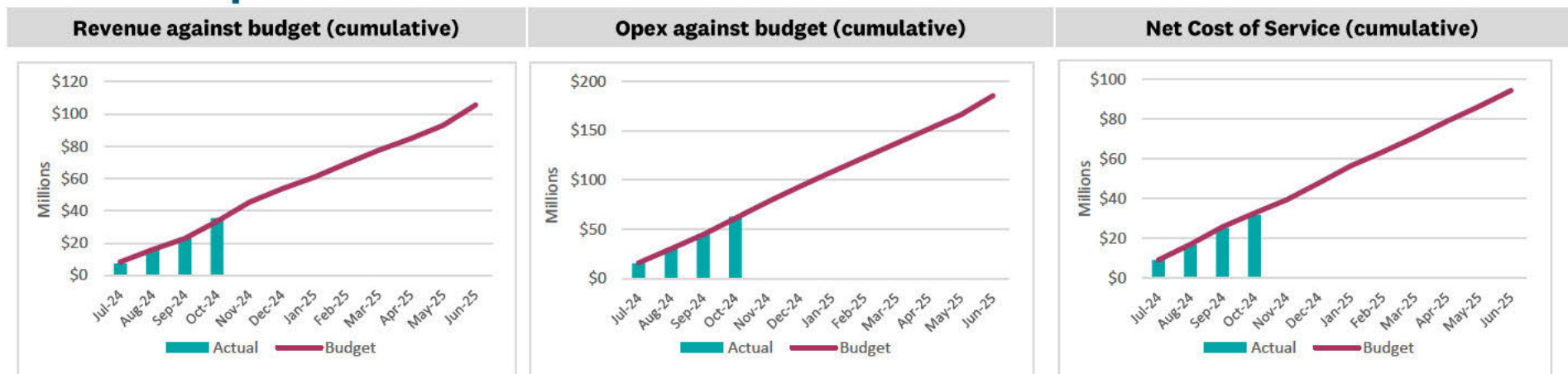
Chief Executive Report

Report to the Board of Tātake Auckland Unlimited – 3 December 2024

1. Introduction

- The draft Mayor’s Proposal for the Annual Plan 2025/26 was released in mid November. Since its release, the Chair, the Chief Executive and members of ELT have attended a range of open and confidential workshops and meetings with councillors and the Mayor’s Office to discuss the proposal. Following a workshop with the board a letter of response was prepared making it clear that TAU supports the objectives of stronger core Auckland Council leadership, policy and strategic direction and integrated services, which sits at the heart of the proposal.
- The Pearl Jam and Coldplay concerts promoted by Live Nation and supported financially by Tatakī on successive weekends in early November provided a significant boost to the destination sector after a very tough few months. The industry is hopeful demand will now hold up into Christmas and summer, a summer which is looking positive with a full major events programme. However, winter 2025 is looking tough ahead of the opening of NZICC in late Spring.
- The directors of the Auckland cultural organisations met to have an initial discussion about developing the alliance being promoted by Council Governing Body. The discussion became focussed on data, more collaboration around reporting and sharing insights. Next step is to set up quarterly meetings to share data and discuss performance. Joint projects will be identified, the first of which will be on insights. Meanwhile, the Directors of the Zoo and MOTAT are meeting to work on a joint plan for bringing the two organisations closer together.
- Visitors to Auckland have a new tool to help them connect with the region’s unique Māori culture, with the launch of ‘Treasures of Tāmaki Makaurau Auckland’, helping locals and visitors alike find free and paid experiences highlighting our region’s rich Māori heritage and showcases contemporary Māori creativity. We have used the functionality of Discover Auckland to create and incorporate the ‘Treasures’ platform and online content will be woven throughout Auckland’s digital shopfront Discover Auckland itself.
- Asian elephant Burma’s move to Adelaide has been completed. It garnered extensive media coverage both side of the Tasman. This exercise has been years in the planning and involved significant risk and the success reflects the significant expertise and professionalism of our staff in the zoo. the proposal to move destination and major events functions to within council is not supported.

2. Finance update



Revenue was **above budget** by 6% at the end of October

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

Net cost of service was **unfavourable** by 3% at the end of October

3. Strategic Plan implementation

Experiences and events

Performing Arts	Major Events	Auckland Conventions & Business Events
<ul style="list-style-type: none"> • Matilda the Musical: Concluded a very successful season at Bruce Mason Centre on 13 October, with 21 performances and more than [REDACTED] paid tickets S7(2)(f)(i),(h),(i) LGOIMA 1987 • Te Ahurei Toi o Tāmaki: Auckland Arts Festival: 6 – 23 March 2025 The AKLFEST agreement has been signed and tickets are now on sale for March 2025. Most of the shows will take place in Auckland Live venues and will include the return of the Spiegel tent and Festival Garden in Aotea Square. This partnership has now been recognised by an elevation in acknowledgment to the presenting partner. In addition to the venue support, performing arts also collaborating on a number of projects. • Auckland Philharmonia: The <i>Pictures at an Exhibition</i> concert had to be cancelled on concert day due to a technical fault. The 2025 season launch planned for the same evening was moved to the concert on the following Sunday. An investigation into the cause of the cancellation is ongoing, with the final report being ready late November. The relationship with AP remains strong and staff and management have worked well to resolve issues created by the cancellation. There were a range of concerts throughout the venues during October, including Harry Mack (Bruce Mason), Dire Straits Experience & Herbie Hancock (Kiri Te Kanawa), Lime Cordiale, Andy Summers, Lany and Tami Neilson (Auckland Town Hall). • Battlezone 2024: 4 October, Auckland Town Hall In a continuation of Auckland Live's partnership with Freshman's Dance Crew and founder Hadleigh Pouesi, the 2024 Battlezone saw 300 of Auckland's finest hip hop and street dance performers battle onstage in a Great Hall takeover that also included guest performances from internationally awarded crew IDCO, Projekt Team Freshman's Dance Crew, House of Iman and others. • The Arts Foundation Te Tumu Toi Arts Laureate Awards: 18 October, Kiri Te Kanawa, Aotea Centre In a continuation of Auckland Live's valued partnership with the Arts Foundation, the 2024 Arts Laureates Awards party was held at the Aotea Centre to award and celebrate eight senior artists as Arts Laureates, acknowledging their significant contribution to the arts. The 	<ul style="list-style-type: none"> • BNZ Auckland Diwali Festival attracted more than 0,000 attendees who benefited from an expanded footprint that included a new dedicated food and market area. • Kiwi vs. Tonga Rugby League International: A passionate Tongan crowd turned Go Media Stadium red, demonstrating Auckland's reputation as the Pacific capital. The match has a forecasted \$800,000 contribution to GDP • Pearl Jam Concerts: The stadium quickly transitioned to host two sold-out shows. As the [REDACTED] • Barfoot & Thompson Auckland, Marathon: More than 18,000 registered runners (the highest in 10 years) participated in the marathon this year, showing great promise for future iterations of this event. • Hockey Masters Championships: Hosted at Rosedale Park over nine days, with 117 international teams and 2700 participants. The event is forecasted to generate \$3.2 million contribution to regional GDP and 29,000 visitor nights. • Lord of the Rings Musical: Opened at the Civic Theatre and will play through from 5 November to 5 December • Coldplay at Eden Park: Three sold out performances with more than 150,000 tickets sold delivering more than 86,000 visitor nights and a forecasted \$12m in contribution to regional GDP, making it the standout event of November. • OFC Football Qualifier: The All Whites advanced towards World Cup qualification. <p>S7(2)(f)(i),(h),(i) LGOIMA 1987</p>	<ul style="list-style-type: none"> • ACVE delivered 29 business events across 34 event days, 10,785 attendees, [REDACTED] revenue, margin/contribution [REDACTED] Key events included the NZ Food Awards, Best Awards Gala, NZ Aged Care Association conf, [REDACTED] ARA NZ Rail Conference. ACVE ran three gala dinners across three nights with a total of 1600 guests. • The team contracted 36 future events with an estimated future value of 337,000 • [REDACTED] • [REDACTED] • ACVE financial results continue to be impacted by a negative macro environment with clients postponing or cancelling events. <p><u>Auckland Convention Bureau (ACB)</u> See table below for notable results.</p> <p>There are 85 future business events confirmed for Auckland (to 2029) resulting from ACB's support with an estimated future economic value of \$96.5m</p> <p>S7(2)(f)(i),(h),(i) LGOIMA 1987</p>

eight artists were from a range of art form genres and the event brought together more than 600 of New Zealand’s most renowned artists alongside arts philanthropists and supporters.

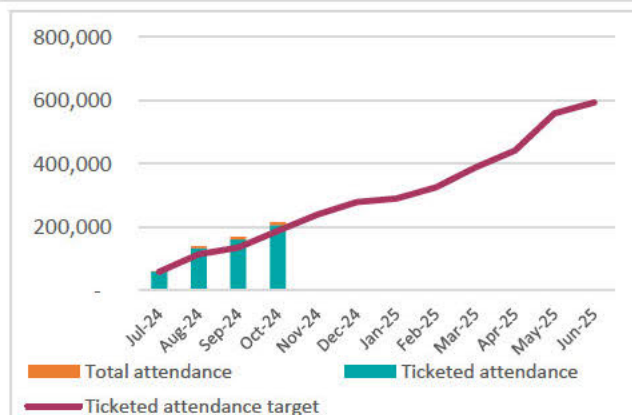
- **Auckland Live’s Christmas in Aotea Square** was launched on 18 November From 29 November to 22 December the square will be dressed up for Christmas with The Christmas Pavilion and The Illuminating Light Forest by Angus Muir, offering an array of free entertainment and performances – from live music to circus, visual arts to karaoke, and even an outdoor cinema. The full programme celebrates Tāmaki Makaurau’s diversity including performances from the Māori, Pacific and African diaspora communities
- **Director, Performing Arts** attended 5 productions in Melbourne and Sydney, meeting with a number of producers and companies who have shown strong interest in bringing excellent commercial productions to Auckland Live.

City Wide Events Calendar

- City Wide Events Calendar (CWC) – Enhancements to data merging and de duplication logic is underway and new and existing User training is scheduled for the first week of December.

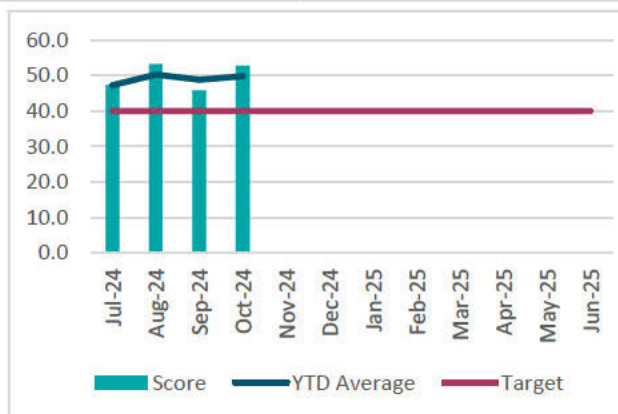
KPI RESULTS

Ticketed and total attendance Performing Arts (cumulative)



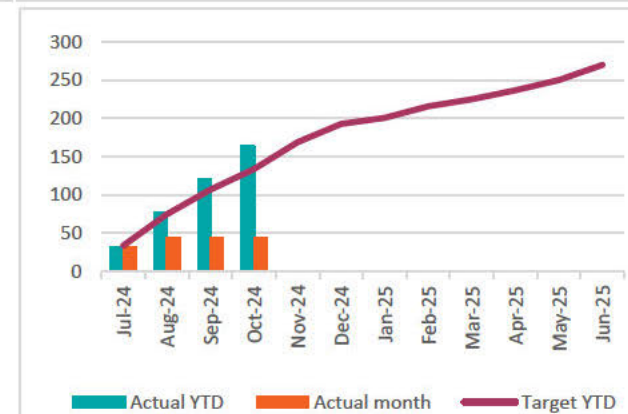
Ticketed attendance is **above target** at 207,000 YTD

NPS for TAU audiences and participants Performing Arts



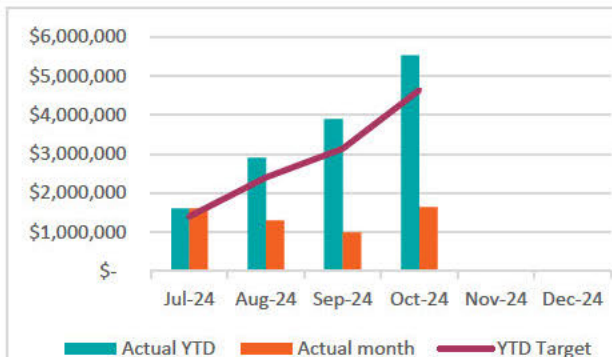
Performing Arts' YTD NPS score is tracking **above target** at 49.8

Number of Performing Arts events



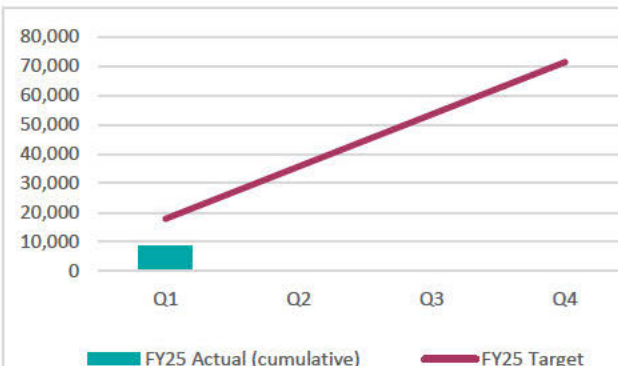
The number of Performing Arts events held (44) was **above the monthly target** of 27

Performing Arts YTD Revenue



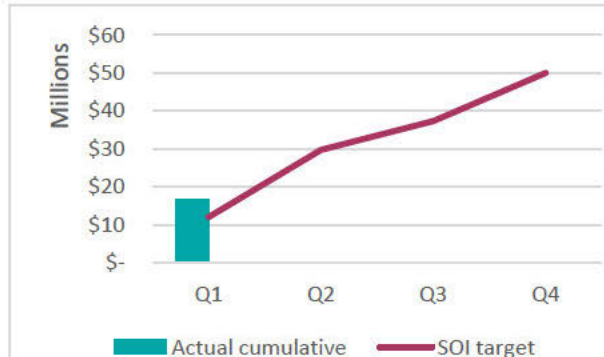
Performing Arts YTD revenue was above budget - \$5.53m against a budget of \$4.64m. Includes Director Performing Arts, Performing Arts and Presenter Services sub-units.

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



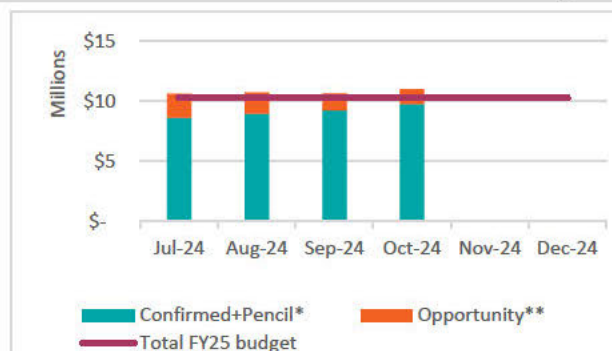
Q1 results for Performing Arts were **below target**

Contribution to regional GDP from major & business events



Q1 results are **above** target based on seven events out of nine, with two events pending evaluation

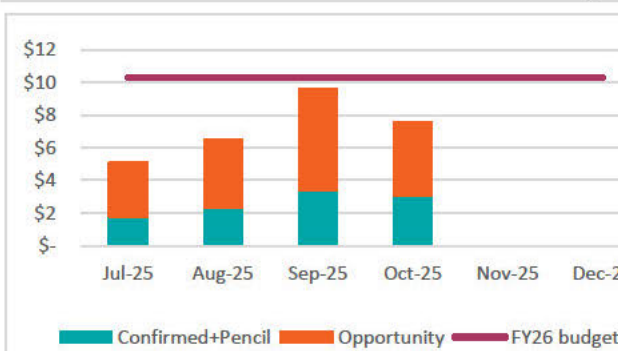
ACVE FY 2025 Forecast YE Revenue vs Budget



At \$9.77m, confirmed events are tracking -5% on the FY25 budget. Aotea Centre comprises 29% and Viaduct Events Centre comprises 45% of revenues.

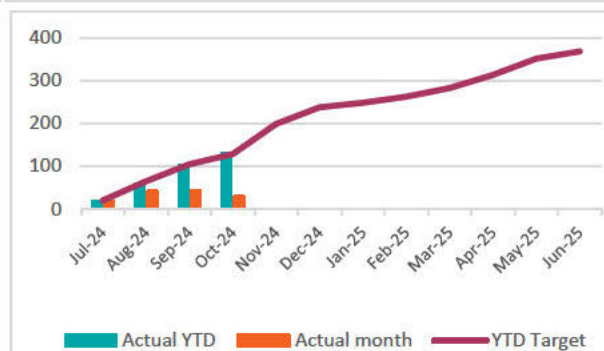
*Confirmed category includes confirmed events and 1st Pencil events - 1st in line and may proceed to contract if desired **Opportunity status is a sales enquiry or a lead (no booking space is held)

ACVE FY 2026 Forecast YE Revenue vs Budget



ACVE FY26 budgeted venue revenue is \$10.29m. Based on current bookings, \$3.06m of this revenue is confirmed, 30% of YTD Budget. A further \$4.47m of opportunities is in the pipeline.

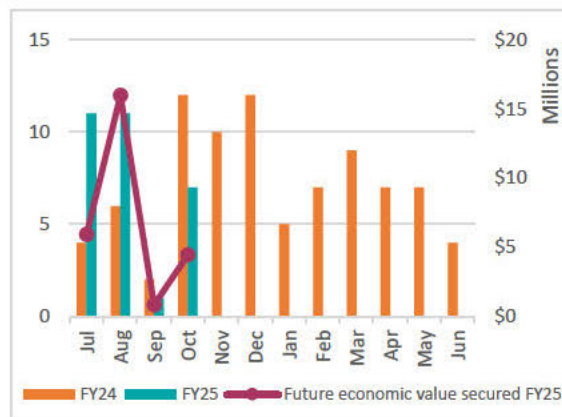
ACVE Number of events (cumulative)



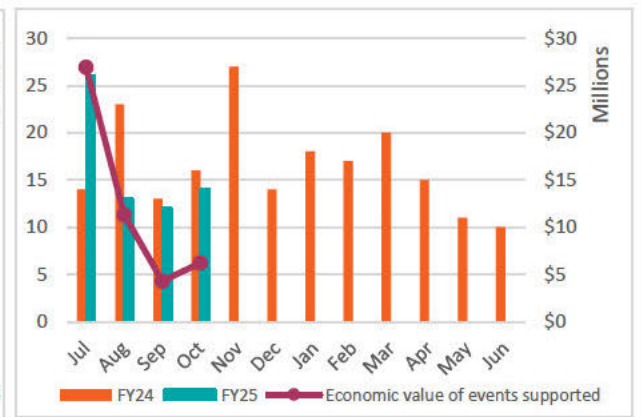
The number of ACVE events held (29) was **above the monthly target** of 24 at the end of October

Auckland Convention Bureau – notable monthly results				Auckland Convention Bureau – business events secured		Auckland Convention Bureau – new opportunities supported	
Notable bids submitted/in progress	Est. Economic impact	Attendees	Visitor Nights				
Notable business events secured							
IAEVG & ICCDPPS Oct 2026							
Neuro Ophthalmology Society of Australian ASM 2025							

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



ACB helped to secure **7 new business events** for Auckland in **October** with an estimated **\$4.4m** of future economic benefit to the region. Two events took place in 2024, two events in 2025, two events in 2026 and one event in 2027.



ACB generated or assisted with **14 new business event opportunities** for Auckland with dates through to 2028 and an estimated economic value of **\$5.8m** if all are secured.

Taonga and places

Auckland Zoo

- **October visitation was 73,876.** Visitation was on track to meet budget until rain affected two of the three peak days over Labour weekend, leaving the Zoo just short (4) of budget. **YTD visitation is 252,074** (8.2% to budget).
- **October revenue** from all sources was **\$1.4m**, and **YTD revenue is \$4.53m**, \$163,000 to budget.
- Ten sea turtles were rescued and brought to the NZCCM in late September and October for veterinary triage and recuperation. Sea turtles are often in extremely poor health by the time they wash up on our shores, so for half of these to be successfully stabilised and moved to our partner **Sea Life Kelly Tarlton's** for long-term rehabilitation prior to eventual release is a great result.
- After decades of collaboration on numerous species recovery and conservation programmes, and after several years of planning and negotiation, the Zoo signed a **National Strategic Partnership Agreement with the Department of Conservation**. This is a both a significant landmark and recognition of the essential role the Zoo plays in delivering critical conservation expertise and support across Aotearoa and beyond.
- More than a dozen zoo staff from at least seven different teams undertook a range of **field conservation projects across the Auckland region** including kiwi egg incubation research, pest control, black mudfish surveys and long tailed bat monitoring.
- **3334 learners joined conservation learning sessions** onsite and a further **477 outreach and online** in October.
- The Zoo's **long-term partnership with UNITEC** continued with interviews with 14 students, 7 9 of whom will fulfil work placements, assessed by Auckland Zoo staff, next year as part of their course requirements.
- **Rangitupu** (Masterplan Stage 3): Zoo leadership in collaboration with TAU GM Property presented a pre concept update to the **Capital Projects Committee** who have endorsed the work to date and scope adjustments due to emerging issues (such as HPAI).
- Final preparations for the safe transport of **Burma the Asian elephant**, to Monarto Safari Park in early November underway. Three veterinary and senior animal care staff will travel with Burma and they will be met by other senior animal care staff on arrival at Monarto Safari Park.

Auckland Art Gallery Toi o Tāmaki

- **October visitation** was 37,399 (100 above the monthly target . YTD total visitation was 152,267 and we are tracking well towards EOY target of 500,000
- **Exhibitions:** *Aotearoa Contemporary* & *The Walters Prize* exhibitions both closed on 20 October with a total visitation of 84,191. The previously most attended Walters Prize in 2018 saw 40,811 visitors, which the 2024 exhibition hit in first six weeks. D installation of contemporary exhibitions commenced and preparation for the Summer blockbuster *Olafur Eliasson: Your Curious Journey* installation is underway Forward programme business cases are being finalised for FY25/26 to present to the TAU Board for approval.
- **Gallery Advisory Committee (1 October)** met with Minister Goldsmith and discussed a number of policy matters.
- **Advancement:** the Gallery received funding from individual donors in support of the *Mark Adams* exhibition catalogue next year.
- **Programmes and events** delivered in October: *Late Night Art* (10 October) saw 1366 visitors enter the Gallery after 5pm; 100 tickets were claimed for *Art in the Time of Cholera* symposium (19 October) for the inaugural *Aotearoa Contemporary & The Walter's Prize* exhibition *Maugarongo Te Kawa* activations and paid workshops (10-13 October) were sell outs and 47 people attended the artist talk.
- **Retail:** October saw an almost 19% increase in foot traffic on previous month due to school holidays, however only minimal increase on September sales.
- **Membership:** Revenue is 9% above target for this FY and 55% higher than 2023 The *Women and Art Lecture Series* has been well received and to date, the Gallery has nearly 7000 active members.
- **Staff Accommodation Redesign (Ground Floor & Mezzanine offices):** Project demolition commenced 2 weeks later than original start date due to building consent plus issues identified after demolition surrounding the passive fire compliance mean planned completion date in February will not be achieved, a revised programme is being developed. Gallery staff affected have moved to flexible working between Lower Ground offices/Control room, Auckland House and WFH.

New Zealand Maritime Museum	Auckland Stadiums
<ul style="list-style-type: none"> Research for the Whāia Te Ao Māori (to walk alongside a Māori world view) project has concluded, with a draft report received by the steering committee. Independent research company Tū Ohu Collective has finalised this document and the Museum will now move to report back to TAU Board and staff and work to implement the recommendations. Regrettably, NZMM has been unsuccessful with a funding request to NZ Lotteries to continue the digitisation project and will move to wrap this up with the remaining funding. There was consistent funding from Lotteries for more than four years, and the team made huge strides with this mahi, and more recently via the outreach programme. This has been a transformational piece of work for the Museum's record keeping collection management best practice and public access to the stored collection. Additionally, the last year of external funding has allowed it to spread this knowledge to smaller institutions in the Auckland region. Work continues on the upcoming exhibition, <i>Into Ocean and Ice</i>, which will open on 28 November, in partnership with Antarctic Heritage Trust. Work has also begun on the next two exhibitions: the first examining the health and changes to the natural environment in the Hauraki Gulf since human arrival in Aotearoa and the following to focus on a review of traditional practice across the Pacific, in partnership with Lagi Maama. Post offsite collection storage move, NZMM collections team has begun to reactivate its onsite BAU work, most notably lifting the collecting moratorium, and the first collection acquisition meeting has been held since 2023. NZMM is progressing well with work around the Percy Vos Yard. This is in two main tranches: capital works to make the space fit for purpose as a heritage boat yard, and work with community partners around programme development. 	<ul style="list-style-type: none"> October was the second busiest month YTD in terms of attendance numbers with 61,668 visitors across 106.5 event days. Go Media Stadium was the busiest of the three venues accounting for 50,788 (82%) of the visitation and 47% of the event days. North Harbour Stadium accounted for 38% of event days and 14% of attendance. As well as Listen In, October also saw the launch of Auckland FC with the franchise's first two home games at Go Media Stadium. These two events have seen attendance levels surpass expectations indicating that the club has successfully connected with the Auckland football community. Assisted by strong on field performances, ticket sales are strong for upcoming matches with the return derby match against the Phoenix on 7 December set to be a sell-out. The first half of November has been a particularly busy period at Go Media Stadium with the Kiwis v Tonga test on 2 November, followed by the two Pearl Jam concerts on 8 & 10 November, and then the All Whites World Cup qualifier on 18 November. It has provided a great opportunity to demonstrate the versatility of the stadium including the delivery of the Kiwis league test with the full Pearl Jam stage in situ. The early NPS results from these events are very encouraging with event NPS scores of 74.5 for the Kiwis test and 74.2 across the two Pearl Jam events. Pearl Jam set a new record in terms of the financial return generated for Auckland Stadiums. Driven by the combination of strong corporate sales, high food and beverage spend, and high merchandise spend, [REDACTED] Western Springs Speedway hosted its first event of the season on 16 November. [REDACTED] The school athletics season commenced at Mt Smart Arena 2 in October with six primary and intermediate schools hosting their athletics days drawing a total of 2370 students.
Integrating Auckland's cultural institutions	Film Studios
<ul style="list-style-type: none"> Through 2024, council led work to consider potential changes to the legislation for Auckland War Memorial Museum (AWMM), MOTAT and the Auckland Regional Amenities Funding Board. A political working group led by Deputy Mayor Simpson is considering potential legislative change options, working in collaboration with MOTAT and AWMM. This has now concluded with the report being accepted by the September Governing Body meeting. TAU staff have begun work to explore and implement recommendations in the report including shared board members, regular 'alliance' meetings and joint initiatives between institutions and other opportunities for collaboration. Further work will be undertaken by council staff on exploration of potential structural change including reviewing relevant legislation. 	<div data-bbox="1108 1098 2063 1356" style="background-color: black; height: 160px; width: 100%;"></div>

Aotea Arts Quarter

- Sessions have been held to reignite the project including:
 - a revision of the existing masterplan
 - establishing identity including taking on some work that the private sector has started around branding of the area
 - discussion with Eke Panuku re the wider Te Waihorotiu Valley masterplanning project
 - initial consideration around medium term content/programming for the quarter
 - discussion with RCP re activation around Bledisloe House to support the Symphony Centre sales programme.

Single Operator Stadiums Auckland (SOSA)

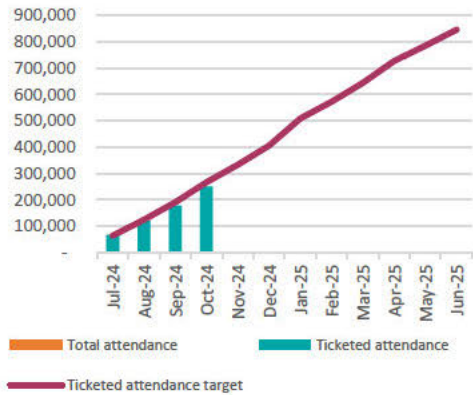
- [REDACTED]
- S7(2)(f)(i),(i) LGOIMA 1987

Western Springs Precinct

- The Governing Body approved the transfer of funding to the Maungakiekie Tāmaki Local Board to facilitate the critical works at Waikaraka Park. The Steering Group and Project Control Group for the construction works which are being managed by the TAU Property team have been established and have commenced. Resolutions approved were that the Governing Body:
 - a) approve the requested transfer of \$11 of existing Long term Plan 2024-2034 funding from Tātaki Auckland Unlimited to the Maungakiekie Tāmaki Local Board to fund the delivery of the critical works at Waikaraka Park and fulfil an important element of the Waikaraka Park Masterplan.
 - b) request that any further decisions on the future of Western Springs come before the Governing Body and involve adequate engagement with the Governing Body
 - c) request that staff report back to the Governing Body on engagement with Ponsonby Rugby and the options for their future, and that staff work to fully address the views and concerns of the club.

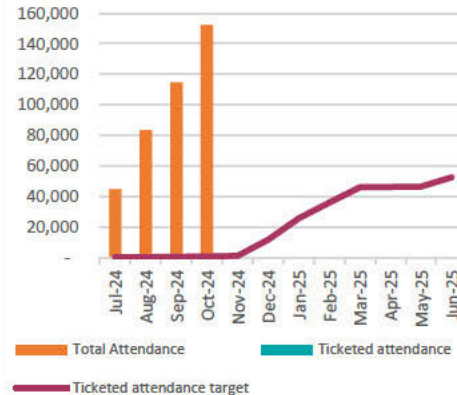
KPI RESULTS

Auckland Zoo ticketed and total attendance (cumulative)



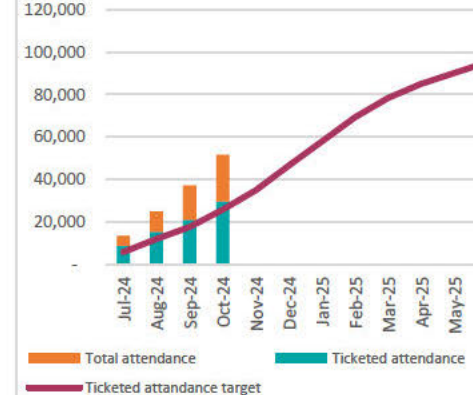
The Zoo's ticketed attendance is **below target** at 252,000 YTD

Auckland Art Gallery ticketed and total attendance (cumulative)



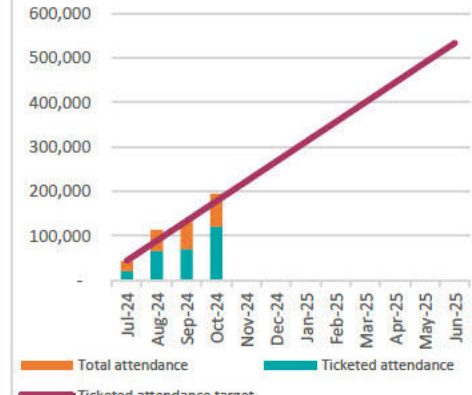
The Gallery's ticketed attendance is **above target** at 1045 YTD. The next ticketed exhibition opens in December.

NZ Maritime Museum ticketed and total attendance (cumulative)



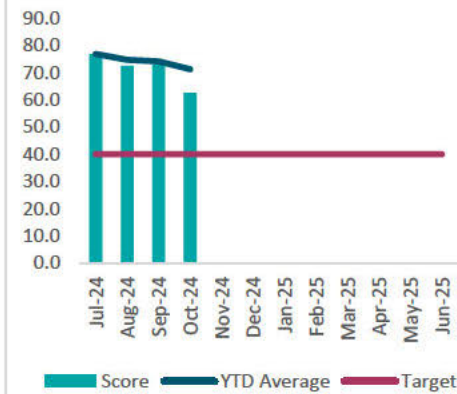
The Museum's ticketed attendance is **above target** at 30,000 YTD

Auckland Stadiums ticketed and total attendance (cumulative)



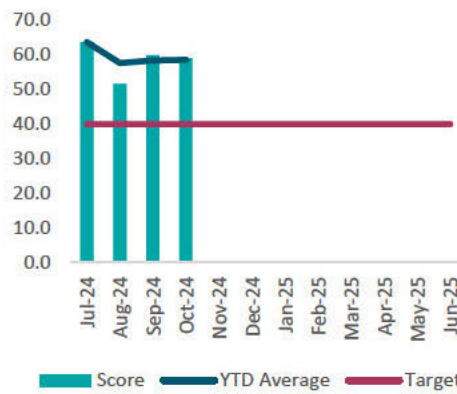
Auckland Stadiums' ticketed attendance is **below target** at 121,000 YTD

Auckland Zoo NPS



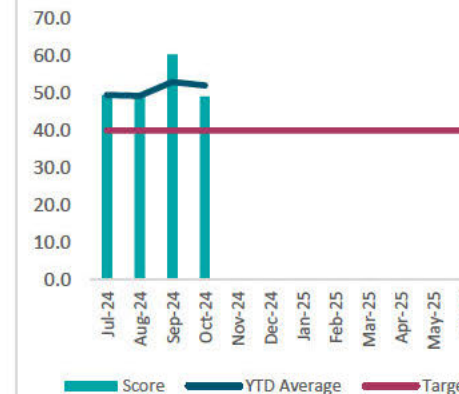
The Zoo's YTD NPS score is tracking **above target** at **74.3**

Auckland Art Gallery NPS



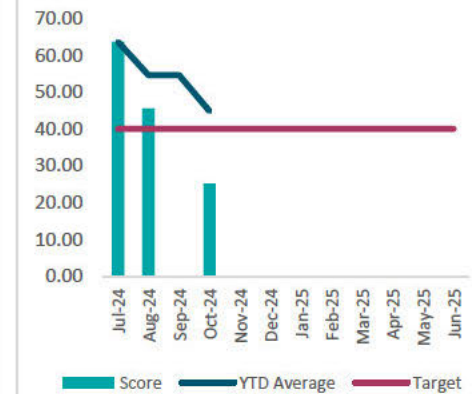
The Gallery's YTD NPS score is tracking **above target** at 58.6

NZ Maritime Museum NPS



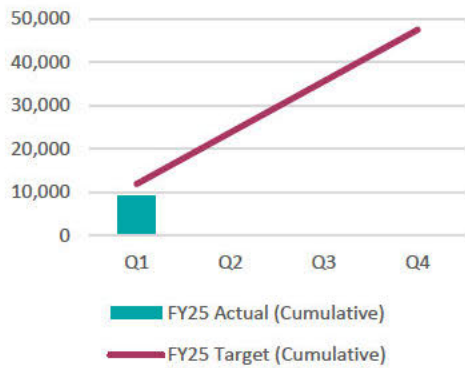
The Museum's YTD NPS score is tracking **above target** at 52.0

Auckland Stadiums NPS



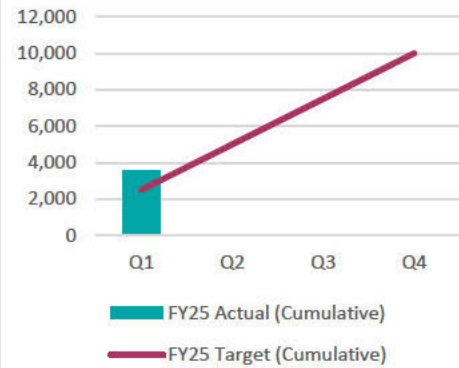
Auckland Stadiums' YTD NPS score is tracking **above target** at 44.8

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



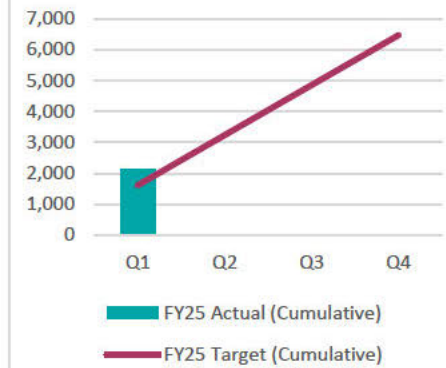
Q1 results for the Zoo were slightly **below target**

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



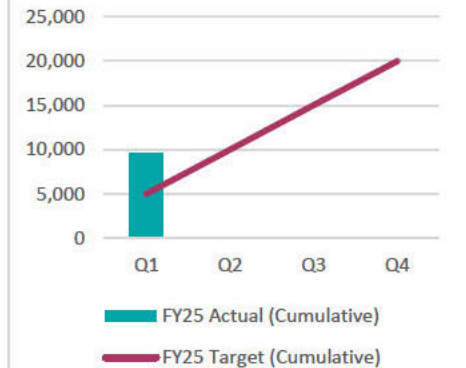
Q1 results for the Gallery are **above target**

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



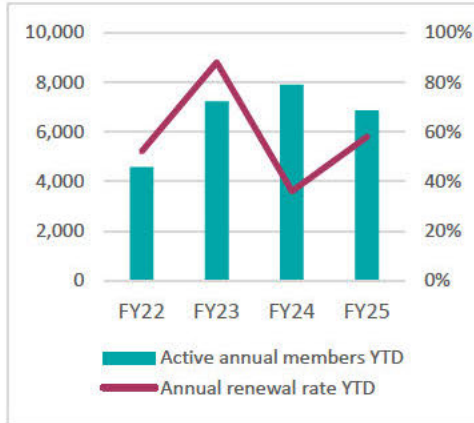
Q1 results for the Museum are **above target**

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



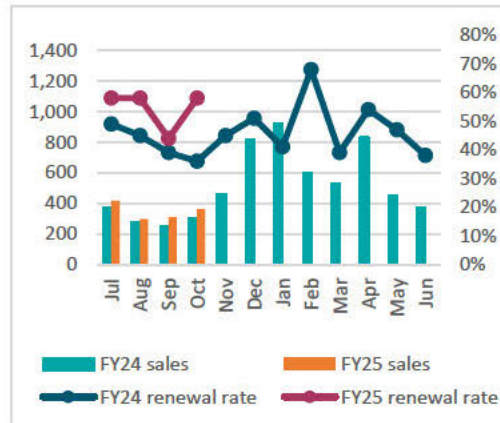
Q1 results for Stadiums are **above target**

Annual Auckland Art Gallery membership



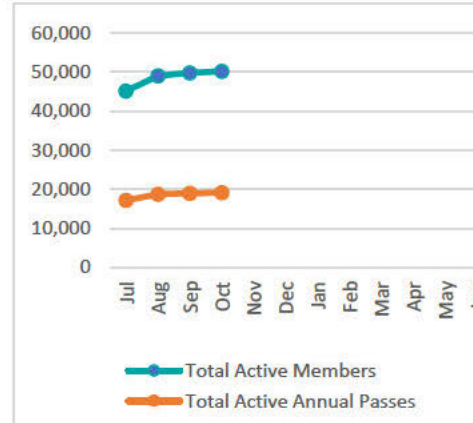
The Gallery's YTD average renewal rate is 55% and there are 6865 active members at month end

Monthly Auckland Art Gallery membership



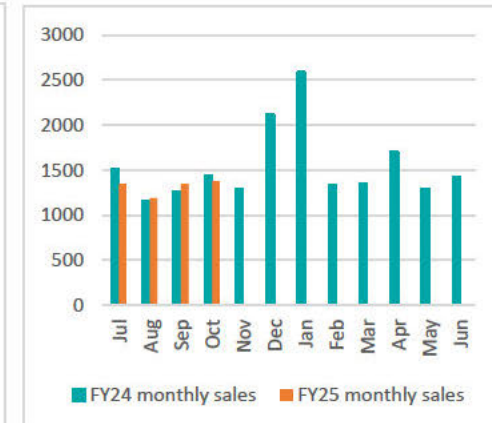
The Gallery's monthly renewal rate was 58% in September and 361 memberships were sold

Annual Auckland Zoo membership



At the end of October, the Zoo had 19,137 active passes and 50,210 active members

Monthly Auckland Zoo membership



1379 Zoo memberships were sold in October, slightly fewer than in October last year (1443)

Auckland's prosperity

Visitor Economy

- **Destination Partnership Programme (DPP)** – The 2024/25 year programme has surpassed previous levels with 145 financial partners investing approximately \$2.124. A Destination Industry Update in partnership with Hospitality NZ to be held 28 November.
- **Tourism Sustainability Commitment** – The annual tourism operator audit results show that 100% of the 92 tourism businesses that responded from the Auckland region say that sustainability is important to their business. The number of Auckland businesses that responded was up 84% from 2023. Half of the Auckland businesses include sustainability metrics in their reporting and 44% have a sustainability plan.
- **Trade activity:** North America Roadshow – March April 2025 itinerary confirmed with 15 tourism operators participating (10 Auckland, 5 Queenstown).
- **Trade marketing:** 2 Easy Campaign in conjunction with Rotorua saw the Qantas allocation of promo codes 100% redeemed and strong Qantas channel presence, two well attended trade webinars hosted in conjunction with TNZ and ANZCRO.
- **Indigenous tourism platform launch** “The Visitor Promise” – AU supported the launch of the Indigenous Tourism Visitor Promise Platform, a cultural health and safety educational programme for visitors and non Māori businesses on best practices when engaging with Māori tourism. This kaupapa is being led by Au Consulting and the launch event was hosted by the All Blacks Experience and TAU was a panel speaker
- **Tūpuna maunga authority** – TAU has engaged a consultant to guide and advise on activities with Tūpuna Maunga Authority to establish the Maunga Tohu Concession framework for the tourism sector and develop the capability of existing mana whenua tourism businesses operating on the maunga.
- **Treasures of Tāmaki Makaurau Auckland** – A dedicated platform and campaign to showcase Māori tourism offerings in our region. 21 submitted applications have been evaluated by a panel with representatives from NZ Māori Tourism, Tātake Auckland Unlimited, Whāriki Māori Business Network, Auckland Council and Independent representative. The panel approved 17 applications with 4 requiring more information to evaluate. Event launch set for 26 November at Aotea Centre Waitakere Room.

Screen & Creative

- **Te Puna Creative Innovation Quarter** [REDACTED]
Significant preparatory work on a plan, engaging stakeholders and landowners to build intel and interest about the potential for the precinct area. An update to Henderson Massey Local Board was very well received, Sir Bob, Penny Hulse and iwi lead Robyn Taua Gordon joined the team to present

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

Economic Transformation & Investment

- **Project Ikuna** – MBIE asked TAU to continue delivering the successful programme through to 30 June 2025. Contract extension discussions are underway so that the in work training programme will continue to support Pacific workers.
- **Major Companies survey** – scoping underway to survey Auckland's major employers and significant contributors to New Zealand's economic output. The survey will report their main concerns, barriers to growth and other issues to support council family policy and programmes.
- **Land Use survey** – partnership underway with Advanced Manufacturing NZ on this critical issue for Auckland economy given the limited availability of industrial premises and future pipeline of land to accommodate growth.
- **Quarterly economic monitor live** – latest data uploaded onto Auckland Economic Monitor website.
- Two staff from TAU supported the **Mayor's 16-day visit to China and Japan**, providing coordination with Chinese officials on the programme of visits, interpretation for the duration at all meetings and advice for the visit. The visit included 5 cities in China (Haikou, Shanghai, Ningbo, Guangzhou and Chengdu and Tokyo in Japan). The visit attracted media attention in China. [REDACTED] delegation included a small number of business representatives and the Auckland Chamber.

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

Tech & Innovation

- **Launched Phase 1 of 'Tech Auckland'** brand positioning to promote Auckland as a global tech hub. New website & video. **First offshore promotion shared at SXSW Sydney** on a panel presentation led by TAU alongside two tech firms, **Avasa and Zenno Astronautics**.

- **Startup Aotearoa programme** (funded by Callaghan Innovation) continues to support entrepreneurship in October [REDACTED] 44 x founders engaged with GridAKL

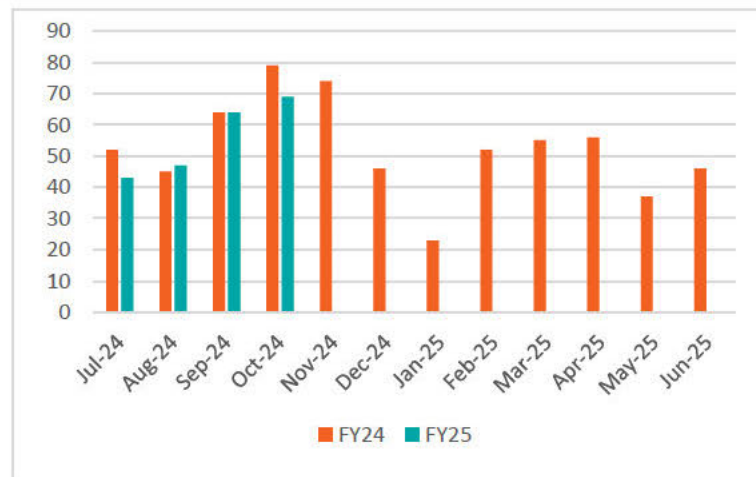
S7(2)(f)(i),(h),(i) LGOIMA 1987

- **Te Puna Central Hub** – capital fitout programme well underway with 50% complete for end of November. First tenant, Crescendo Trust moved in on 7 October. Other tenant attraction ongoing [REDACTED] S7(2)(f)(i),(h),(i) LGOIMA 1987
- **Te Puna Central Hub Māori Outcomes** (Council) funded Māori creative skills academy and business growth programme contracts being negotiated and programmes set to start in 2025 with a range of providers (see more in MO section).
- **Manatu Taonga (Min Culture and Heritage) Amplify cultural and creative strategy** feedback being co-ordinated across TAU in a submission.
- **Prepared for 'Kia Ora LA'** – annual sales call to Los Angeles for film production, with NZ Film Commission, Auckland studio managers and screen leaders. Updated TAU's materials and pitch, organised sales meetings to complement NZFC programme.
- The Amazon MGM Studios' **The Wrecking Crew** shoot continued. It is going very well with large outdoor shoots, eg, 17 days filming in Otahuhu main street plus prep days
- **Auckland Film Protocol** the 'Bible' for film production in the region is being updated (from the 2019 version) which involves broad consultation across council and industry, and engagement of planning expertise.
- **A cultural competency course has been written and designed for industry by Screen Auckland with Te Kawerau ā Maki.** The first cohort will take the course on 21 February 2025 at Arataki Visitor Centre (a site of significance). It will be delivered by screen staff, Climate Connect Aotearoa and industry.
- **Sites and Places of Significance to Mana Whenua** – update in Māori Outcomes section

- Advisors. NPS score of 90 overall. **Additional \$15,000 funding** received to deliver more coaching sessions and meet demand in Auckland.
- **NZ Cleantech trade mission to US and Europe.** Cohort x14 startups including Auckland cleantech firms Mint, Nilo, Solarfarm, Mushroom Materials and Usedfully. Two VCs attended - Bridgewest and Motion Capital. Supported by Cleantech Mission Partners including TAU, and ASB.
 - **Promoted Tech Tāmaki Makaurau and GridAKL at Economic Development New Zealand** conference sharing insights on both programmes, and Te Puna.
 - Industry focussed capability programmes delivered **GridAKL Bootstrappers** breakfast, **AI Leadership session** with Dave Wild, **GridAKL Lunch & Learn** (mastering product fit theme).
 - **Tech Tāmaki Makaurau Migrants in Tech** meet up x120 participants in partnership with **Women in Tech** held at GridAKL (John Lysaght Building)
 - **GridAKL Innovation Network** continues to grow with 133 companies/870 individuals at GridAKL, 17 companies/52 individuals at Click Studios, 5 companies/30 individuals at GridMNK and 4 companies/9 individuals at Reserve, Glen Innes.

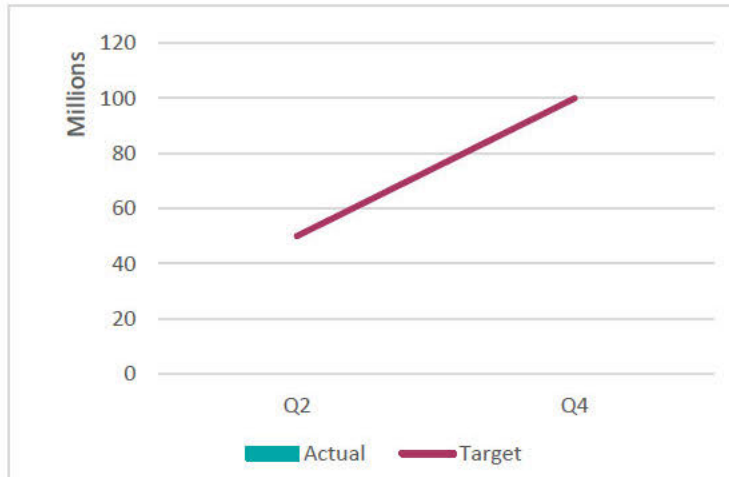
KPI RESULTS

Screen permits processed



The numbers of permits processed in October (69) is slightly down on October last year (79)

Attributable value of private sector investment secured



Results reported bi-annually

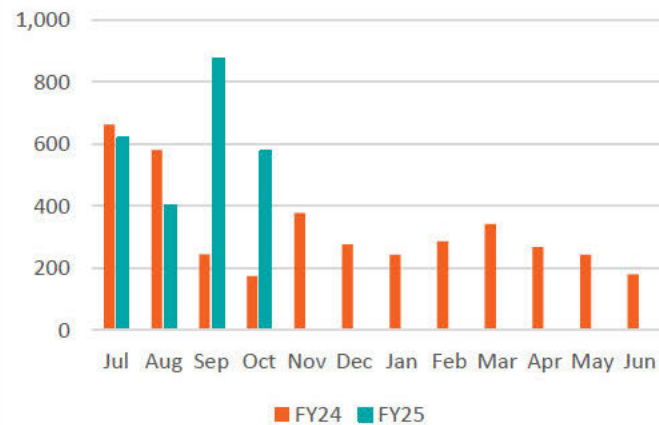
Auckland's reputation

Destination	Events	Cultural Organisations
<ul style="list-style-type: none"> Pitched 2Easy campaign to Australian media, resulting in stories in EGlobal Travel Media Auckland and Rotorua launch '2 Easy' for Aussie travellers (reach: 19,000) and in The Australian Travel: Rotorua's Maori-owned spa venue takes a generous approach to pampering (reach: 855,000) Latest reporting for the AU 2 Easy digital consumer campaign shows significant 'Plan' results with a Cost Per Acquisition Unit (CPAU) of \$15.53 vs. the planned \$55. 'Book' results are also strong with a \$5.48 Cost Per Referral (CPR) vs the planned \$55 activity ends 26 November. <p>Tourism famils and media (DPP)</p> <ul style="list-style-type: none"> Hosted famil for <i>Vogue Australia</i> resulting in this story: Auckland Travel Guide 2024 (reach 3.5m) Hosted Australian lifestyle media The Latch, resulting in this story: Tastemakers: Josh Emmett's Pick for the Best Meat Pie in Auckland (reach 804,000) as well as Instagram and TikTok posts. 	<ul style="list-style-type: none"> BNZ Auckland Diwali Festival achieved 100+ individual pieces of media coverage across all platforms with an audience reach of more than 5 . All coverage was positive and balanced. Marketing for next year's Moana Auckland went live mid Nov with an awareness layer targeted to local and domestic markets, while planned summer promotion will align Major Events and Tourism messages in a coordinated effort focused on fly/drive audiences. Successfully activated the marketing comms plan to achieve 112 registrations for Day 1 and 68 registrations for Day 2 of ACB's Unleashing the Potential of Business Events held in November. Auckland Live marketing supported 40 Commercial clients, and six major supported campaigns (including <i>Lord of the Rings – A Musical Tale</i>, Auckland Philharmonia and Auckland Arts Festival 2025). Ran campaigns for Auckland Live Spring in Aotea Square, Free Organ Concert Series. Total AL and TM EDM outcomes 15 EDM, with direct revenue of \$24,674. Social media outcomes: Subscription Paid Social drove \$2401 in revenue, while Organic Social drove \$9480 in revenue. Newsletter Sign Ups achieved 528 new sign ups. ACVE website received 10,556 users and 150 enquiry form submissions. Marketing & Comms planning and go live MOTAT and Avatiaion Hall across the ACVE channels. 	<ul style="list-style-type: none"> Auckland Art Gallery announced <i>Olafur Eliasson: Your curious journey</i> in October which was supported by a review of the Singapore iteration in the Post (Stuff). Marketing of the Olafur Eliasson exhibition launched with early bird ticket sales from 11 Nov followed by radio, print, social, digital OOH advertising from 18 November targeted to local and domestic audiences. 15m+ impressions, 14,000 clicks & 1.8m video views were achieved across digital & social marketing for the <i>Aotearoa Contemporary</i> and <i>Walters Prize</i> exhibitions contributing to visitation exceeding the 80,000 target. NZMM's Sentinel exhibition closed with webpage views approx. 60% higher than the previous exhibition, while marketing successfully promoted the school holiday programme and engaged audiences with <i>Sentinel</i> via radio, Meta, and digital ads. Auckland Zoo's Conservation Learning awareness campaign concluded with 7519 web views vs. 2083 across the same period in 2023. The Zoo's Wildlife is good for you campaign went live on 8 November and the Christmas Gifting campaign on 15 November promoting retail products Memberships. October saw Auckland Zoo garner 139 media stories centring around the new DOC partnership, penguin eye surgery and Burma's 42nd birthday while preparing comms/media management of Burma's move to Sth Australia and facilitating Magnetic Pictures with filming stories/acquiring filming permissions. Auckland Stadiums' unveiling the East Tunnel Mural at Go Media Stadium, Mt Smart, garnered NZ <i>Herald</i> and Te Ao Māori news stories along with website and social support from partners (NZ Warriors, Auckland FC) and a social media audience of 42,891 reached.

Auckland brand and reputation	Economic development	Discover Auckland platform
<ul style="list-style-type: none"> • Auckland Playbook and Auckland Elevator Pitch: Elevator pitch and assets underway. Brand Library 2.0 upgrade underway. Discovery workshop with digital services re brand home and brand library integration. • Studio highlights: 'We are TAU' reel Diwali ads, event signage and map Sustainability report NZMM Into Ocean and Ice ads and collateral Tech Tamaki Makaurau: Digital Manufacturing Light report Te Puna assets. Auckland Investment Summit assets. 	<ul style="list-style-type: none"> • Screen AKL eDM to screen sector about how to make a submission for the SPSMW Auckland Unitary Plan change + Screen Auckland Film Protocol Refresh communications planning, survey and eDM. • Screen Auckland marketing LA collateral, cultural competency course collateral for Screen Auckland/Te Puna, content development for <i>The Wrecking Crew</i>, <i>Minecraft</i>, and , as well as an edited interview guide for a Disney content interview. • Communications and media delivery for Auckland Pacific Economic Insights Series and Project Ikuna resulted in 13 pieces of media coverage with an audience reach of 500,500 • Media launch of Our Sustainability Story and communications support for TAU's Toitū certifications announcement. • The CCA SME adaptation platform, now named Climate Wise, on track for a February launch. The website build and content development is underway. Planning a project stakeholder webinar • Tech Auckland website launch marketing and communications support including web copy reviews and video production. • Comms support for mayoral delegation to China (key messaging, reactive Q &A). • Progressing Te Puna development of signage, microsite; the design of Te Puna playbook; sales sheet for rental spaces; and the reworking of the investment prospectus 	<ul style="list-style-type: none"> • Auckland Pass supplier survey delivered and commercial modelling underway • Electronic newsletter (eDM) strategy brief finalised and agency selected • Iconic Eats microsite build underway, including feature enhancements • Moana Auckland microsite live with new event content • Summer campaign content planning and execution underway to support major events • Collections campaign brief completed to drive awareness and engagement • month trial of product development quarterly planning agreed with AKQA and kick off session late November • First stage of infrastructure performance enhancements complete, further enhancements planned in November and January

KPI RESULTS

Media coverage mentioning TAU



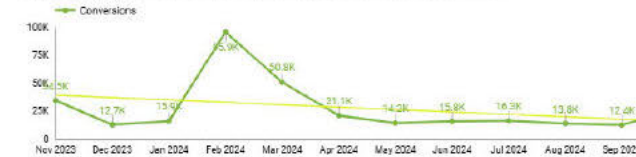
A **28% decrease** in coverage compared to September reflects a natural adjustment following last month's record-breaking levels. A key focus was BNZ Auckland Diwali Festival, Auckland Pacific Economic Insights Series and Project Ikuna wrap up. Media coverage was also secured for *The Wrecking Crew* and Auckland's screen sector across radio, digital and TV, featuring two 1News segments.

Discover Auckland Platform Performance

Sessions: Interaction of 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



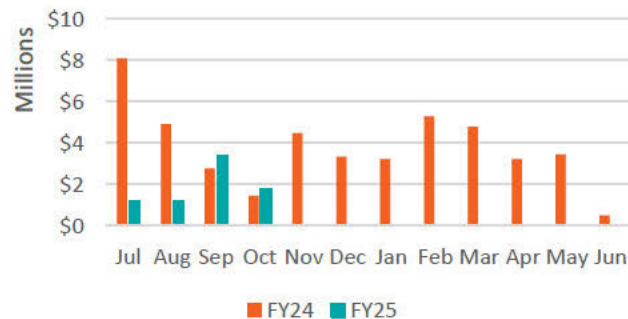
Conversions: The number of referrals/links to 3rd party sites, file downloads, form submissions and Login/Sign up to accounts that have occurred over time.



1.8m sessions across the last 12 months. 53% increase in sessions (Oct 24 vs Oct 23) and 85% increase in Oct 24 vs Sept 24 due to Diwali.

In October, top operator referrals were Gravity X, Sea Life Kelly and Wētā Workshop Unleashed. Top event links were Yoga Workshops @Diwali, Ōtāhuhu Ethnic Food Festival, Spring Auckland Armageddon Expo 2024 and Hockey World Masters Cup

Equivalent Advertising Value (EAV) of TAU media coverage



Despite a **45% decrease** in EAV, there was a pleasing 17% increase in Potential Audience reach accounting for the increase in online stories – particularly with Diwali. Other topics for the month: The new east stand mural unveiling at Go Media Stadium, Burma's upcoming move from Auckland Zoo; and *Walters Prize and Aotearoa Contemporary* exhibitions at Auckland Art Gallery.

Note: Our new media service (from July 2024) rates equivalent advertising value (EAV) differently to our previous provider and therefore results are not directly comparable with last year.

Top Cities - 1 October - 31 October 2024

City	Country	Total users	Total Users as %	Sessions	Se:
1. Auckland	New Zealand	790,407	59%	1,048,930	
2. Christchurch	New Zealand	104,037	8%	124,559	
3. Sydney	Australia	70,760	5%	81,153	
4. Wellington	New Zealand	61,317	5%	70,304	
5. Melbourne	Australia	56,561	4%	65,337	
6. Hamilton	New Zealand	34,501	3%	40,840	
7. Brisbane	Australia	34,074	3%	39,717	
8. Tauranga	New Zealand	14,328	1%	16,896	
9. Whangarei	New Zealand	10,628	1%	12,860	
10. Lower Hutt	New Zealand	6,536	0%	8,125	

Rotorua dropped out of top 10. Auckland users increased in October to 59% from 54% in September due to Diwali.

Climate change and environmental sustainability

Climate Change and Sustainability (General Update)	Te Tāruke-ā-Tāwhiri: Auckland's Climate Plan (Economy Priority)
<ul style="list-style-type: none"> Cross cutting: Support is now being provided to Te Puna, starting with climate and sustainability requirements for potential investors and partners. A physical climate risk assessment is also being scoped. Ongoing support for TAU Major Events team to implement a 10 point Sustainability Plan for BNZ Auckland Diwali Festival 2024. Sector transition: 15 people from MOTAT, Auckland Museum, The Trusts Arena, Aktive, Auckland Stadiums, Major Events, and TAU's climate team attended a site visit at Spark Arena for the group's quarterly hui, to learn from their sustainability initiatives and facilitate collaboration opportunities. Attendance at the Sustainability Leaders' Summit. <p><i>See the bi-monthly dashboard for progress updates on TAU's Climate Change and Environment Strategic Plan.</i></p>	<p>Action E2: Climate Connect Aotearoa (CCA)</p> <ul style="list-style-type: none"> Energy: Agreement from Ara Ake to fund regulatory exemption application for the energy sharing pilot. Draft research proposal and site visit with partners for understanding pathways for freight decarbonisation. In discussion with EECA. Adaptation planning platform: The development of a digital platform and guidance continues and has been named 'ClimateWise'. Discussions underway with banks and insurers alongside sponsorship team. Presentation at the national Adaptation Climate Action Network hui. Māori outcomes: Criteria was developed for the business growth programme for Māori climate innovators at Te Puna. Several key speakers and facilitators have been confirmed for the 2024/25 Mātauranga Māori & Climate Innovation Hui in March. Programme in development for a two day event. General: The inaugural impact report is in progress.

Māori outcomes

Kia ora te Umanga Māori Business, Tourism and Employment	Kia ora te Ahurea Māori Identity and Culture
<p>MOF Māori Economic Innovation Hubs: Following TAU Board approval in late September of the MOF Funding Agreement with Auckland Council, investment agreements with the hub operators have been signed and the first payment was made in October. [REDACTED]</p> <p>Additionally, a new hub, sitting within the GridAKL network, is being established at Te Puna Creative Innovation Quarter in Te Kōpua, Henderson. Funding from the LTP Māori Outcomes Fund of \$1.8m over three years to deliver training, innovation and business growth pathways primarily focussed on creative tech industries. TAU is partnering with Te Kawerau ā Maki on development of the hub. Work is underway on programme design for the Creative Academy and Business Growth programmes including engaging programme delivery partners. Service agreements expected to be in place by end of November, with programmes commencing in 2025. A Screen Industry Cultural Competency pilot programme has been designed with Te Kawerau ā Maki, and the first day-long workshop for location managers and producers will be delivered in February 2025. The need for the programme was identified during the Sites and Places of</p>	<ul style="list-style-type: none"> M9 Te Ao Hākinakina Sports, Culture & Politics: Māori Outcomes confirmed its sponsorship for the November edition of M9 at the Kiri Te Kanawa Theatre. M9 is a Ted talk type series featuring 9 influential Māori speakers who bring their unique perspectives to each theme. As a sponsor, Māori Outcomes is able to distribute sponsor benefit tickets to 200 Mana Whenua and Mātāwaka, enabling them to experience this celebration of te Ao Māori in one of TAU's venues. The November edition will explore the dynamic intersection where sport, culture and politics collide. The kaikōrero (speakers) will speak to their vast sporting experiences, discuss pivotal political sporting moments, and explore how being Māori has influenced and shaped their respective careers. Go Media Stadium mural: Māori Outcomes supported the development and dawn blessing of a new 60 metre mural at Go Media Stadium Rarotonga Mt Smart that celebrates the stadium's legacy and its importance to fans and the teams who call it home. A cultural narrative developed by TOA Architects was based on the concept "Kia whakatō muri ai te titiro, ko te haere anga whakamua" (We walk backwards into the future with eyes fixed firmly on our past). Mōana 2 Reo Māori: Māori Outcomes confirmed support for low decile schools/kura to attend screenings of te reo Māori adaptation of Disney's <i>Moana 2</i> movie. Both

Significance for Mana Whenua programme of work. An RFP to develop and deliver a kaupapa Māori evaluation framework for the hubs was issued in October and is for services in two phases: 1. Development of a kaupapa Māori evaluation framework due end of January 2025; 2. Scalable approach to gathering data and insights, analysis, and reporting as well as knowledge transfer to TAU team. Analysis and reporting will run across the remaining 2.5 years of funding. expects to have selected a partner to develop the framework by the end of November. A quarterly report on delivery of the hubs investment that includes progress, budget, risk management is prepared for Ngā Mātārae, the MOF portfolio holder. A forecast to end of FY25 will be prepared this month.

- **Māori Economic Development Strategy and Action Plan:** LTP Māori Outcomes Fund investment was secured to develop a comprehensive Māori Economic Development Plan (Rautaki) for , setting direction for the next three years (2024-2027). Following approval of the MOF Funding Agreement with Māori Outcomes, Mahea was contracted to lead the strategic development work. The project was completed in July 2024, following extensive stakeholder engagement. The resulting draft Rautaki is structured around four pou:
 1. Whakapakari Umanga (Empowering Māori Business Growth) targeting 8% Māori procurement by 2027
 2. Whakatupu Pūmanawa (Unlocking Māori Potential) aiming for 100+ participants in tech initiatives by 2027
 3. Whakanui Ahurea (Amplifying Māori Cultural Identity) targeting 90% ED staff cultural capability completion
 4. Whakarite Huarahi (Creating Pathways) establishing 10-15 sector placements annually.

Key initiatives include the Te Puna Business Growth Programme, Climate Innovation Programme, Tech Tāmaki Programme and Te Puna Creative Academy. The strategy also outlines clear actions, timeframes and measures aligned with TAU's Statement of Intent and Te Mahere Aronga. Next steps include finalising the document for approval and developing detailed implementation plans for priority initiatives identified in the strategy. Regular reporting will track progress against targets through quarterly updates to Ngā Mātārae.

Moana 2 and *Moana 2 Reo Maori* will open in cinemas across Aotearoa on 28 November.

Contributions towards other strategic priorities of Kia Ora Tāmaki Makaurau

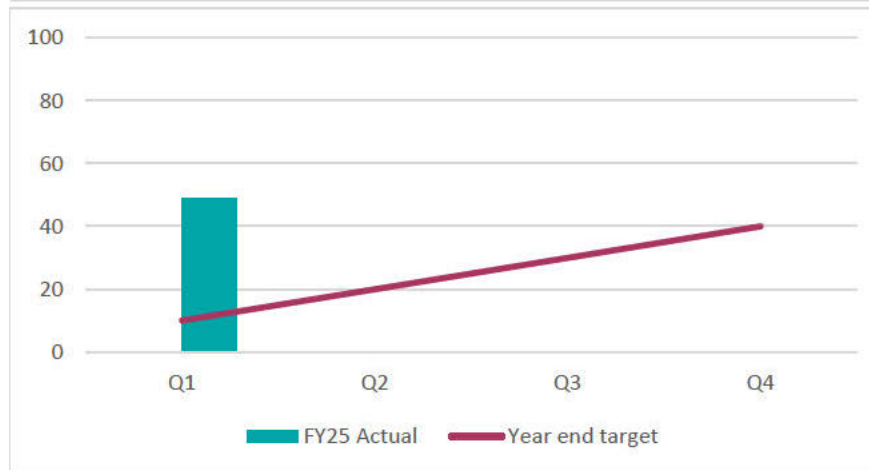
- **TupuToa Intern Programme 2024:** is participating in a 12 week intern programme aimed at increasing the number of Māori and Pacific leaders in the workplace and corporate sector. Running November 2024 to February 2025, five university students have taken up the opportunity to work on various projects across the organisation and gain experience designed to assist them in their future careers. Two of the five interns will be based with the Māori Outcomes rōpū.

Kia ora te Umanga | Māori Business, Tourism and Employment (continued)

- **Filming on Sites and Places of Significance to Mana Whenua:** Auckland Council received 10 submissions on the proposed Auckland Plan Change for Sites and Places of Significance to Mana Whenua. One was from Iwi (Ngāti Whātua Ōrakei), one was from Tupuna Maunga Authority, and the other eight were from film industry bodies and representatives. All supported the plan change in principle, with modifications suggested by NWO and TMA. The summary of submissions is set to go live on 21 November, after which Screen Auckland and Māori Outcomes will close the loop with Mana Whenua. It is anticipated a hearing will take place early in 2025.
- **Māorilands Film Festival:** Planning is underway for a small delegation of Screen Auckland staff and Mana Whenua representatives to attend workshops and meet the producers of the Māoriland Film Festival in Ōtaki 26-30 March. The delegation aims to strengthen the industry connection with Māori and the international indigenous film sector.
- **Oyster & Moon Collective concept store:** Māori Outcomes confirmed support for a two week [Oyster & Moon](#) Collective pop up store at Britomart to showcase talented Māori and Pacific creators. Timed for the peak tourist period when eight cruise ships will be in port, the concept also includes food and beverage offerings and cultural and art activations.
- **Māori Tourism:** See the Visitor Economy section for an update on Māori tourism initiatives.

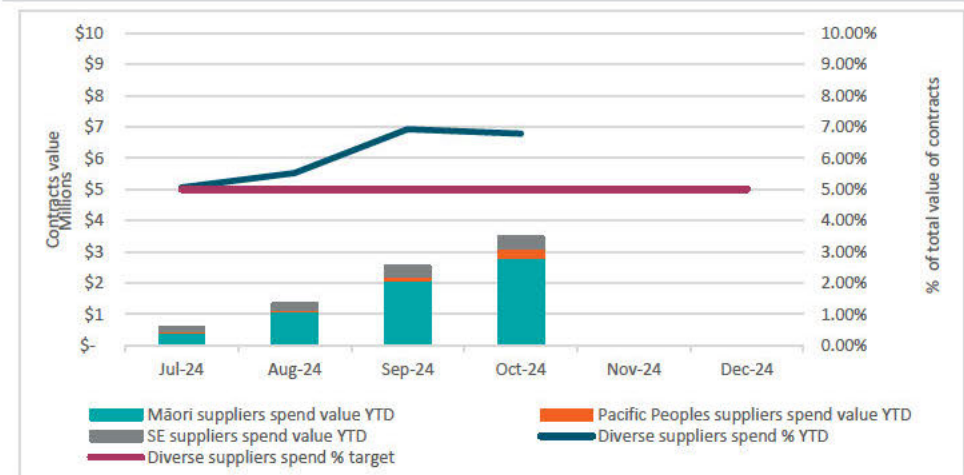
KPI RESULTS

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



Q1 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 6.78% against 5% target. The majority of the total diverse suppliers spend value was with Māori suppliers at the end of October (80%).

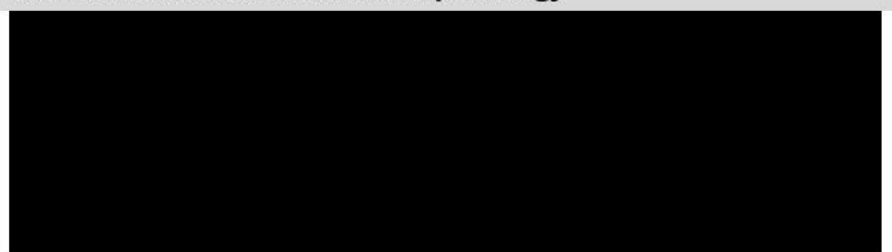
Māori and Pacific Peoples suppliers are defined as organisations which have at least 50% Māori or Pacific Peoples ownership (100% ownership if sole-proprietorship/trader). Social enterprises are purpose-driven businesses that trade to deliver positive social, cultural, economic and environmental outcomes.

Enabling activity

Group Shared Services (GSS) Implementation



Commercial Revenue & Partnership Strategy



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ICT Enhancement

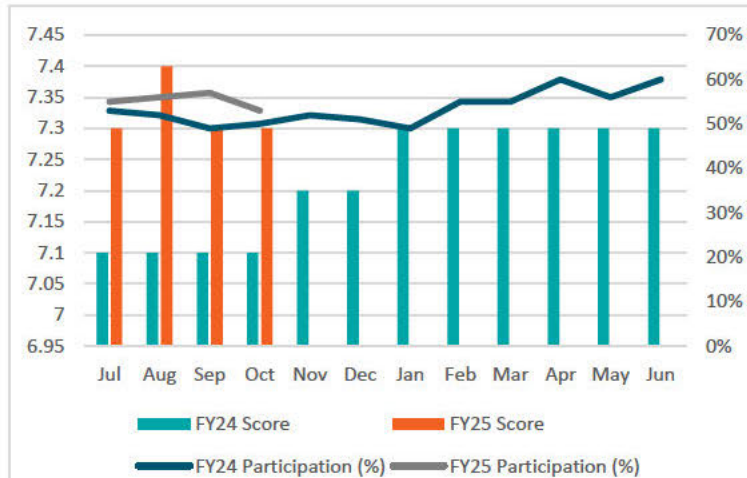


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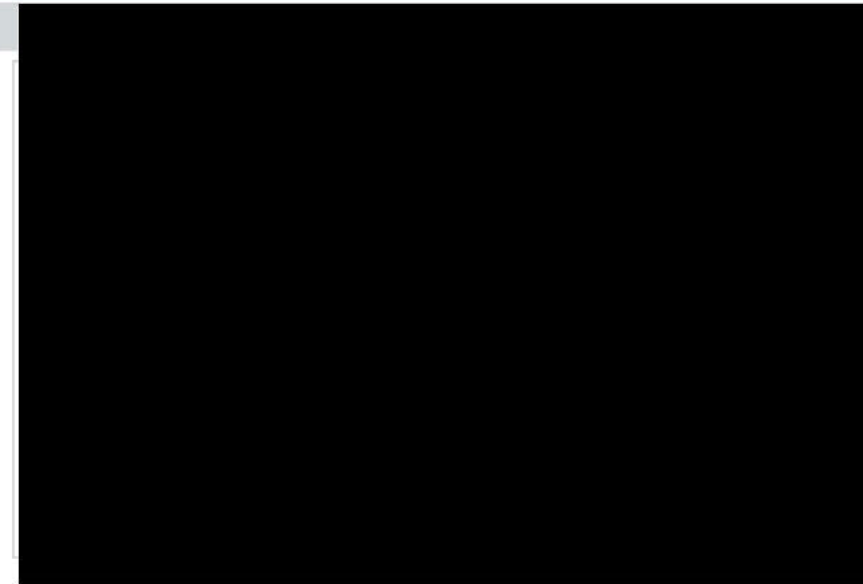
- **Council core infrastructure** the council team has shared its SLAs with key network providers, but is yet to confirm a communication plan for TAU, to provide a common understanding of how long may be without for example network connectivity in a customer facing scenario.
- **AI** the AI Policy has been ratified by the Risk Committee, and will be presented to the Board this month. The AI user group has met for the first time, and provided a great opportunity for the members to showcase existing use cases create shared prompts, and identify new opportunities. A number of the team attended the Auckland launch of Salesforce Agentforce, and built a prototype agent with a defined role, knowledge and skillset, sophisticated enough to work as part of the team.
- **Data Governance and Culture** roadmap is being finalised, along with a communications plan which will ensure increased awareness of the importance of data across the organisation. Good progress is being made across a number of streams of work, Dexibit has launched with Voice of the Visitor dashboards across all of the Cultural Organisations, standardisation of ticketing categories, discovery work to automate core financial reporting.
- Zoo now completely supported by Salesforce **CRM** ecosystem , with all of its automated marketing journeys migrated to Salesforce Marketing Cloud. Gallery automated journeys are going through detailed design, and training is being provided to the Grants and Sponsorship team. Technical discovery work is almost complete to determine how to bring Ticketmaster customer data into Datacloud, to provide a view of B2C customer activity across TAU
- Refer to CE sub reports in Resource Centre for Customer Strategy/CRM/eDM benefits dashboard and Cybersecurity dashboard.
- The Group Shared Services Cyber Dashboard (dashboard) is attached (tachment 2) in keeping with the commitment made to the TAU Risk Committee on 13 of November. In addition to the monthly dashboard; a quarterly insights paper will be provided going forward. The Risk Committee was provided the first insights paper, and the dashboard included in this update on 13 November.

KPI RESULTS

OfficeVibe engagement score and participation

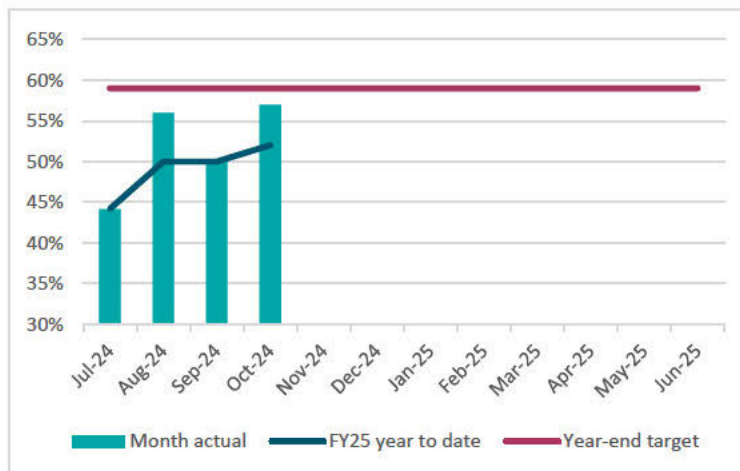


Participation has decreased slightly this month to 53% and the engagement score has remained level at 7.3.



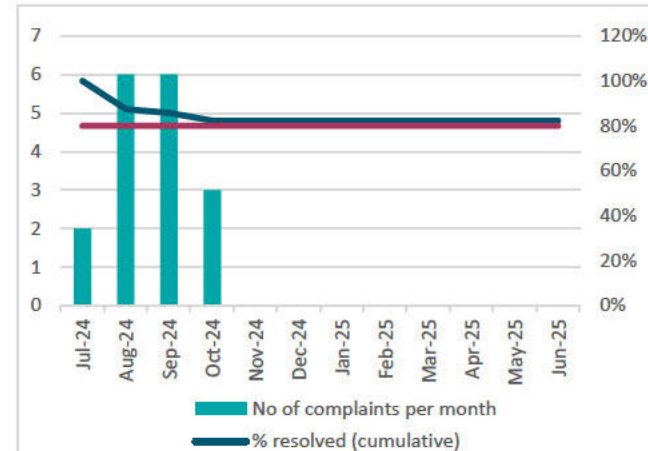
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% expenses through non-rates revenue



At 5 %, the year to date percentage of expenses funded through non rates revenue was **below target** of 59% at the end of October.

% of customer complaints resolved within 10 working days



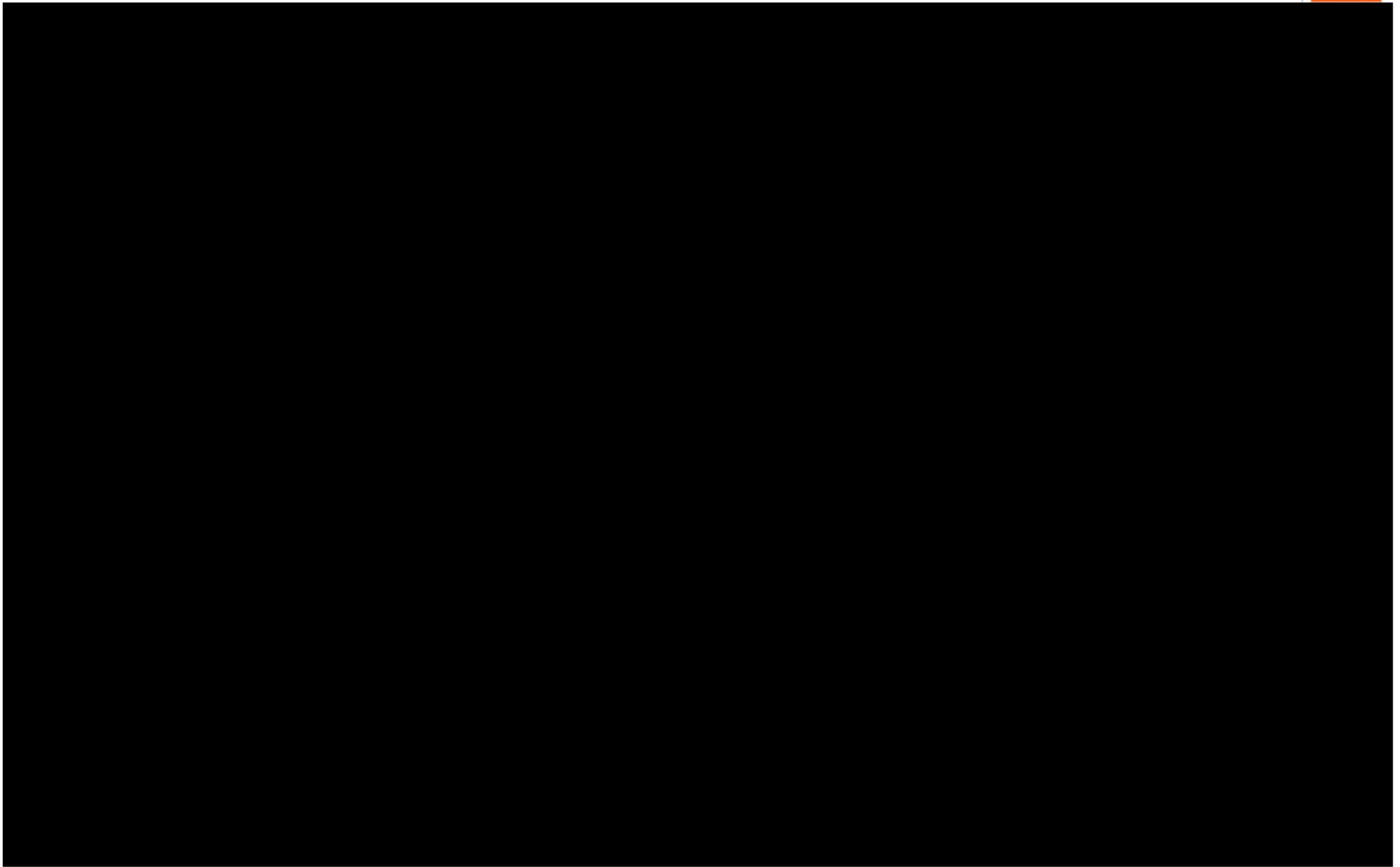
82% of complaints had been resolved within 10 working days YTD. **On target.**

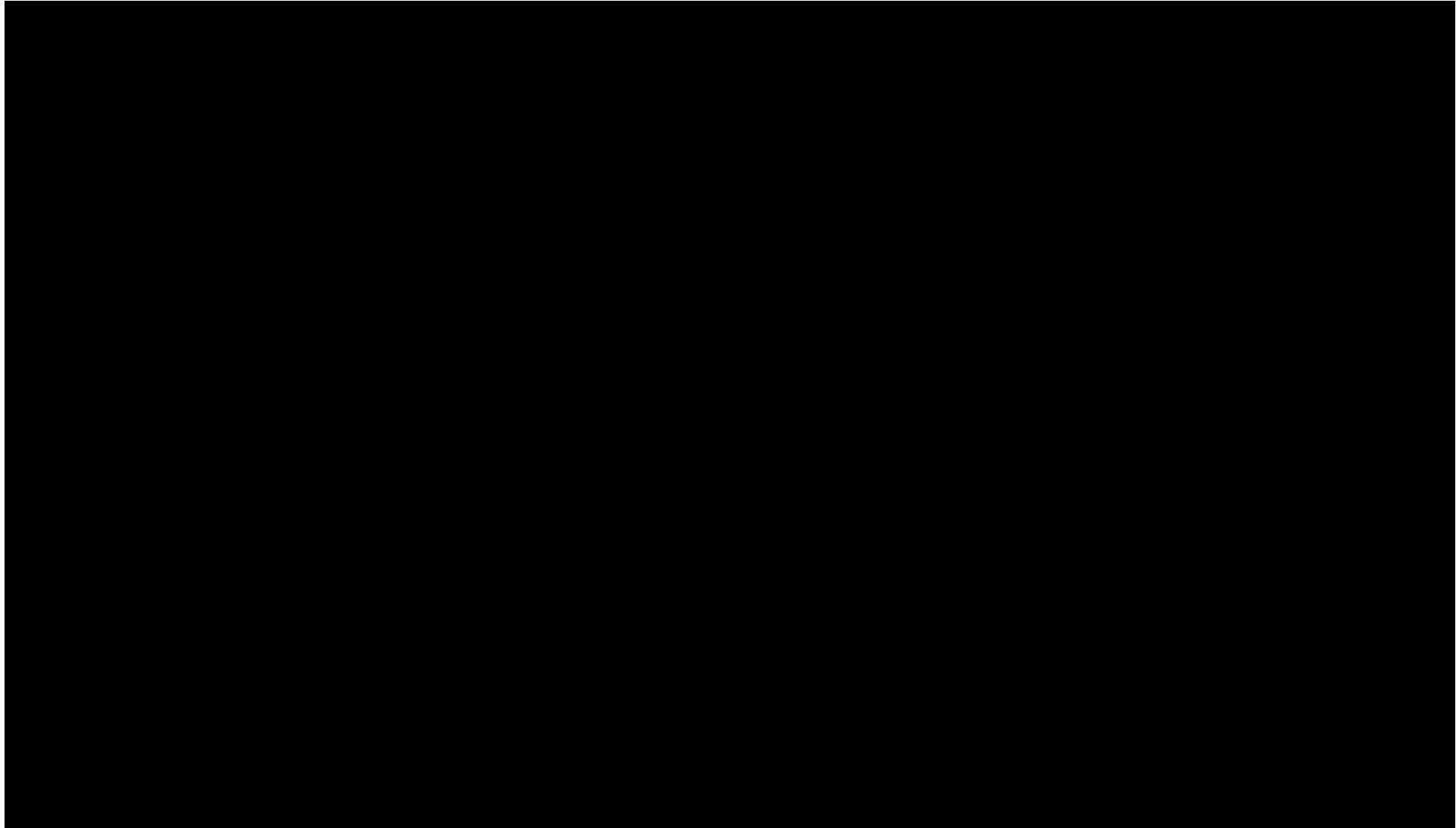
Schedule of Appendices

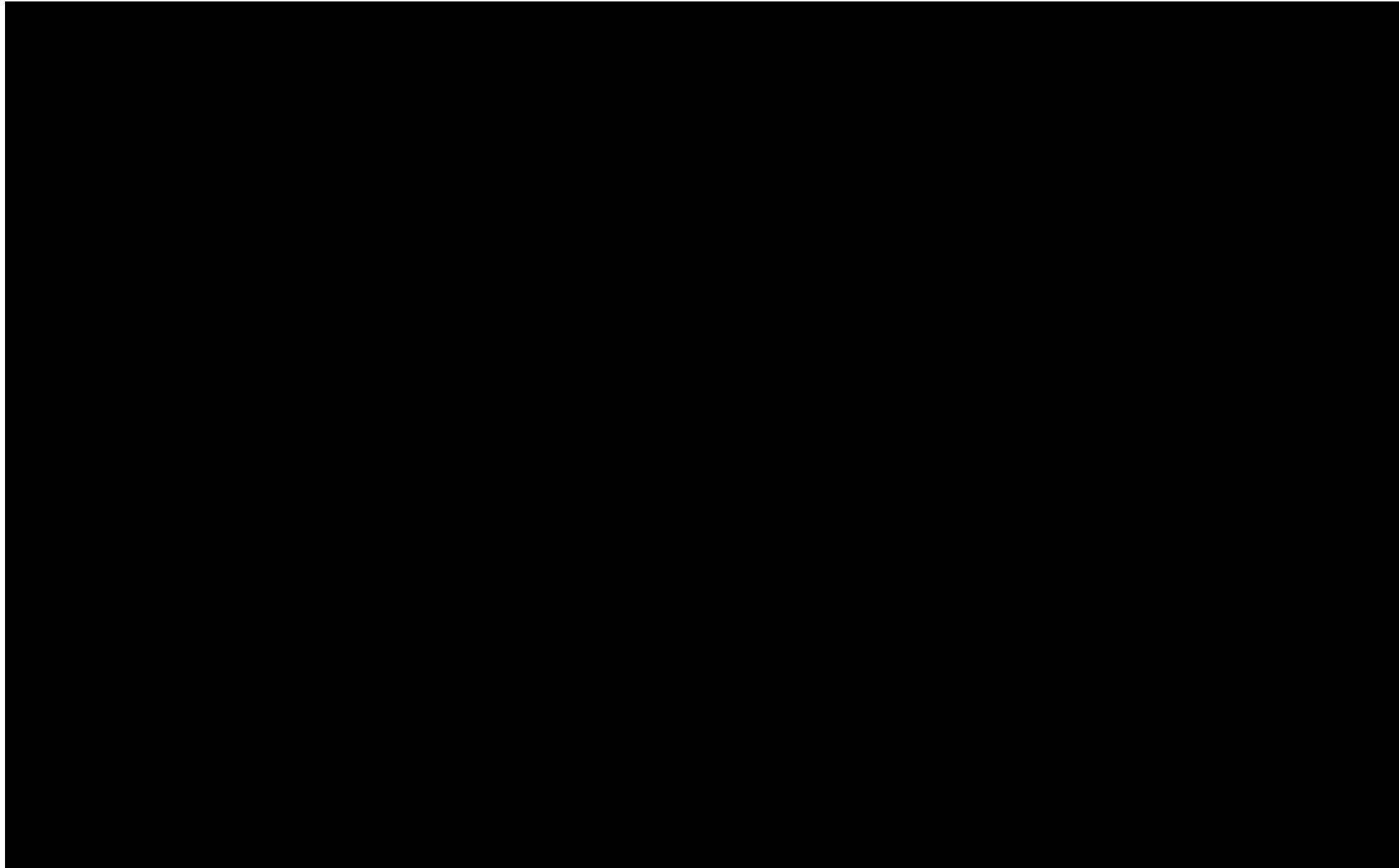
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| 1. TAU Cybersecurity Dashboard | (Monthly) |
| 2. GSS Cyber Dashboard | (Monthly) |
| 3. TAU calendar | (Monthly) |
| 4. Major Events project status | (Monthly) |
| 5. Climate Change & Environment Strategic Plan Dashboard | (Bi-monthly – included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

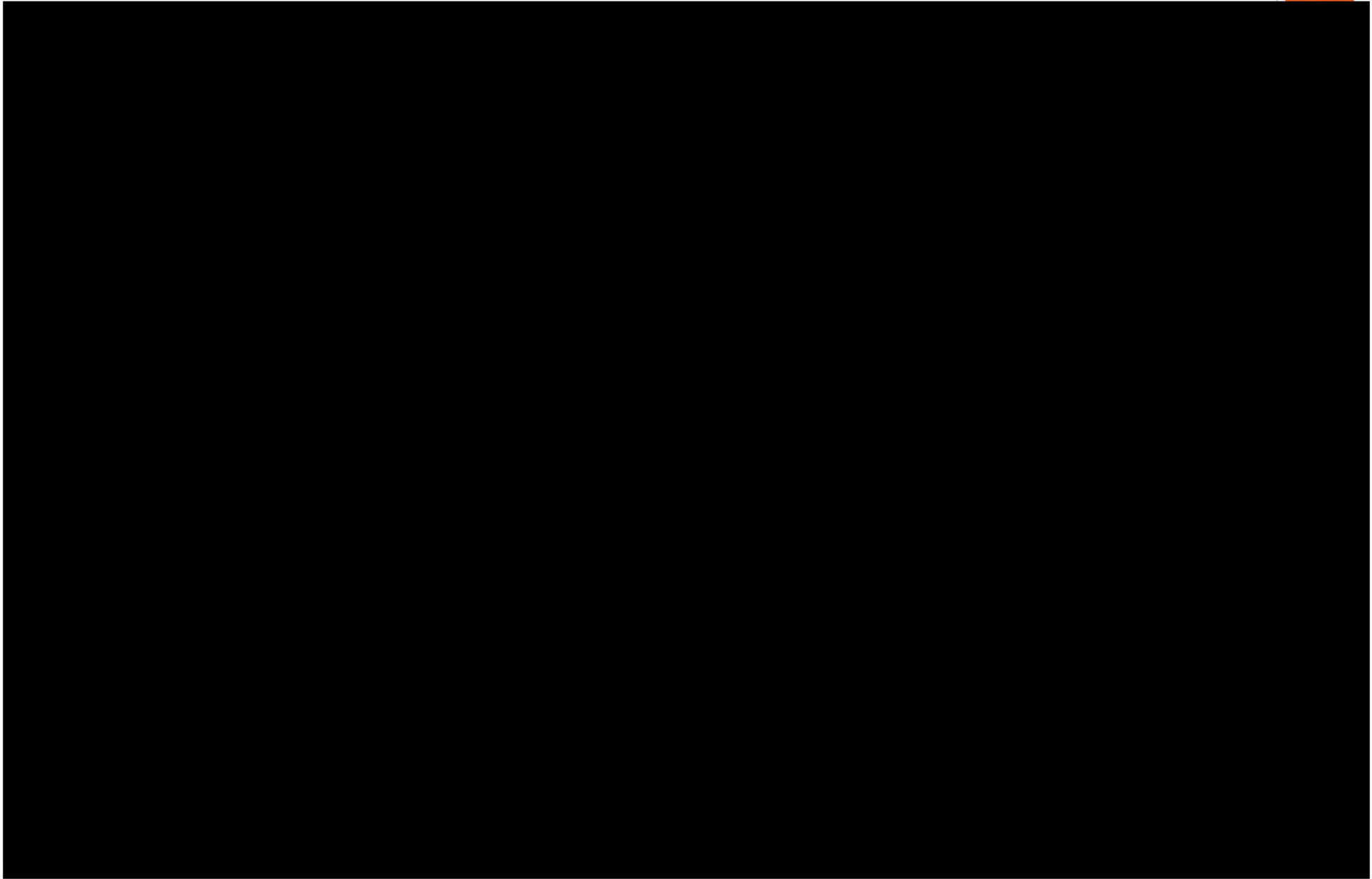
4. CE sub-reports in Resource Centre

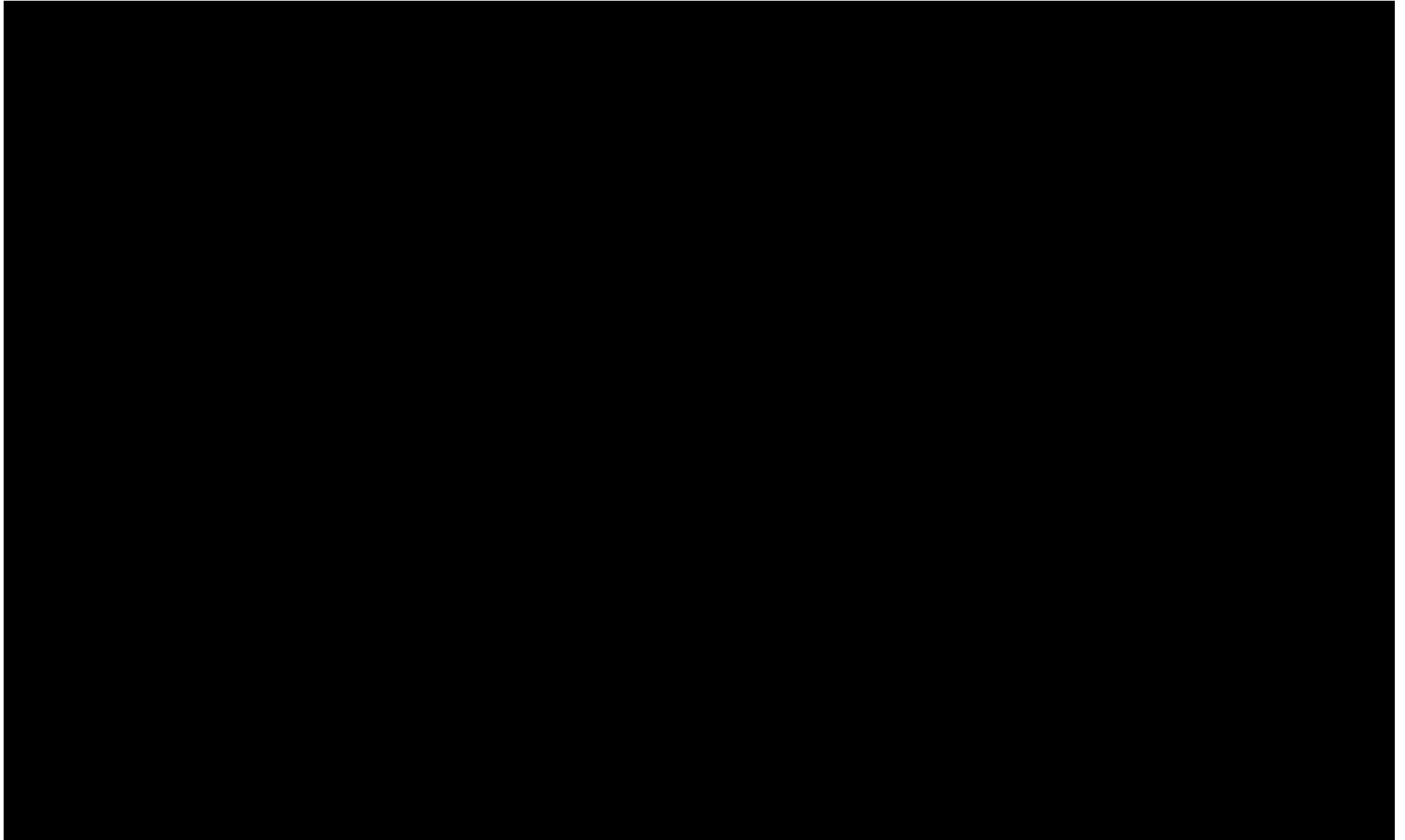
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| • Finance Report | (Monthly) |
| • Risk Report | (Monthly) |
| • Customer Strategy / CRM / eDM benefits dashboard | (Monthly) |
| • Capital Projects Report | (Bi-monthly) |

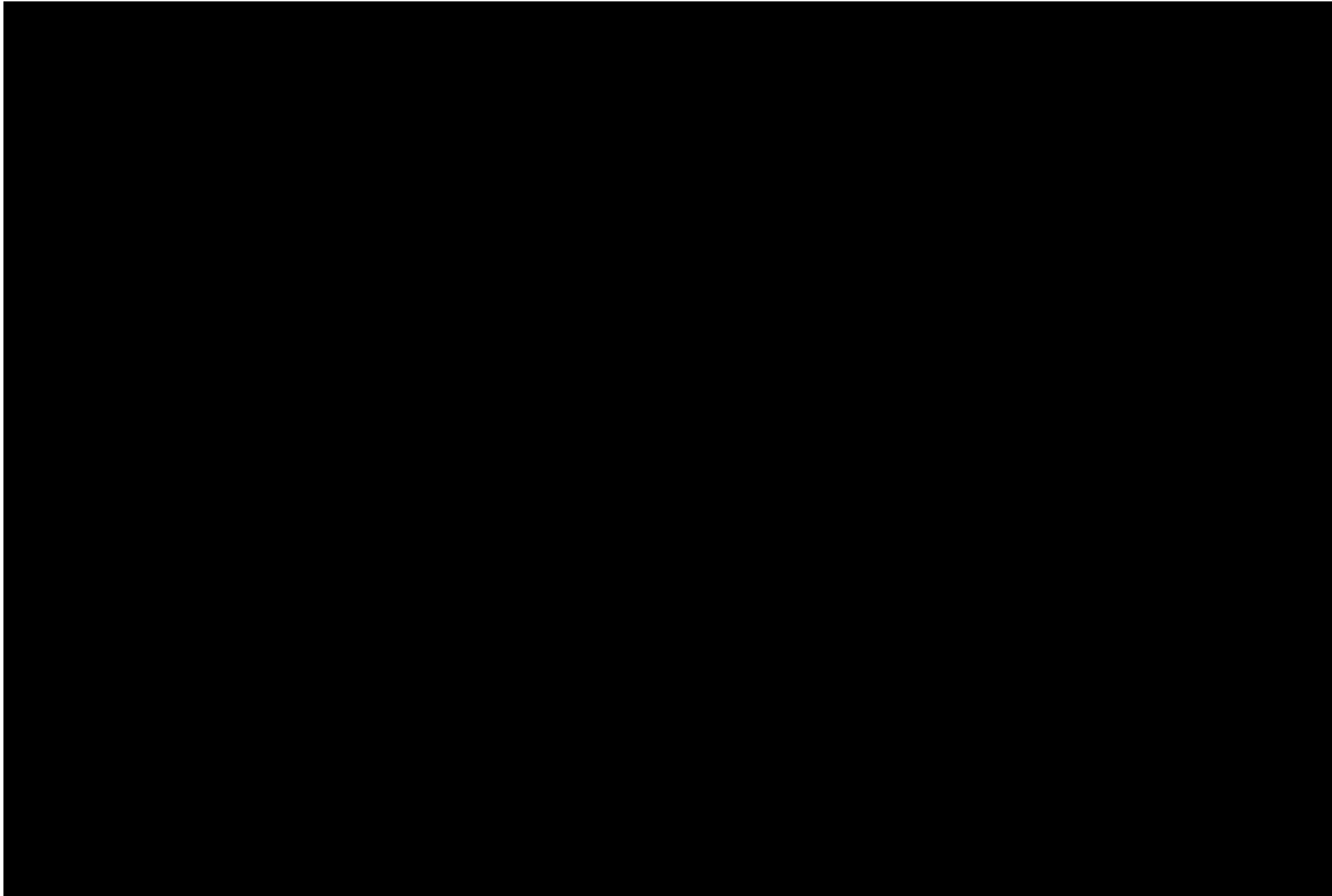


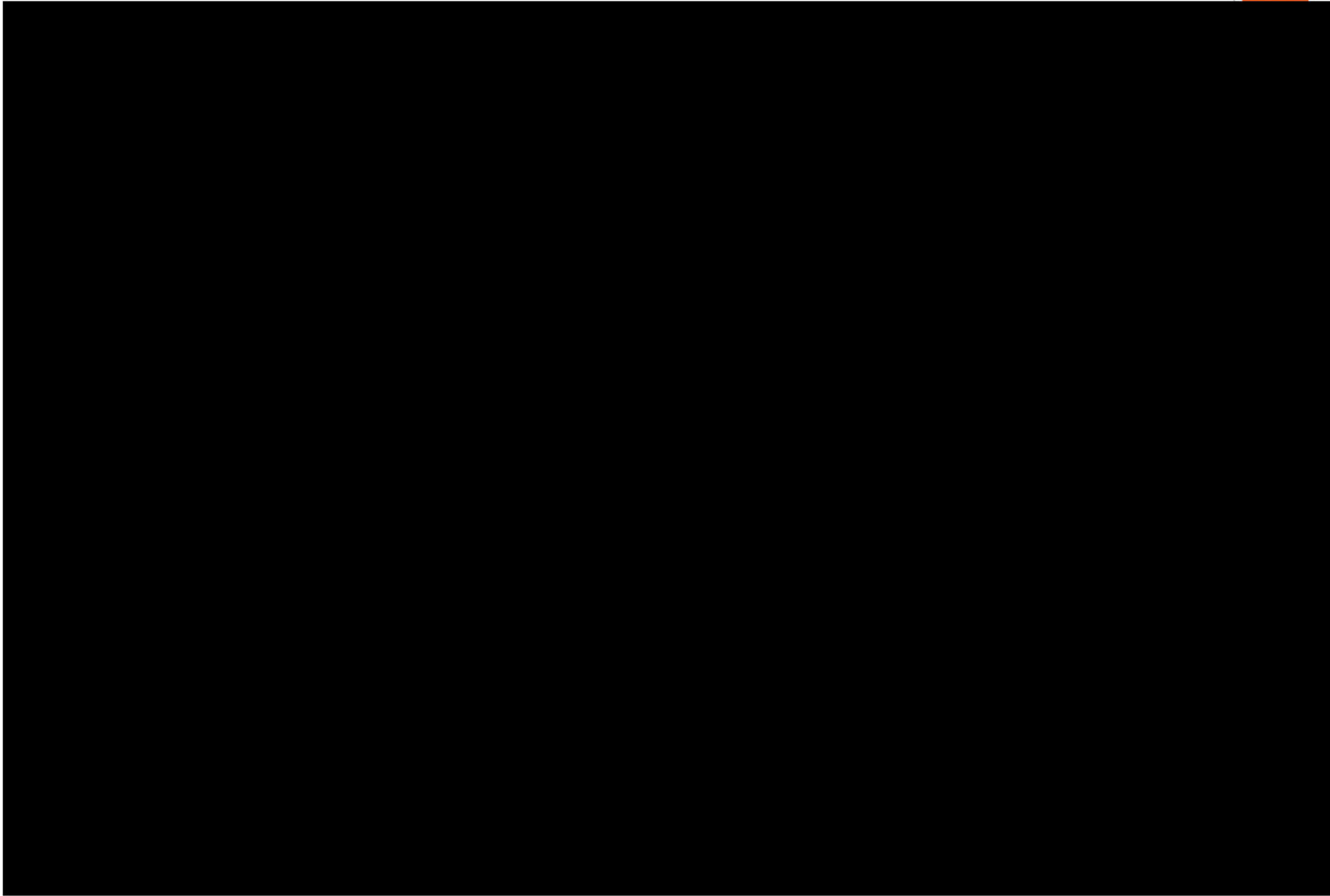




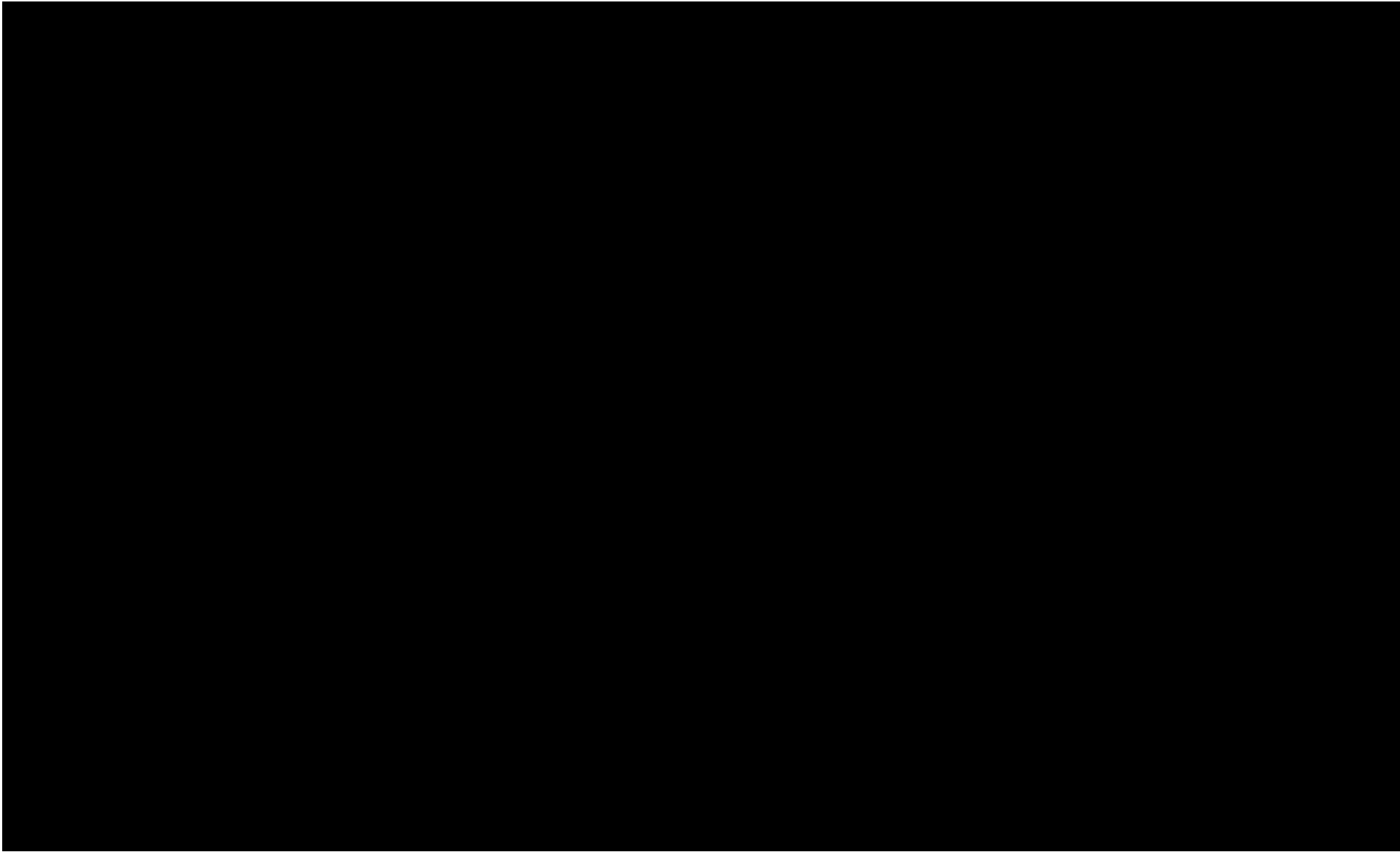












Monthly Operating Performance

Operating performance trend					
\$ million					
	Notes	FY 25 YTD			Full year
		Actual	Adj Budget	Variance	Adj Budget
Net direct expenditure	A	31.7	32.8	1.1	94.3
Direct revenue	B	35.5	33.5	2.0	105.6
Fees and user charges		18.3	18.0	0.3	57.0
Operating grants and subsidies		5.4	3.3	2.1	26.2
Other direct revenue		11.8	12.2	(0.4)	22.4
Direct expenditure	C	67.2	66.3	(0.9)	199.9
Employee benefits		31.2	29.9	(1.3)	79.6
Grants, contributions and sponsorship		3.3	4.2	0.9	7.7
Other direct expenditure	D	32.7	32.2	(0.5)	112.7
Other key operating lines					
Vested assets		(0.8)		0.8	
Depreciation and amortisation		19.1	18.7	(0.4)	56.0
Finance & Interest		4.8		(4.8)	
Capital Grants to TAU+ Partners					
Capital investment trend					
Capital expenditure (incl. AFS)	E	24.2	26.1	1.9	86.0
Capital revenue					



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 4 months to October 2024.

B. Direct Revenue: TAU is favourable due to strong Film Production operating margins (reflected in operating grants), however the anticipated growth in Sponsorships is slower than planned.

C. Direct Expenditure: Staff Costs are adverse due to the combination impacts of annual leave deferral and additional resources to accommodate increased event activity, particularly in Conventions and Performing Arts.

D. Other expenditure is in line with budget, includes costs of sales for events and visitation, occupancy and utilities as well as repairs and maintenance costs to support the venues of Tātaki.

E. A steady start to the year with nearly 28% of the total budget spent year to date. It had a slower than anticipated start resulting in a modest YTD underspend. Work has since accelerated which sees spend exceeding budget in recent months, with various projects now progressing ahead of schedule (e.g. paving renewals at Go Media Stadiums). The YTD underspend is a timing issue that is expected to be rectified in the coming months.