

Board Meeting Agenda

8.00 a.m. Wednesday 27 March 2024

Limelight Room, L3 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 1 March 2024, and Action Tracker, Vicki Salmon	To Approve	T & C		
3	Board Agenda Discussion and Committee Verbal Updates, Vicki Salmon <ul style="list-style-type: none">Risk and Finance Committee, Carol Cheng (13 March 2023)Capital Projects Committee, Alastair Carruthers, (20 March 2023)	To Discuss	T & C		
4	Health and Safety Report ¹ , Lynn Johnson and Priyanka Victor	To Note	T & C		
CE CONFIDENTIAL UPDATE AND DRAFT STATEMENT OF INTENT					
5	CE Confidential Update ² , Nick Hill <ul style="list-style-type: none">1. Stadiums Network Overview2. Presentation to Auckland Council3. Town Hall	To Discuss	T & C	8.45 a.m.	1 hour 45 mins
6	Three Year Plan Outline ³ , Nick Hill	To Discuss	T & C		
BREAK				10.30 a.m.	30 mins
CONFIDENTIAL MEETING CLOSED AND PUBLIC MEETING OPEN					
PROCEDURAL					
7	Register of Directors' Interests and Rolling 12-Month Board Work Programme, Vicki Salmon	To Note	T & C	11.00 a.m.	5 mins
8	Public Minutes 1 March 2024, Vicki Salmon	To Approve	T & C		

¹ S7(2)(a),(d),(f)(i) LGOIMA 1987

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

³ S7(2)(f)(i),(h),(i) LGOIMA 1987

Board Meeting Agenda

Item	Subject	Action	Trust/Co.	Start Time	Duration
CE REPORT AND PERFORMANCE REPORTS					
9	CE Report, Nick Hill 1. Financial Performance Report 2. Current Operational Risks (RC) 3. Capital Projects Report (RC) 4. 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
APPROVAL PAPERS					
10	Draft 2024 – 27 Statement of Intent ⁴ , Nick Hill and Justine White	To Approve	T & C	12.30 p.m.	1 hour 40 mins
11	Statement of Intent 2023 -26 Amendments ⁴ , Justine White	To Approve	T & C		
12	Capital Programme ⁵ , Justine White, Paul Tyler, and Monica Lake: 1 Auckland Zoo: a) Auckland Zoo Support Aviary b) Auckland Zoo Swamp Forrest Vestibules 2 Art Gallery Heritage Project Stage 3	To Approve	T & C		
13	GridAKL Manukau ⁵ , Pam Ford	To Approve	C		
14	Māori Engagement Committee Charter and Chair Nomination ⁶ , Vicki Salmon	To Approve	T & C		
NOTING PAPERS					
15	Climate Impact Statement Session ⁷ , Parin Rafiei-Thompson	To Note	T & C	2.10 p.m.	20 mins
	Close of Meeting			2.30 p.m.	

⁴ S7(2)(f)(i) LGOIMA 1987

⁵ S7(2)(f)(i),(h),(i) LGOIMA 1987

⁶ S7(2)(f)(i),(i) LGOIMA 1987

⁷ S7(2)(f)(i) LGOIMA 1987

Board Meeting Agenda



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

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

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

Register of Directors' Interests

Name	Position	Directorships/Trusteeships	Other Interests	Possible Conflicts
Vicki Salmon	Chair	<ul style="list-style-type: none"> Coopers Creek Vineyard Ltd (Director and Shareholder) Salmon and Partners Ltd (Director and Shareholder) Remuera Golf Club (President) 		<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) 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) NZ Film Commission (Chair) Cornwall Park Trust Board (Trustee) Services Workforce Development Council, Tertiary Education Commission (Council Member) Auckland Regional Amenities Funding Board (Board Member) Auckland War Memorial Museum Trust Board (Trustee) 		<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"> • Matariki Cultural Foundation (Trustee) • Matariki Global Holdings Limited (Director) • Taamaki Records Limited (Director) • Otamatea Pioneer & Kauri Museum Board (Trustee) • Hawaiki Tū Foundation (Trustee) • TEC Workforce Development Council Services (Director) 	<ul style="list-style-type: none"> • Director Creative Industries/Services Vocational Learning Creative Northland • Chair of WOMEX (World Music Expo) Pan Indigenous Network representing 36 indigenous nations globally • Candidate for the National Party for the seat of Tāmaki Makaurau at the October 2023 election 	
Jen Rolfe	Non-Executive Director	<ul style="list-style-type: none"> • Rainger & Rolfe (Director) • 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. • Rainger & Rolfe is providing marketing services to Watercare. • Rainger & Rolfe is providing marketing services to Martin Jenkins (occasional Tātaki Auckland Unlimited consultant).
Graeme Stephens		<ul style="list-style-type: none"> • New Zealand Hotel Holdings (Director) • Kamari Consulting Limited (Director and Shareholder) • SkyCity Entertainment Group (Shareholder)) 		
Dan Te Whenua Walker	Non-Executive Director	<ul style="list-style-type: none"> • New Zealand Māori Tourism Society (Deputy Chair) • Whanau Mārama Parenting Limited (Director) • Korowai Hikuroa Consulting Limited (Director and Shareholder) • Ringa Hora – 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) • Stanmore Bay Primary School (Chair) • Innovation Programme for Tourism Recovery (Advisory Panel Member) • Massey University Executive Education (Advisory Board Member) • Digital Advisory Board of MIT (Advisory Board Member) • University of Auckland Māori Alumni (Trustee and Chair of Executive Committee) 		

		<ul style="list-style-type: none">• 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
Jan-24	<ul style="list-style-type: none"> Letter of Expectation Financial reporting for the ½ Year ended 31 December 2023 Q2 Risk Report 	<ul style="list-style-type: none"> CEO Report H&S Report 		<ul style="list-style-type: none"> Remuneration Committee – 17 Jan Risk and Finance Committee – 23 Jan (½Y Accounts) Board Meeting – 31 Jan (½Y Acts)
Feb-24	<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 – 13 Feb 	<ul style="list-style-type: none"> Māori Engagement Committee – 15 Feb Capital Projects Committee – 27 Feb Board Meeting – 1 March
Mar-24	<ul style="list-style-type: none"> 2023 – 26 Statement of Intent Amendments Draft 2024 -2027 Statement of Intent 	<ul style="list-style-type: none"> CEO Report H&S Report 		<ul style="list-style-type: none"> Risk and Finance Committee – 13 March Capital Projects Committee – 20 March Board Meeting – 27 March
Apr-24		<ul style="list-style-type: none"> CEO Report H&S Report Board Evaluation (biennial – next due: 2024) 		<ul style="list-style-type: none"> Remuneration Committee – 3 April Capital Projects Committee – 11 April Board Meeting – 24 April
May-24	<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 Annual insurance renewal Auditor engagement and fees FY25-27 		<ul style="list-style-type: none"> Risk and Finance Committee – 15 May Māori Engagement Committee – 16 May Board Meeting – 29 May
Jun-24	<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"> Remuneration Committee – 6 June Capital Projects Committee – 11 June Board Meeting – 26 June (Public Board Meeting)

Month	Shareholder Accountability	Operations & Business Planning	Strategy and Business Focus	Board and Committee Dates
Jul-23		<ul style="list-style-type: none"> CEO Report H&S Report 		<ul style="list-style-type: none"> Risk and Finance Committee – 17 July Board Meeting – 31 July
Aug-23	<ul style="list-style-type: none"> Q4 Performance Report Q4 Risk Report to Council 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-23		<ul style="list-style-type: none"> CEO Report H&S Report 		
Oct-23	<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-23	<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 Māori Engagement Committee – 21 Nov
Dec-23		<ul style="list-style-type: none"> CEO Report H&S Report 		<ul style="list-style-type: none"> Board Meeting – 3 Dec

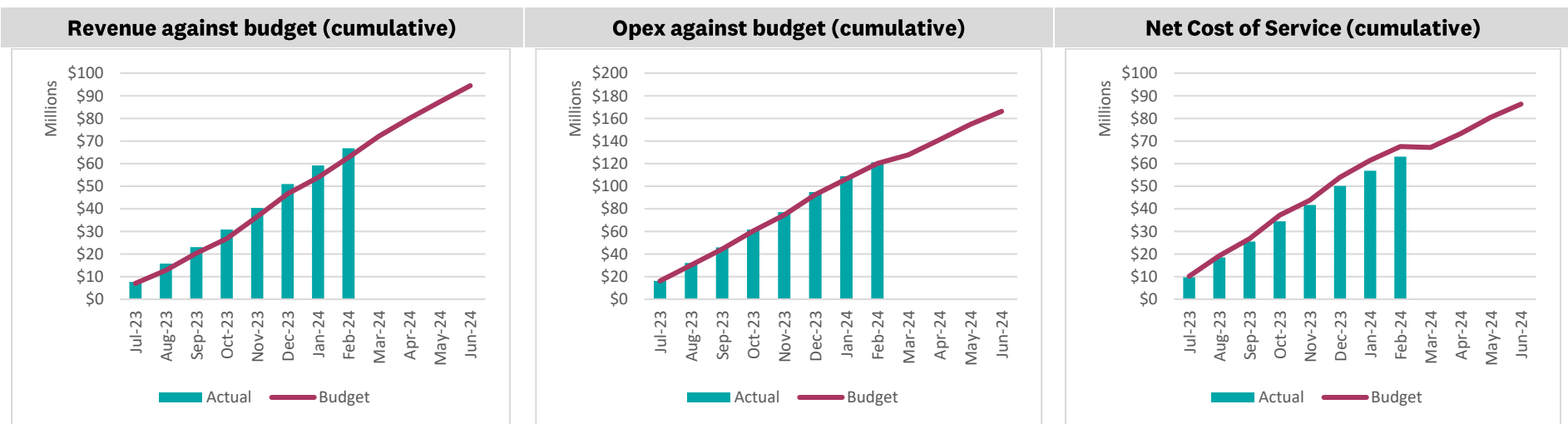
Chief Executive Report

Report to the Board of Tātake Auckland Unlimited – 27 March 2024

1. Introduction

- It’s been another busy month with successful major events Pasifika Festival, the inaugural Moana Auckland Festival, Auckland Arts Festival and P!NK at Eden Park, and high visitation to TAU venues and exhibitions.
- Auckland Council is consulting on a change proposal for their tier 2 and 3 leadership. It affects directors, some managers and some supporting roles. Part of the proposal is change to the Group Shared Services model, proposed to report to the Chief Executives across council whanau. Tātake is already a high user of shared services and we are committed to working collaboratively with the group to identify any areas that could be delivered more effectively through shared services or where there is an opportunity to leverage council group’s size and scale.
- TAU’s Director Destination headed to Australia as part of our destination roadshow showcasing Auckland. We hosted a media event with both business events and tourism operators where we showed our latest hype reel. The event was very successful, with 27 media present and nearly 20 representatives from Auckland tourism operators.
- Earlier this month it was announced that Auckland’s new A Leagues football club will be called Auckland FC and play in a blue and black home kit out of Go Media Mt Smart Stadium.
- Over the last few weeks, TAU has taken a public position, through the LTP consultation process, on a preference to redevelop the NHS precinct with a boutique stadium. The Board’s right to take a position through LTP consultation has been supported by the Council’s governance and legal advisers.

2. Finance update



Revenue was **favourable** by 7% at the end of February

Opex was slightly **above budget** (1%) at the end of February

Net cost of service was **favourable** by 7% at the end of February

3. Strategic Plan implementation

Experiences and Events

Performing Arts	Major Events	Auckland Conventions & Business Events
<ul style="list-style-type: none"> Comedy is selling very well with key comedy acts during Feb three shows for Theo Von in the Civic Theatre, two shows of Russell Howard in the Kiri Te Kanawa and one show of Nurse Blake in the Bruce Mason Theatre (total of 11,400 tickets sold) Auckland Philharmonia 2024 session kicked off with their first 3 concerts, titled <i>Passion & Mystery</i>, <i>Beethoven 7</i> and <i>In the Italian Style</i> of 24 concert series in the Auckland Town Hall. The 2024 Auckland Live Summer in the Square was funded by the City Centre Targeted Rate which was enabled by a partnership with DPO at Auckland Council. Across four weekends in Feb, Aotea Square was activated with a range of free events - movies, dance, performances and other activities. Total attendance across the four weekends was approximately 30,600. Te Ahurei Toi o Tātake Auckland Arts Festival started on 7 March with the opening free night concert in Aotea Square and the world premiere of Auckland Live commissioned work <i>The Valentina</i> Pride March in previous years, the Pride March started at Albert Park and finished at Aotea Square for a large scale Pride Party. This year, due to accessibility challenges, the Pride March gathered and started at Aotea Square, before Rainbow Youth led the march down Queen Street to Takutai Square. 	<ul style="list-style-type: none"> ASB Classic preliminary report shows attendance was 92,300 with 85% of sessions sold out. Communications will go out to stakeholders by 16 Mar stating Elemental AKL will be paused for 2024 while the major events team complete an extensive review World Choir Games progressing well with 12,000 singers registered to attend in July BNZ Auckland Lantern Festival held for the first time at Manukau Sports Bowl from 22-25 Feb. Pasifika Festival held on 9-10 Mar, with positive anecdotal feedback received. Approx. attendees (gross) over the weekend including global singing superstar P!NK, who attended in a private capacity. <p>Moana Auckland S7(2)(f),(i) LGOIMA 1987</p> <ul style="list-style-type: none"> The festival began on 24 Mar with the Millennium Cup superyacht regatta, featuring six superyachts The Auckland Wooden Boat Festival (1-3 March) had 160 boats displayed and approx. 7,000 attendees across the weekend. Anecdotally, participants from the Millennium Cup extended their stays in the region to attend the display. Conversations are taking place with the Australian Wooden Boat Festival, which attract 80,000 attendees, to co-promote the event. The World Manu Championships had an estimated 10,000 spectators in Karanga Plaza on 9 Mar Final weekend of Moana Auckland on 16-17 Mar, with the Auckland Boat Show was expected to generate \$4.1m in GDP for the region. The full programme has been well attended, including the RUNA Project Harbour Crossing Harbour Classic 	<p>Auckland Conventions Venues and Events (ACVE)</p> <ul style="list-style-type: none"> February delivered 26 events across 30 event days 9,025 attendees, ACVE secured Cultural organisations attracted and of monthly revenue. Key events included Suzuki Regional Conference, Tupu Toa Leadership Wananga and Trade Me conference. The team contracted future events with a value of (venue hire value). Key events include International Society of Behavioural Nutrition and events at Viaduct Events Centre with a ACVE secured 95 new leads/opportunities with a net revenue value of <p>Auckland Convention Bureau (ACB)</p> <p>Notable bids submitted:</p> <p>Notable business events secured: ANZ Mushroom Growers Conference, AMWAY Philippines</p> <p>There are 79 future business events confirmed for Auckland (to 2028) as a result of ACB's support with an estimated future economic value of \$72.6m</p> <p><small>* EBITDA/Net Cost of Service/Net Contribution</small></p>

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

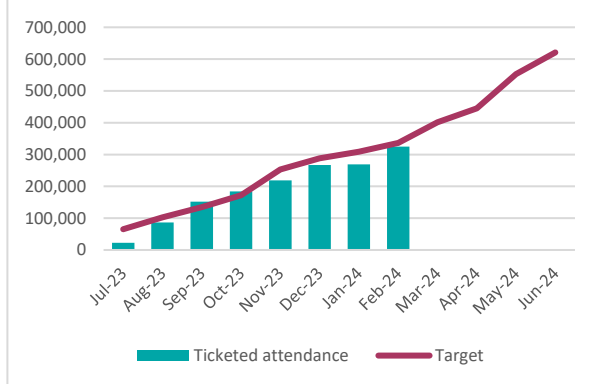
S7(2)(f),(i),(h)
LGOIMA 1987

City Wide Events Calendar timelines

- Final development and fixes underway for the City Wide Events Calendar. Next steps are to share with TAU teams and with Auckland Council teams, then more broadly.

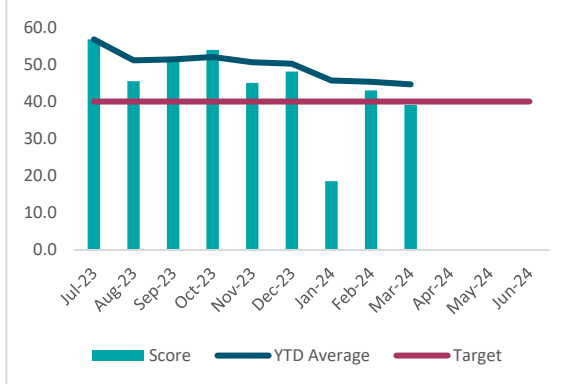
KPI RESULTS

Ticketed attendance Performing Arts (cumulative)



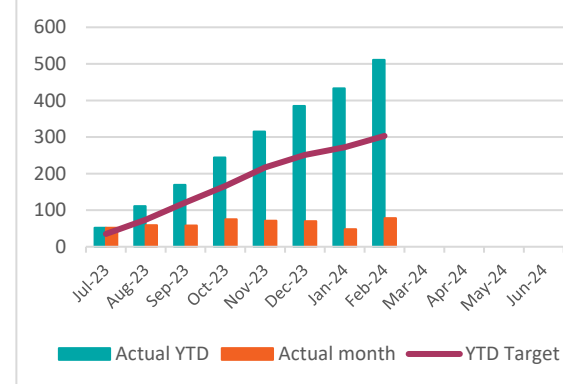
Ticketed attendance was **below target** at the end of February, at 325k

NPS for TAU audiences and participants Performing Arts



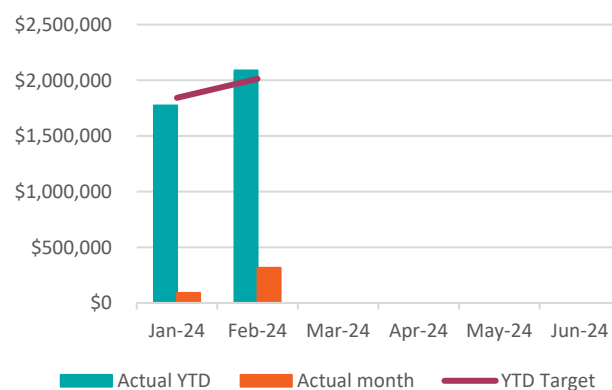
Performing Arts' NPS score year to date is tracking **above target**. January's score was the lowest FY24 result so far however, it should be noted that only two events were eligible for surveying and given that, there will be some statistical variation in NPS results.

Number of Performing Arts events



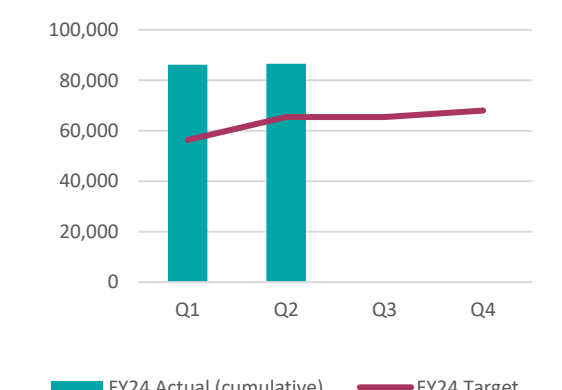
The number of Performing Arts events (511) was **above target** of 303 at the end of February

Performing Arts Financial YTD EBITDA



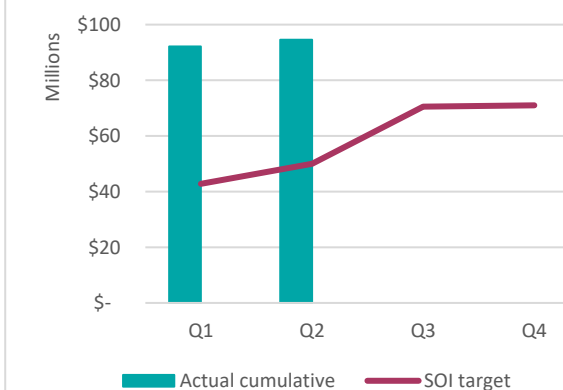
Performing Arts YTD financial EBITDA was **on target** - \$2.08m at the end of February, against a target of \$2.01m. Includes Director Performing Arts, Performing Arts and Presenter Services sub-units.

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



Performing Arts has already **reached the year-end SOI target**. This was mostly due to a larger than anticipated number of children participating at the FIFA Fan Festival.

Contribution to regional GDP from major & business events

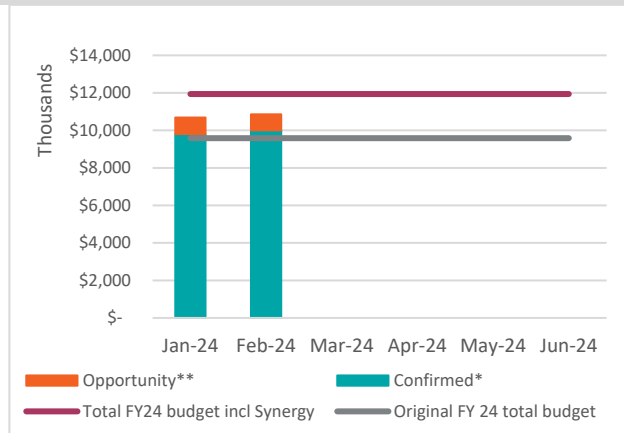


YTD SOI **target has already been met**. The main contributor to the 23/24 FY results was the FIFA WWC 2023, which contributed more than \$87m to regional GDP.



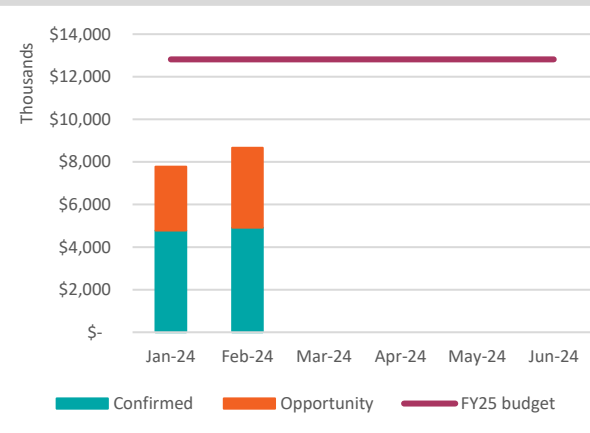
SOI measure or component of SOI measure

ACVE FY 2024 Forecast YE Revenue vs Budget



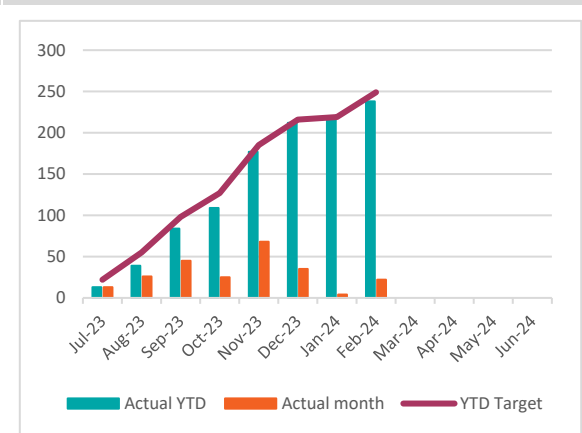
At \$10m, confirmed events are tracking **-16% on the FY24 budget**, Viaduct Events Centre comprises 45% of revenues. **Confirmed category includes confirmed events and T* Pencil events - 1st in line and may proceed to contract if desired* **Opportunity status is a sales enquiry or a lead (no booking space is held)*

ACVE FY 2025 Forecast YE Revenue vs Budget



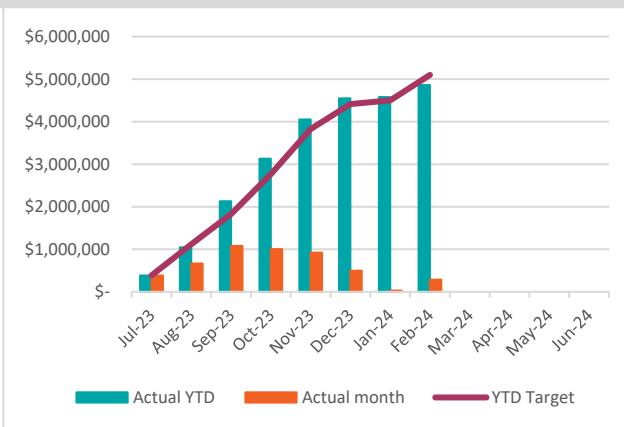
ACVE FY25 budgeted venue revenue is \$12.8m. Based on current bookings, \$4.9m towards this revenue target is confirmed with a further \$3.7m of opportunities in the pipeline, which is **33% below target**.

Number of ACVE events (cumulative)



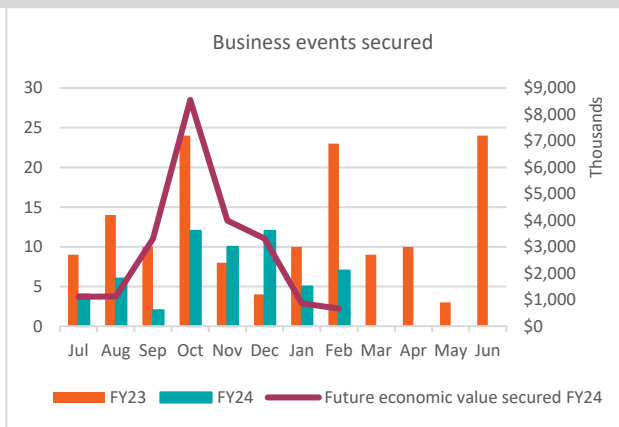
The number of ACVE events was **on track** at the end of February at 238 events

ACVE Financial YTD EBITDA



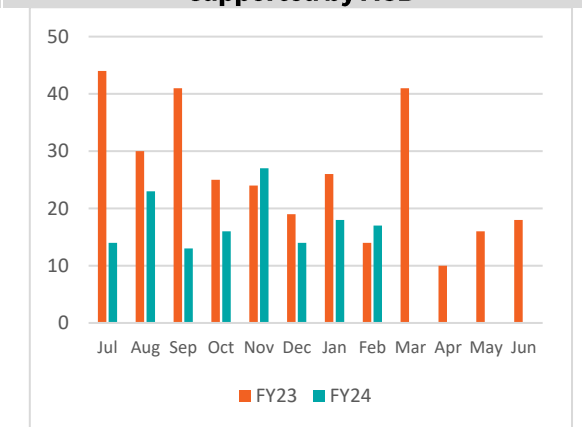
ACVE's YTD financial EBITDA was **on track** at the end February at \$4.9m

Business events secured by ACB



ACB helped to secure **7 new business events** for Auckland in February, with an estimated \$663K of future economic benefit to the region. The events are due to be held in 2024.

Business events – new opportunities supported by ACB

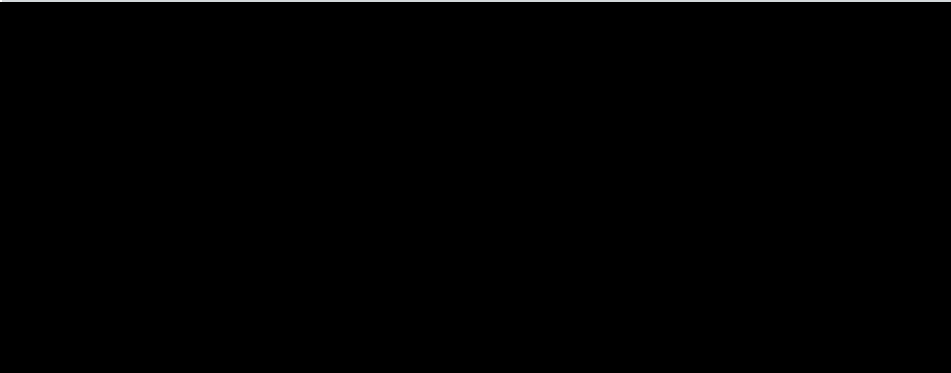


In February, ACB generated or assisted with **17 new business events opportunities** for Auckland with dates through to 2026 and an estimated economic value of \$14.5m if all were to be secured

Facilities

<p>NZ Maritime Museum</p> <ul style="list-style-type: none"> There were 16,293 visitors to the galleries, shop, event spaces and cafes in with excellent results being driven by solid local visitation and high cruise ship and tourism numbers. This was against target of 10,250 (set low due to uncertainty of strength of tourism return) Three full day workshops, facilitated by Workshop E, were held with museum staff to scope, time and discuss key themes of the museum's upcoming programme of multi-year gallery renewal. This discussion was held within the context of the museum's draft masterplan. A report to the museum will be delivered allowing us to make key decision about the way forward. Always Song in the Water - Art Inspired by Moana Oceania entered its final month, with an extended run into the Moana Auckland timeframe. The museum's digitalisation project has begun its next phase, focussed on staff assisting smaller institutions with establishing their digitisation programmes. This project is funded by Lotteries. The digital team began its first tranche of external work, based at Warkworth Museum for 12 weeks. Work continues on the collection storage move, with full design for the new space completed and lodged for consent. Preparations for the move at the current Avondale site are nearing completion with all vessels and large objects crated for move a major milestone. 	<p>Auckland Art Gallery Toi o Tāmaki</p> <ul style="list-style-type: none"> Visitation came in at a strong +43% variance against monthly target with 57,657 visitors in Feb. The opening of the <i>Robertson Gift</i> (opened from 9 Feb) has contributed to uplift in visitation. Feb was the most highly attended month of FY24 YTD, surpassing Jan by +15%. The inaugural Lunar New Year Festival brought 6,402 people through the doors the Gallery's highest single-day visitation number since 2015. Many Chinese families chose to celebrate Lunar at the Gallery and used the Mandarin flyers to get around. Guo Pei: Fashion, Art, Fantasy 郭培：时装之幻梦 has attracted 41,729 exhibition visitors up to 10 Mar, with total visitation likely to reach more than 67,000 a little below the target of 70,000, and total exhibition revenue forecast to be below the target by 3.53%. Guo Pei retail sales were 33.3% of total sales. Members have turned out strongly to Guo Pei, with spend by members 10% of sales (\$20,196.14) Gallery has commenced a new partnership with the University of Auckland delivering an honours year degree in its writing and curatorship. Gallery is processing 194 artwork loans, including three complete exhibitions in celebration of the Chartwell Trusts 50th anniversary to City Gallery Wellington, Te Uru Gallery Titirangi, and the Suter Art Gallery, Nelson, in addition to a number of international loans of New Zealand and international collection artworks.
<p>Auckland Zoo</p> <ul style="list-style-type: none"> YTD visitation was 576,731, 6.4% ahead of target. Feb visitation was the highest on record – just over 66k visitors, 3.2% ahead of target. Revenue from all sources in Feb was \$1.27m, with YTD revenue 10.7% above budget. The zoo welcomed 6,257 visitors to Zoo Lates in February and the introduction of a special adult only event was very well received. At two months old, the tiger cub has been named Cahya (pronounced Cha – hi ya) which means 'light in the darkness'. As Cahya is getting older and becoming more interactive and playful, she is a delight to watch. Mum and daughter are increasingly spending time out in their habitat. The tara iti breeding programme is over for the Zoo team this season. The last hand reared chick sighting at Te Arai was on the 17 Feb, and since then the Zoo has had reports of three of the chicks making it to the tara iti winter grounds at Kaipara Harbour. That's a fantastic result. The first two episodes of Wild Heroes aired on TV3 in Feb with a combined audience of 457,893 viewers, excluding streaming figures from the ThreeNow platform (which will be collated later in the year). A programme of work began in Feb to fully review and update the Zoo's waste management programme to ensure it continues to operate as environmentally sustainably as possible. 	<p>Auckland Stadiums</p> <ul style="list-style-type: none"> Overall Feb was a quieter than budgeted month with 85 events days attracting a total of 59,823 people. Arena 2 at Mt Smart was busy with the athletics season in full swing hosting a total of 21 events days with 13,505 athletes participating. This included 7,580 school students participating in school athletics days. Feb saw the return of speedway to Western Springs for the first time since the Jan 2023 floods. With the venue still under repair, the three events operated with a reduced capacity of 5,600 people. <div data-bbox="1144 1177 2072 1412" style="background-color: black; height: 147px; width: 100%;"></div>

Film Studios



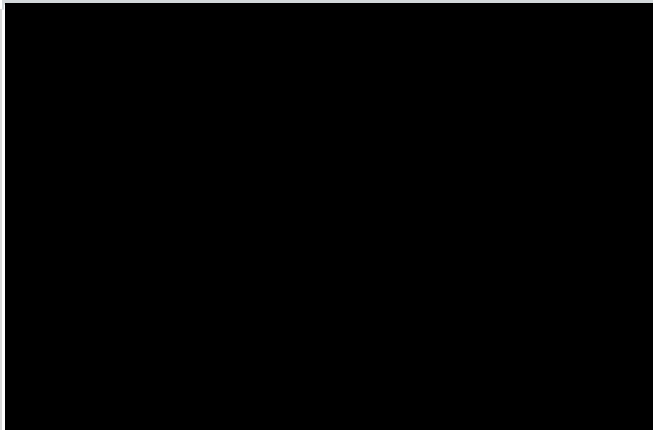
S7(2)(f),(i),(h),
LGOIMA 1987

Western Springs Precinct



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

Aotea Arts Quarter

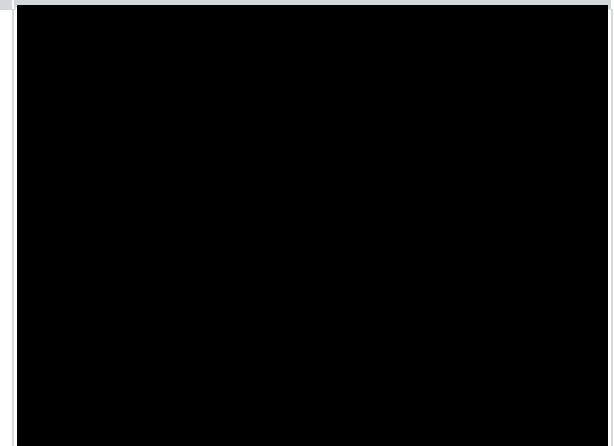


S7(2)(f),(i),(h), LGOIMA 1987

Integrating Auckland's cultural institutions

- Council is leading 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 (PWG)** led by Deputy Mayor Simpson has been convened to consider potential legislative change options, working in collaboration with MOTAT and AWMM.
- The **scheduled meeting** on 22 Feb to include MOTAT, AWMM and Stardome as well as TAU, was cancelled due to the passing of Efeso Collins, and a new date will be scheduled in due course

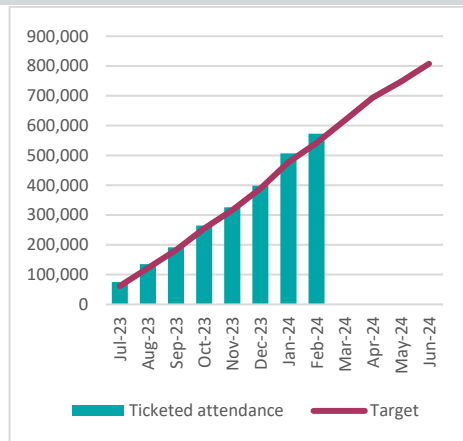
Single Operator Stadiums Auckland (SOSA)



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

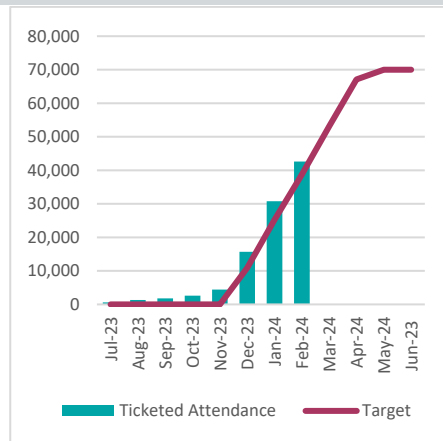
KPI RESULTS

Auckland Zoo ticketed attendance (cumulative)



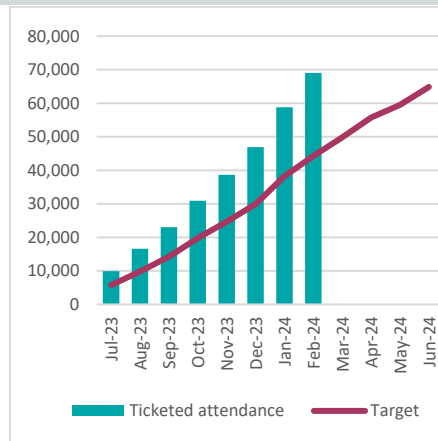
The Zoo's ticketed attendance is **on target** at 572.8k YTD

Auckland Art Gallery ticketed attendance (cumulative)



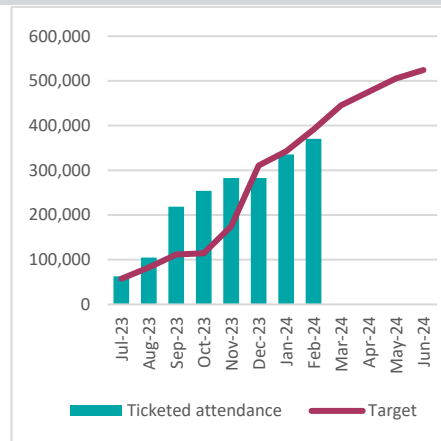
The Gallery's ticketed attendance was 42.6k at the end of February, which is **above target**

NZ Maritime Museum ticketed attendance (cumulative)



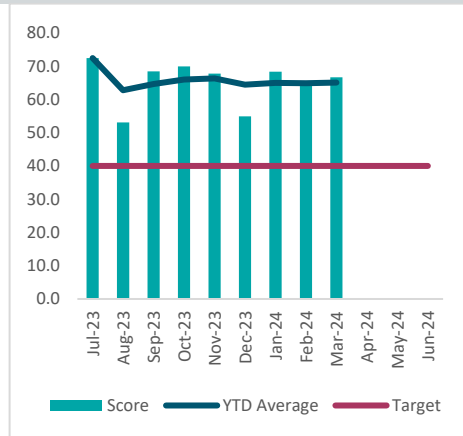
The Museum's ticketed attendance is **above target** at 69.1k YTD

Auckland Stadiums ticketed attendance (cumulative)



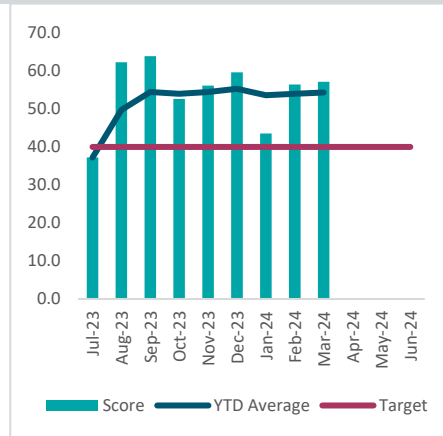
Auckland Stadiums' ticketed attendance is **below target** at 370.1k YTD

Auckland Zoo NPS



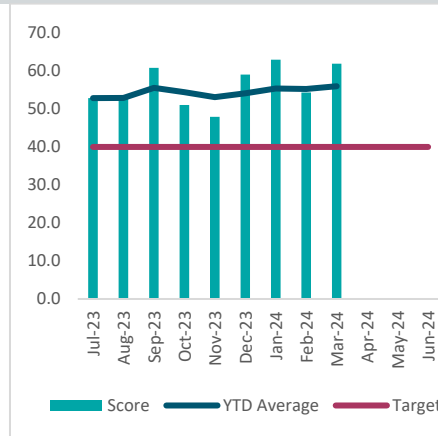
The Zoo's YTD NPS is tracking **ahead of target** at 65.1

Auckland Art Gallery NPS



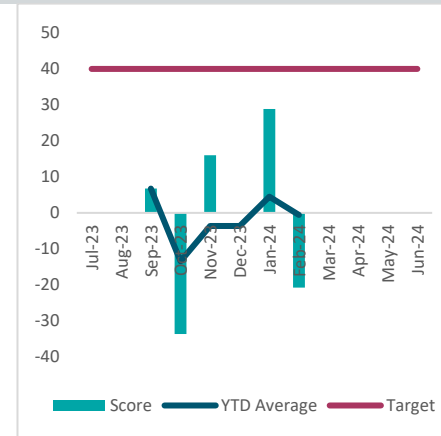
The Gallery's YTD NPS is tracking **above target** at 54.3

NZ Maritime Museum NPS



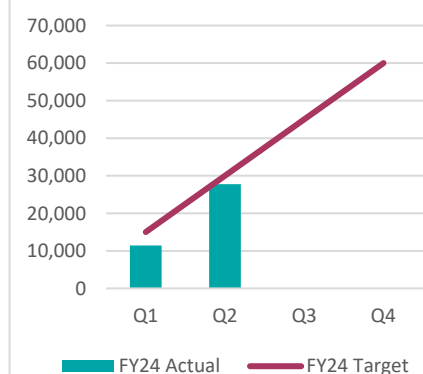
The Museum's YTD NPS is tracking **above target** at 56

Auckland Stadiums NPS



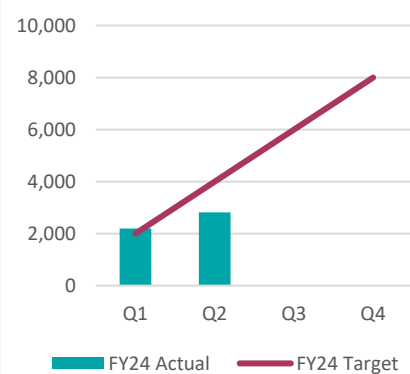
Auckland Stadiums' YTD NPS score is tracking **below target** at -0.5. An NPS of -20.8 in February

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



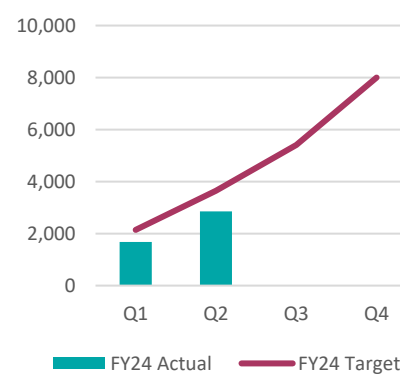
YTD Q2 results for the Zoo were **slightly below target**

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



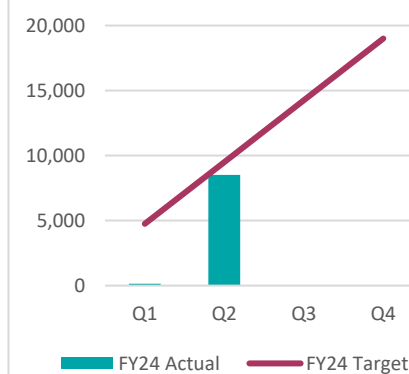
YTD Q2 results for the Gallery were **below target**

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



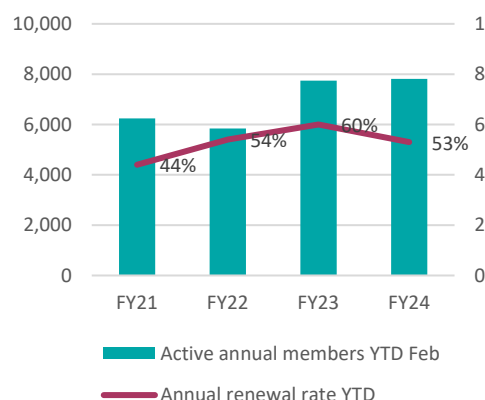
YTD Q2 results for the Museum were **below target**

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



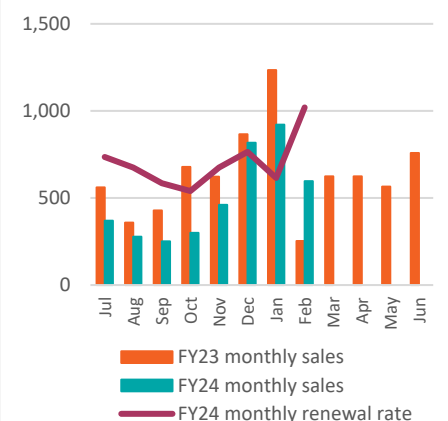
YTD Q2 results for Auckland Stadiums were **below target**

NEW: Annual Auckland Art Gallery membership



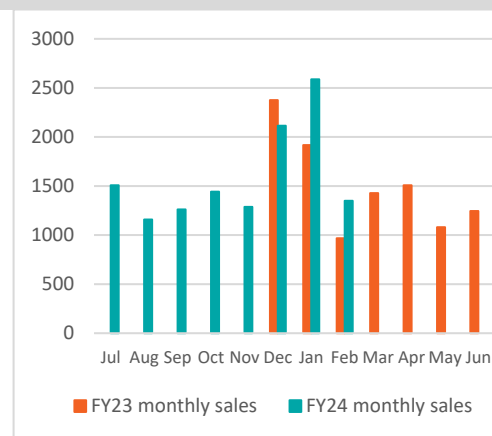
The gallery's YTD **renewal rate is 53%** and there are **7.8k active members**, which is **on track** against the target of 7.9k. FY24 YTD renewal rate is lower than last FY. This may be due to the gallery hosting only 1 ticketed exhibition this FY, as opposed to four in FY23.

NEW: Monthly Auckland Art Gallery membership



Monthly renewal rate was 68% in February and **957 memberships** were sold. There's a positive correlation between membership sales/renewal rate and ticketed exhibitions, because members get free entry, which was the case for *Guo Pei*.

NEW: Monthly Auckland Zoo membership



Almost **1,350 memberships** were sold in February, 39% more than in February last year.

Economic Development

Visitor Economy

- **The Destination Auckland Partnership Programme (DPP)** changes for FY25 have been communicated to industry. A basic CPI increase across categories has been proposed, additional categories added, and refinements made to benefits offered. **The DPP Roadshow to Australia** saw 15 DPP partners representing 25 companies visit Sydney and Melbourne. Three events held 390 appointments with 26 Australian partners and 25 media engaged at a media event in Sydney. Industry presentation was held on 13 Mar.
- **Destination AKL 2025** – Positioning statement completed; key focus areas refined. Next steps include TAU workshop, then an industry reference group establishment. **DMP Workshops** were held on **Aotea Great Barrier Island** and **Matakana Coast** – approx. 70 locals attended at each of the events.
- Positive engagement with **NZ Māori Tourism** on a series of projects (Nga Taonga o Tāmaki and sustainability workshops for Māori tourism businesses)
- **Nighttime Economy** – Qualitative presentation received, on track for full presentation mid-April.
- **Cruise** – two further cultural activations delivered to passengers this season.
- **Iconic Auckland Eats** – Significant media coverage of the new list both in New Zealand and Australia.

Screen & Creative

- **Unitary Plan Sites & Places of Significance to Mana Whenua, and filming:** Refer to Māori Outcomes update.
- **Screen Auckland fee review** open for public consultation as part of LTP.
- **International pipeline** is busy, with bookings for all major Auckland studios.
- **Domestic screen industry in turmoil** in light of proposed closure of Newshub and staff cuts to TVNZ programming, in addition to NZFC cuts. It's unclear if the Government will respond
- **Screen taskforce** moving ahead on film friendliness goal (refreshed Auckland Film Protocol scoping underway) and planned LA delegation for Auckland post-production, VFX businesses in Aug.
- **Te Puna Creative Quarter, Henderson** – Presented to TAU board. LTP Māori Outcomes bid [redacted] ed to business case [redacted] [redacted] Second Establishment Group sprint focused on anchor tenants, held at Corban Church.

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

Economic Transformation activity

- **City Deal** – Wrap up post industry leaders' event with playback document circulated to all attendees including TAU CE and Board members who attended. Continuing to await direction from council on next steps on broader approach to City Deal.
- **City Centre Action Plan** – Investment Proposition and Nighttime economy actions well in progress. In the stakeholder engagement stage of the Investment Proposition development, with meetings with DPO, Plans and Place, Eke Panuku and within TAU.
- **Economic Places** – profiles now live on [TAU website](#). Series of presentations planned in coming months to socialise headline findings.
- **Economic Intelligence** – Commissioned PWC to update the [Auckland Growth Monitor](#). Ongoing support across the Economic Development rōpu and wider business including research relating to the Tech Story, Te Puna, Waiheke Destination Management plan, Pacific Work Programme, GridAKL Economic Impact and supporting with KPI tracking and measurement.

Tech & Innovation

- **Tech Industry Group session** (22 Feb) with Auckland firms – Xero, Fisher & Paykel Healthcare, Datacom, Clearhead, Dotterel Technologies, Microsoft, Totally Different, Pasifika in IT. Discussion about how TAU can improve visibility of Auckland as a global tech hub.
- [redacted] S7(2)(f),(i),(h), LGOIMA 1987
- Hosted 1x **international delegation** – Vocus graduates (Australia). Tour of Wynyard Quarter Innovation Precinct including GridAKL, Holmes Group, Datacom and Microsoft.
- **Events delivered** to build tech and innovation ecosystem: **Entrepreneur enablers** (13 Feb) with discussion on role of investors and investment x 110 participants **Migrants in Tech** (28 Feb) x 100 participants **Startup Aotearoa launch** (7 Mar) x 100 participants, **Women in Tech** (8 Mar) x 120 participants.
- Supported **Bridgewest Ventures Impactful Innovation summit** in Auckland (29 Feb - 1 Mar) x 150 participants, and **the Angel Association investment summit** (14/15 Feb) in Auckland x 160 participants.
- The GridAKL Innovation Network continues to grow with **123 companies/908 individuals at GridAKL, 19 companies/53 individuals at Click Studios, 7 companies/11 individuals at GridMNK.**

Investment and International	Te Tāruke-ā-Tāwhiri: Auckland's Climate Plan (Economy Priority)
<ul style="list-style-type: none"> Pipeline client Aventure which plans to build a large man-made surf park in Dairy Flat, has reported that they are expecting resource consent to be granted <div data-bbox="244 277 1097 375" style="background-color: black; height: 60px; width: 100%;"></div> <ul style="list-style-type: none"> Hosted officials from Fukuoka City (sister city). Their visit coincided with the launch of Moana Auckland, a great opportunity to showcase the region's vibrancy. <p style="text-align: right;">S7(2)(f),(i),(h), LGOIMA 1987</p>	<p>Update every two months update from last month:</p> <p>Action E2: Climate Connect Aotearoa (CCA)</p> <ul style="list-style-type: none"> Two new roles appointed and onboarded: Climate Innovation Advisor Māori, and a Climate Innovation Project Lead – Energy. Project planning underway for energy sharing challenge in Pukekohe stakeholder engagement also underway along with project team development. SME adaptation platform now has a preferred supplier identified with a kick off meeting end of February Additional video interviews developed and published on He Kete Mātauranga and planning underway for an innovation hui in May/June. Investigating the potential of NZ Food Waste Champions 12.3 for a secondary market project to act as pre-requisite work to support the ecosystem in the food waste/upcycled food areas. Working with GridAKL on a potential 'Climate Hack' to focus on Wynyard Quarter with the aim to develop solutions and new business ideas. Preparations continue for the SME event on decarbonising process heat <p>Actions E1 & E4: Sector vulnerability and just transition</p> <ul style="list-style-type: none"> The green jobs pilot is progressing, with ongoing engagement to gauge interest and a closed Request for Tender out to the market for a delivery partner.

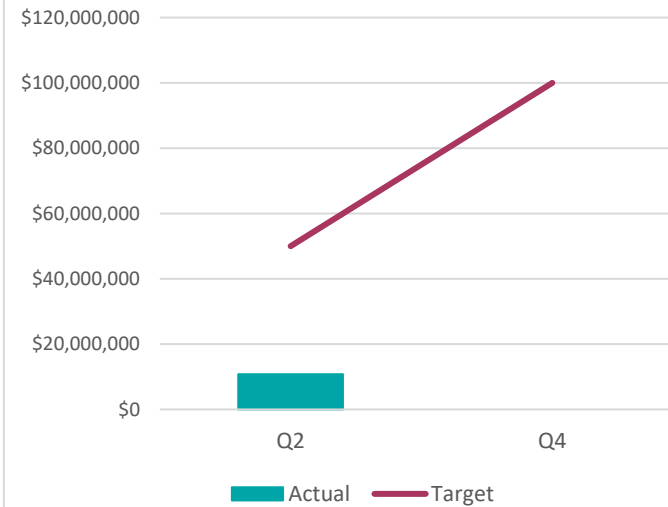
KPI RESULTS

Screen permits processed



Impact from the US writers' and actors' strike was clear in the decrease in permits year on year in the first months of FY24, but now that the strike has ended, the numbers of permits processed returned to similar monthly levels, year on year

Attributable value of private sector investment secured during the year



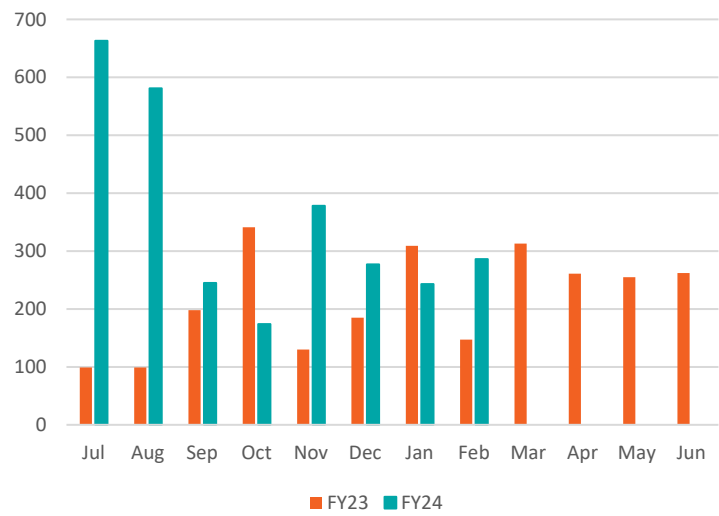
The KPI is **on track** – there's an excess of \$100m of screen deals in the pipeline that we expect will be confirmed before year-end.

Brand and Reputation

Visitor	Events	Cultural Organisations
<p>Media famils</p> <ul style="list-style-type: none"> Hosted 3x media famils with Australian Financial Review (2x stories on AAG Robertson Gift) and broader Auckland art offering; Harpers Bazaar (2x stories AAG Guo Pei) and 'luxury girls' weekend'; and The Georgia Straight (Vancouver arts publication) in Feb. Collective monthly impressions/readership is more than 6 million. <p>Visitor economy</p> <ul style="list-style-type: none"> The Qantas Travel Insider competition went live in Australia until 17 Mar supported by articles and social posts across high traffic Qantas channels. Iconic Auckland Eats campaign including media release reaching more than 1 million and EAV of 832,973 <p>Auckland Live</p> <ul style="list-style-type: none"> Summer in the Square campaign received excellent media coverage, including two live to air morning spots. The marketing approach connected strongly with diverse communities, including African, Latin American, and Asian audiences and encouraged sign up to the database and social media channels 	<p>Major events</p> <ul style="list-style-type: none"> The Moana Auckland edition of <i>Woman</i> magazine appeared on newsstands this month with the festival programme inserted into copies across Auckland Marketing amplification was directed towards promotion of the festival Hub, while a paid promotion via Stuff highlighted festival events. TVNZ Breakfast's live broadcast from the Moana Auckland festival hub included six live and dedicated segments with an estimated EAV of \$99k. <p>BNZ Auckland Lantern Festival</p> <ul style="list-style-type: none"> 47 media pieces including two live crosses with the AM Show from the festival site and a further live cross on 23 Feb as part of the Moana Auckland takeover on Breakfast TV. Both, Newshub Late and 1News, were on site at launch. Overall, the coverage had a cumulative audience reach of 3,160,053, and EAV of 882,799 <p>Business events / ACB</p> <ul style="list-style-type: none"> The MICE incentives guide with bespoke offers was delivered for the Auckland Airport/China Southern partnership and sales trip to China. 	<p>Auckland Art Gallery</p> <ul style="list-style-type: none"> The Robertson Gift marcoms campaign kicked off mid-Mar with a focus on driving visitation across Easter and April school holiday. Earned media coverage saw 20 unique pieces. Highlights include 3News, 1News, NBR, Sydney Morning Herald and Radio NZ. EAV of over \$348K. <p>Auckland Zoo</p> <ul style="list-style-type: none"> Media saw a total of 51 Zoo-related stories/mentions reaching a cumulative audience of 2,536,935 and EAV of NZD \$714,518 (up on 37 stories in Feb 2023) Achieved 1.6 million impressions across social channels. Top post on Facebook (by reach) was the Sumatran tiger cub news update. It reached 50,746 accounts with 2,387 reactions, 1,236 clicks, 164 comments and 69 shares. <p>Auckland Stadiums</p> <ul style="list-style-type: none"> Contributed to announcement of Pearl Jam at Go Media Stadium in Nov, including second show due to high demand. [REDACTED] <p>S7(2)(f),(i),(h), LGOIMA 1987</p>
Auckland brand and reputation	Economic development	Discover Auckland platform
<p>'Activate Auckland' campaign</p> <ul style="list-style-type: none"> A new campaign to improve perceptions of Auckland re engage Aucklanders and those in fly/drive markets briefed to agencies for launch from Apr onwards. <p>Internal agency highlights</p> <ul style="list-style-type: none"> Lantern Festival new logo and identity design, brand guidelines, advertising campaign, and event signage and collateral. Moana Auckland vignettes featuring Hemi Kelly 	<p>Climate Connect Aotearoa</p> <ul style="list-style-type: none"> CCA, alongside EECA and DETA Consulting, is hosting the 'Decarbonising SME Operations' event on 13 Mar; marketing targeted 50 businesses and surpassed our goal with 60 registrations across various industries <p>Screen Auckland</p> <ul style="list-style-type: none"> Launching the new online platform screenauckland.com focused on curated content to engage target audiences that showcase Auckland's 1.6 billion dollar industry. Synposium was an Auckland success with marcomms supporting ticket sales promotion and conference organiser featured on TVNZ Breakfast, RNZ and multiple media outlets with EAV of \$41,177 	<ul style="list-style-type: none"> Articles live on platform to enhance the customer journey dream stage of visiting Auckland and improve organic search engine optimisation. Signed a statement of work with AKQA for enhancing the user experience for collections following usability research. It seeks to streamline the onboarding experience and to improve ease of use. Requested a design and technical implementation to increase the number of visitors opting in to receive TAU's electronic direct mail (eDMs). Discover Auckland Google Analytics 4 (GA4) dashboard report completed to gain actionable insights and measure the performance platform. Key Platform Metrics (since launch): 937k total users, 2m page views, 50% engagement rate, 2.06mins average sessions duration, 63k referrals

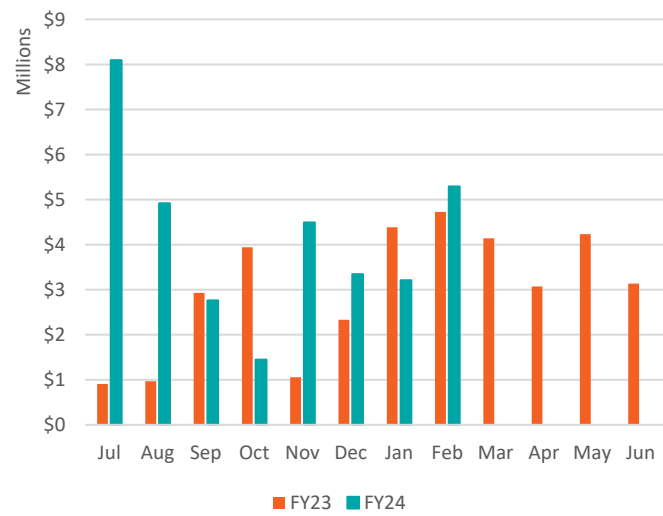
KPI RESULTS

Media coverage mentioning TAU



An **18% increase** in coverage is due to a high number of major events, openings and activities over the month. Primary drivers included the BNZ Auckland Lantern Festival, Moana Auckland, the Robertson Gift exhibition, continued discussion of FIFA WWC '23 impact report and Auckland Zoo's show *Wild Heroes* on TV3.

Equivalent Advertising Value (EAV) of TAU media coverage



The notably higher **65% increase** in EAV is due to high value online coverage earned across the organisation, Auckland Zoo's *Wild Heroes*, and a significant number of live television broadcasts for both Moana Auckland and Lantern Festival. TVNZ *Breakfast*'s live broadcast from Moana Auckland (with 6 dedicated segments) alone had an EAV of \$99k.

Organisation and Social Enterprise

Group Shared Services Implementation

- The current consultation process for Auckland Council includes provision for a Group Shared services function under a revised operating model which may, if adopted, impact on the interface between TAU and the Shared Services provision.

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

Commercial Revenue & Partnership Strategy

- **Sponsorship:** Working on venue naming opportunities
- **Grant funding:** Working with Auckland Live, Auckland Zoo and Climate and Sustainability on funding opportunities. 14x Grants submitted. 10 successful to date, \$197k.

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

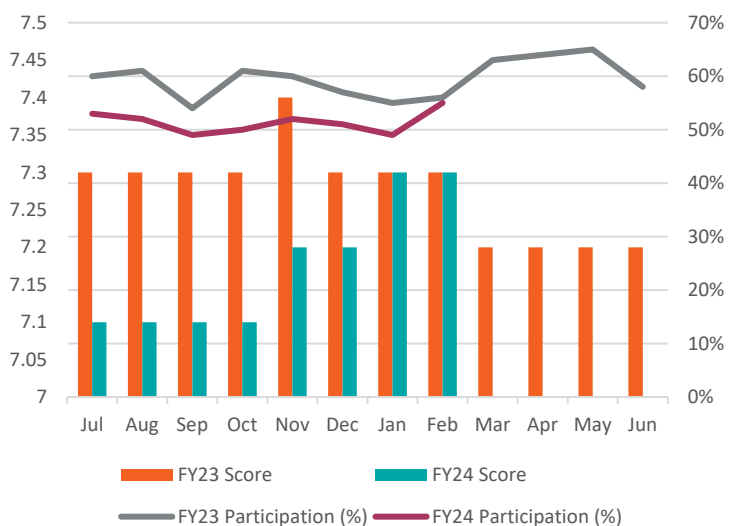
ICT Enhancement

- Significant technical improvements have been made to the processing and display of event data in the **Data and Integration platforms**, City Wide calendar and Discover web site.
- TAU has been affected by **2 critical Microsoft issues**, the first a lack of capacity at the South Australian Data Centre, and the second the application of a patch which corrupted web site code.
- This month, the **CRM project** will deliver for the Zoo the ability to purchase bulk memberships and the automated upsell of membership for customers who purchase a General Admission ticket
- Refer to the CE sub reports in Resource Centre for the **Customer Strategy / CRM / eDM benefits dashboard**.

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

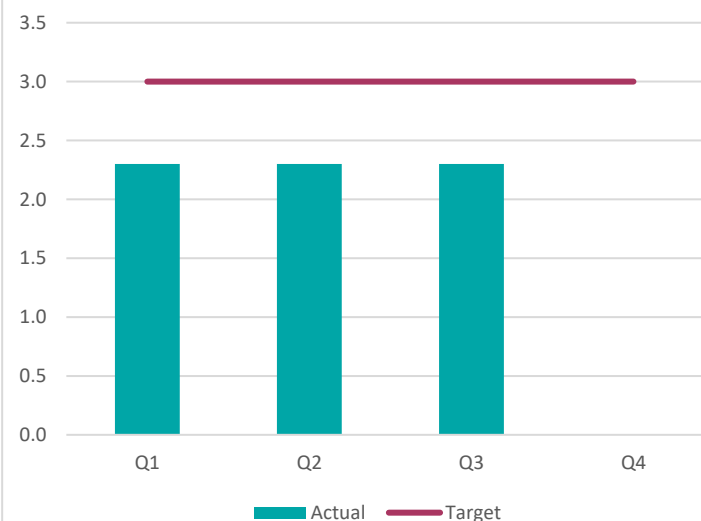
KPI RESULTS

OfficeVibe engagement score and participation



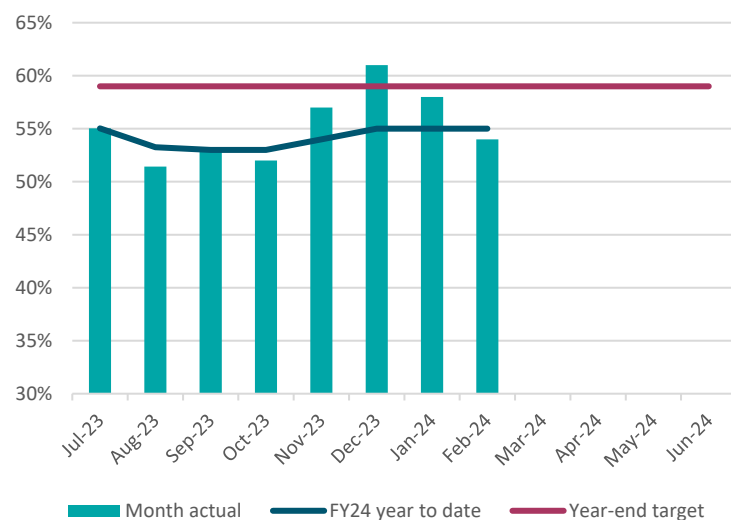
Participation **increased** in February to 55%, the score remained the same at 7.3, which is the best score since the beginning of the FY

Cybersecurity posture



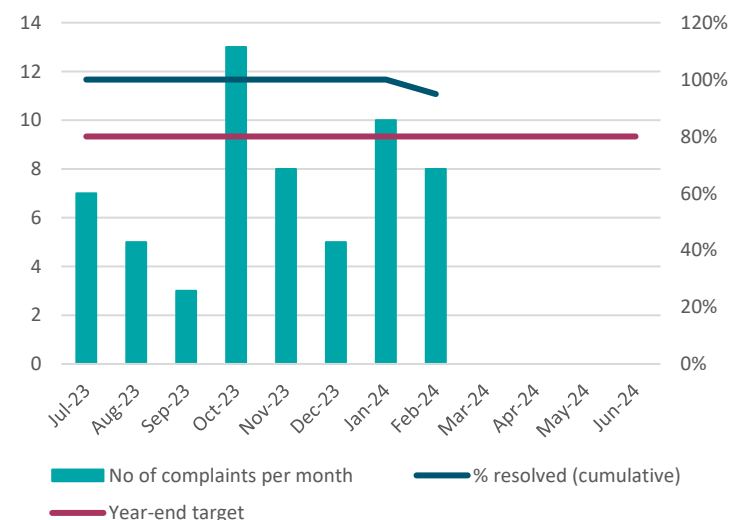
No cyber security breaches

% expenses through non-rates revenue



Year to date percentage of expenses funded through non-rates revenue was **below target** at the end of February

% of customer complaints resolved within 10 working days

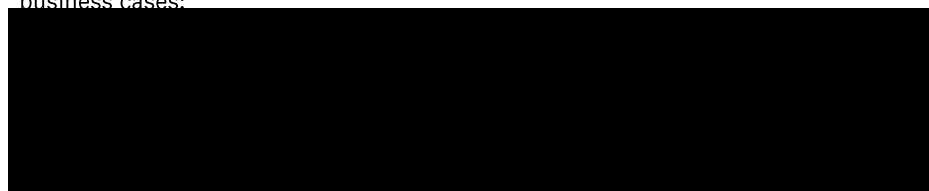


% of complaints resolved within 10 working days is **on target** (95% complaints resolved)

Māori Outcomes

Kia ora te Umanga | Māori Business, Tourism and Employment

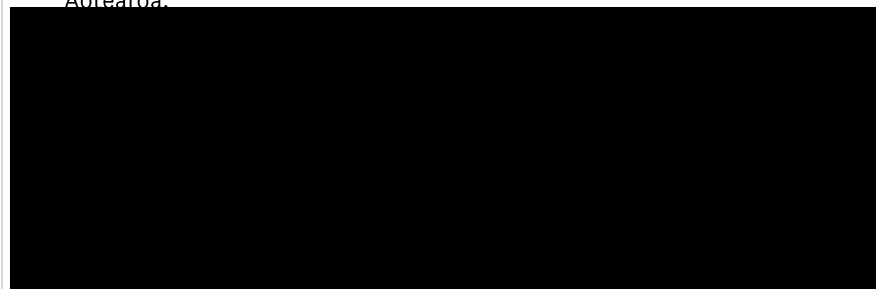
- **Sites and Places of Significance to Mana Whenua:** An online hui with the working group was held on 22 Feb. Seven mana whenua reps attended and three film industry reps, as well as an observer from the New Zealand Film Commission. The working group reached agreement in principle that wider consultation and engagement with iwi for the proposed plan change for filming on SPSMW can proceed. A comms and engagement plan is being developed for this.
- **TAU Māori Outcomes Fund LTP bids** for FY25 27: Work is underway to draft three business cases:



- Business cases will be submitted to Ngā Mātārae Council's Māori Outcomes department and facilitator of the LTP Māori Outcomes Fund, by 29 Mar.

Kia ora te Ahurea | Māori Identity and Culture

- **M9 March 2024, The Civic:** M9 is a Ted talk type event produced by Janda and Ria Hall, 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 key stakeholders, enabling them to experience this celebration of te Ao Māori in one of TAU's venues. The sold out event on 8 Mar saw kaikōrero speak to why Te Tiriti o Waitangi is fundamental to our constitutional arrangements in Aotearoa.



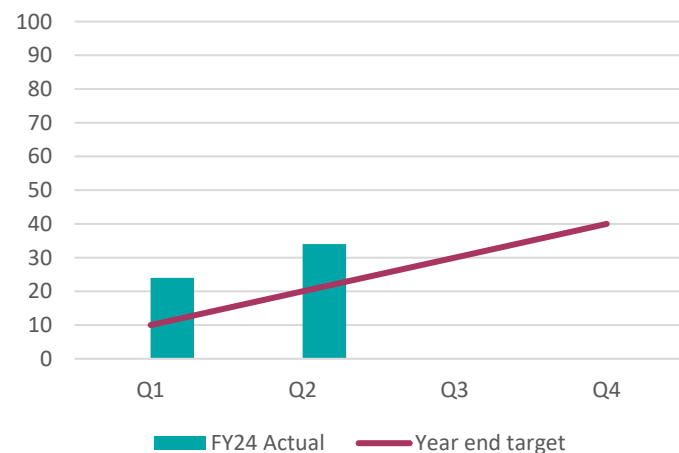
Contributions towards other strategic priorities of Kia Ora Tāmaki Makaurau Framework

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

- **He Waka Kōtuia - Treaty Audit 2024:** The fifth audit since the amalgamation of Auckland Council, the He Waka Kōtuia Treaty Audit 2024 will examine Council whānau responsiveness to five key themes: Rangatiratanga (enhance leadership and participation); Whanaungatanga (Council group effectiveness in achieving Māori Outcomes plans); Manaakitanga (application of tikanga Māori, and the Principles of Te Tiriti ensuring greater outcomes for iwi, mātāwaka and whānau); Kaitiakitanga (how well the Council group works alongside Māori to ensure stewardship over Taonga is protected); and Wairuatanga (supporting iwi and mātāwaka to maintain a spiritual connection to their unique support systems, including marae). The audit process will run from 1 Mar to 31 Jun 2024, and will conclude at the Joint Governing Body and Houkura Independent Māori Statutory Board.
- **Māori Engagement Framework:** A project is underway to design and implement a Māori Engagement Framework for TAU. The framework will enable TAU to deliver its mahi in line with Te Tiriti principles, statutory obligations to engage with mana whenua and mātāwaka, and with kaimahi Māori; requirements under the Accountability Policy and Statement of Expectations; Te Mahere Aronga. The focus is on equipping kaimahi with a framework and tools that give them the confidence to engage with Māori to ensure positive Māori outcomes are delivered and risks managed appropriately. The framework will also guide TAU's priorities for building the dedicated TAU Māori Outcomes learning ecosystem. The Implementation stage is scheduled to start in May 2024.
- **Houkura Independent Māori Statutory Board:** TAU attended the dawn ceremony for the launch of the rebranded Houkura – Independent Māori Statutory Board, formerly the Independent Māori Statutory Board. Houkura valued the visible presence of TAU Board members and executive members as an endorsement of the change and value of the relationship between the two entities.

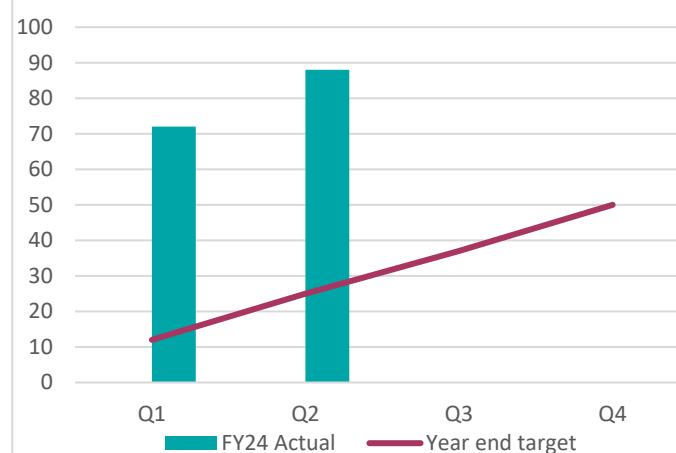
KPI RESULTS

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



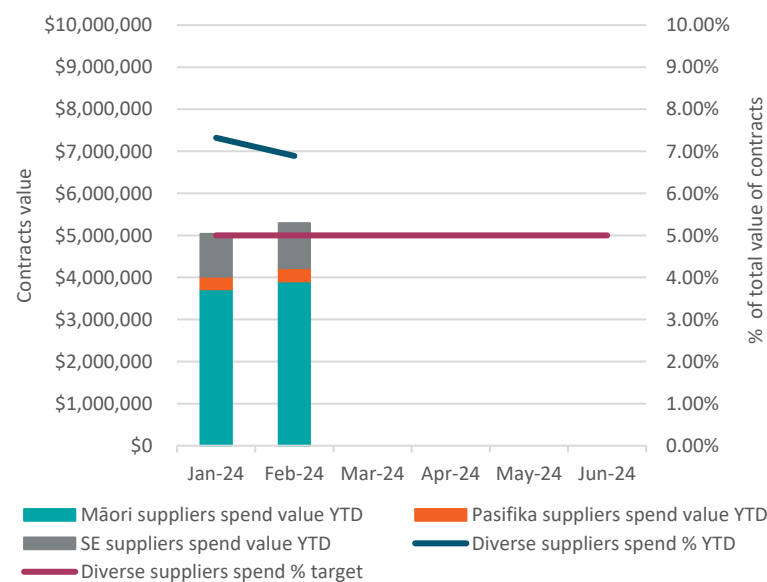
On track to meet the year-end SOI target of 50

Number of Māori businesses that have been through a TAU programme or benefited from a TAU intervention



The year-end KPI target has been **achieved**

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



TAU's diverse suppliers spend % is **on track** against 5% target. Majority of the total spend value was with Māori suppliers at the end of February (73%).

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).

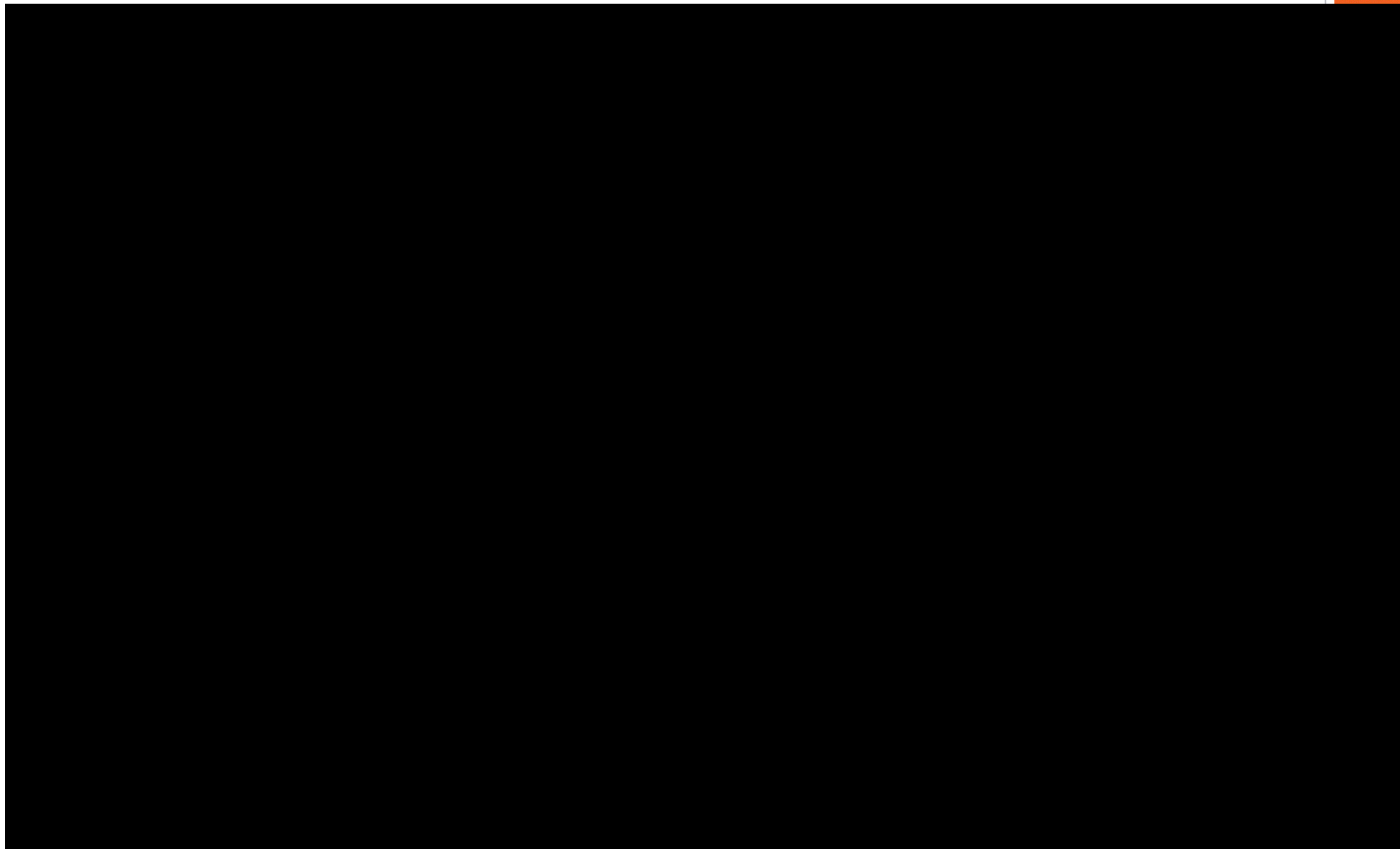
Social enterprises are purpose-driven businesses that trade to deliver positive social, cultural, economic and environmental outcomes.

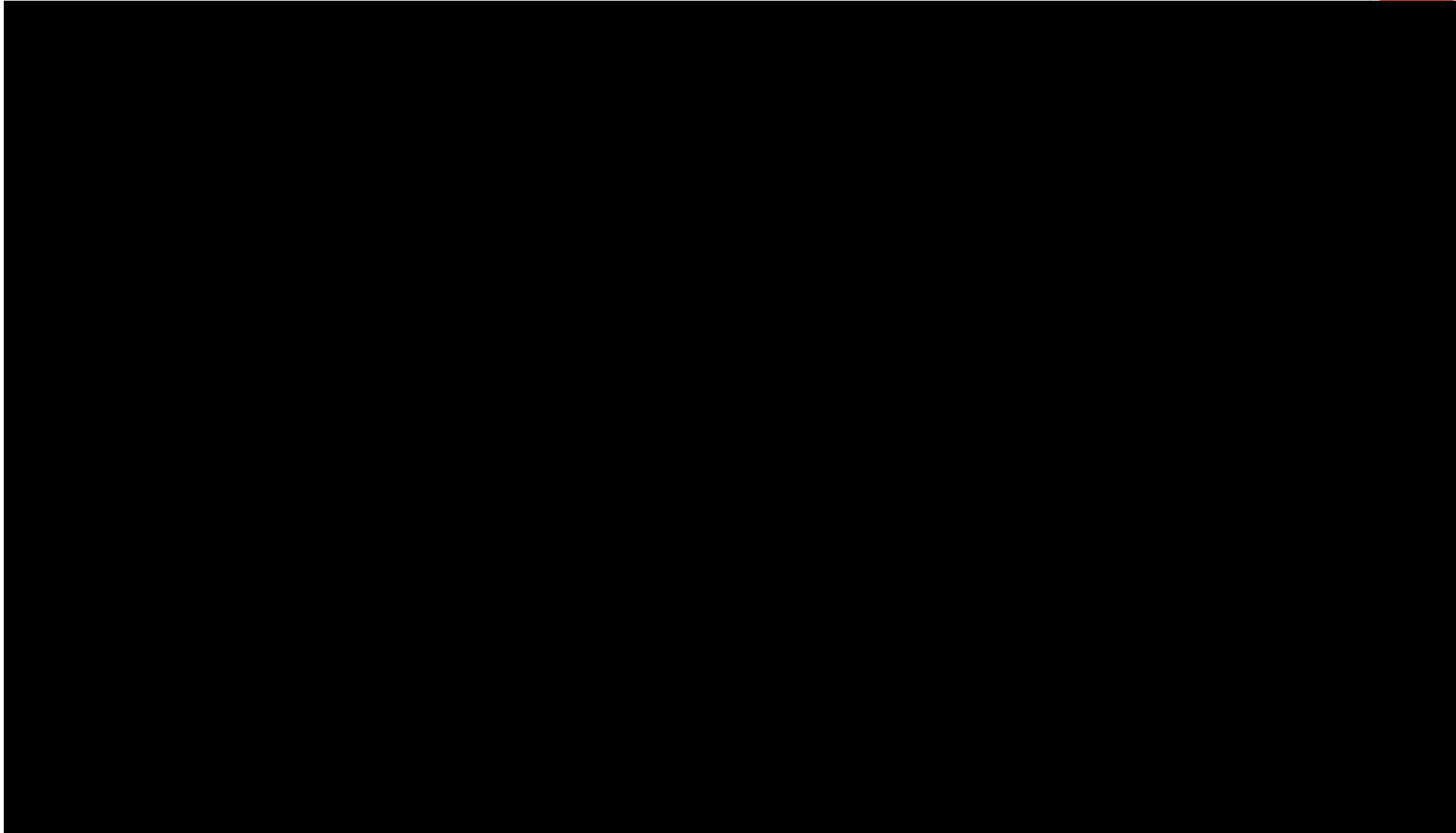
Schedule of Appendices

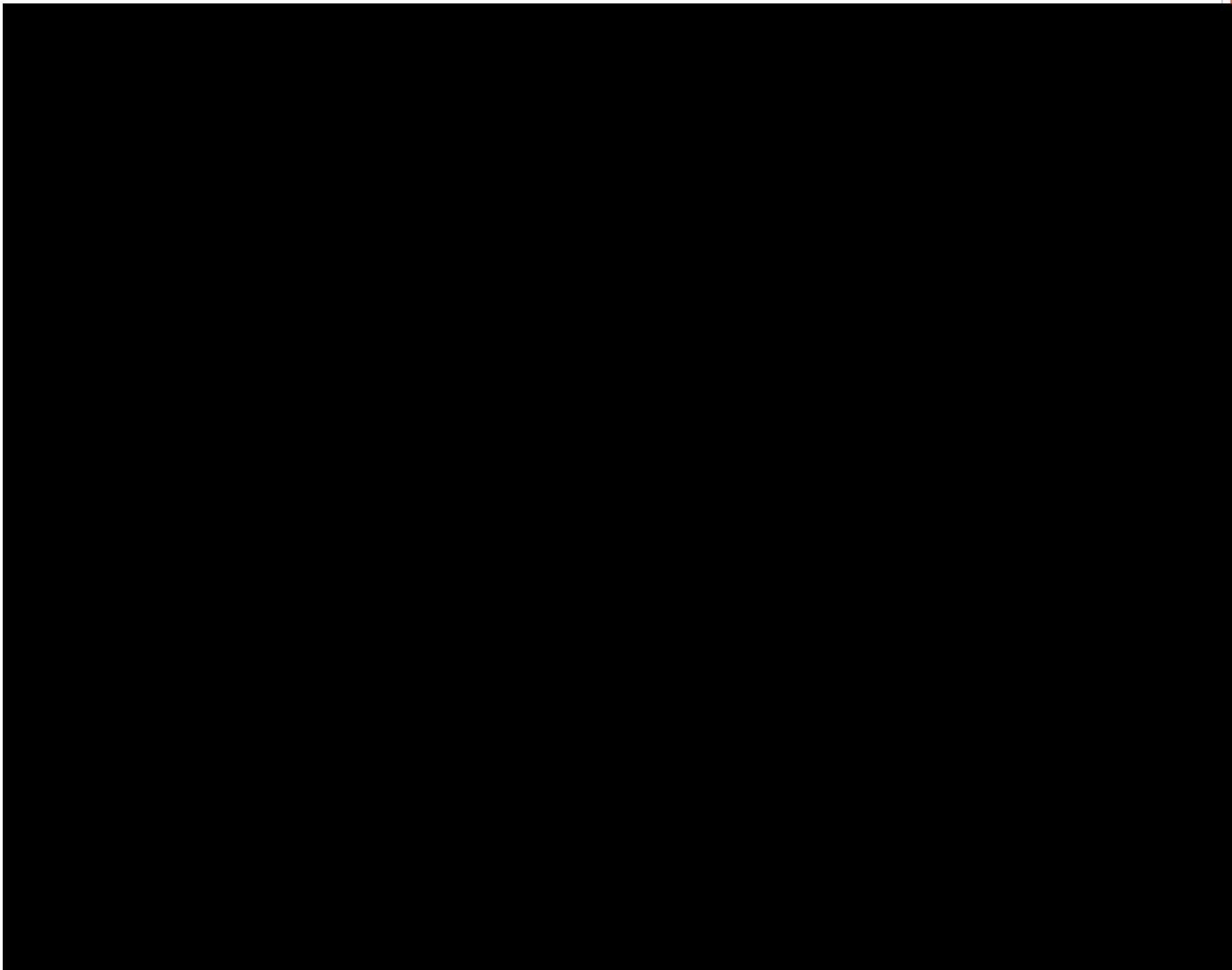
- Cybersecurity Dashboard (Monthly)
- TAU calendar (Monthly)

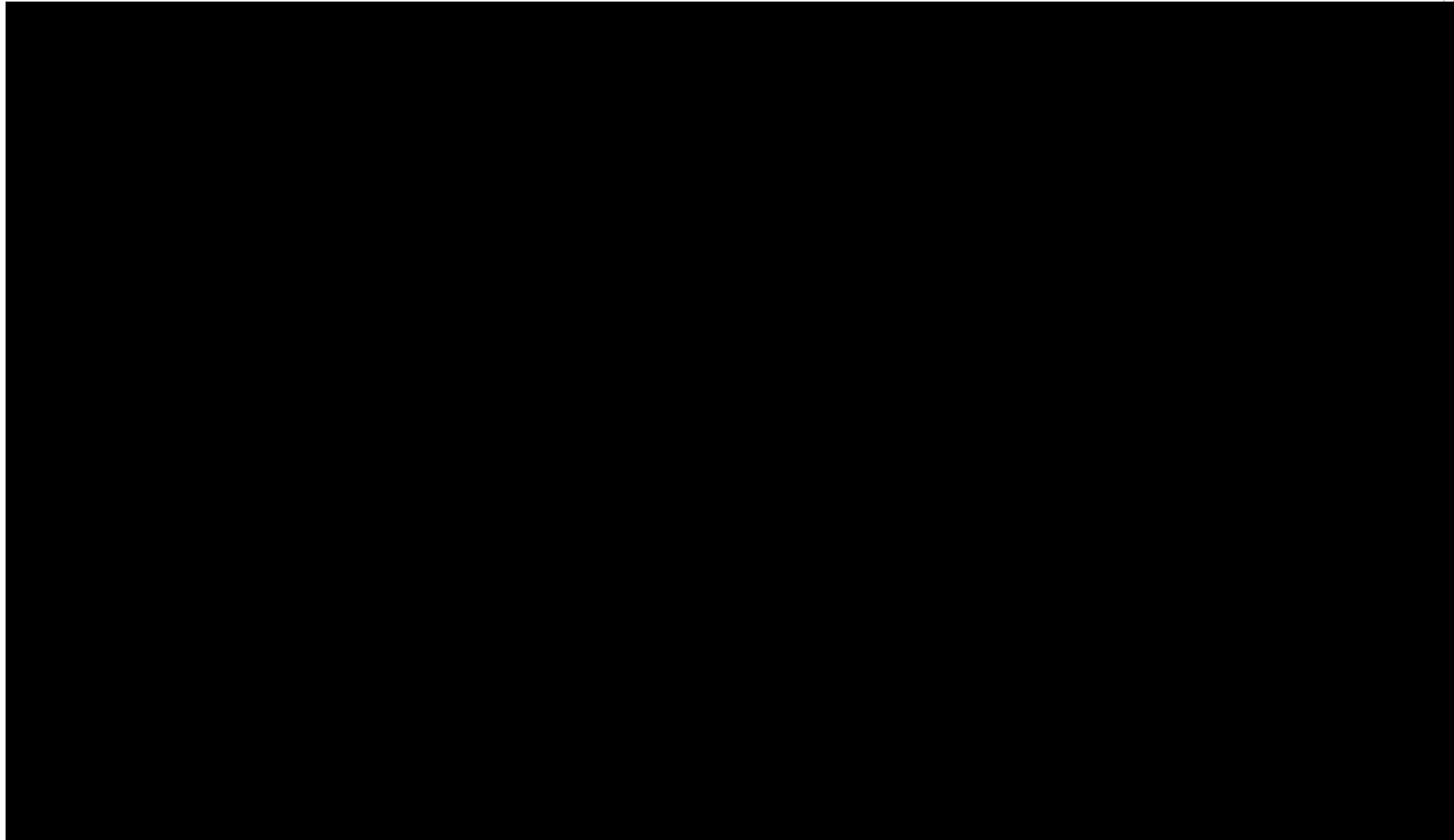
4. CE sub-reports in Resource Centre

- 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		FY 24 YTD			Full year
	Notes	Actual	Adj Budget	Variance	Adj Budget
Net direct expenditure	A	63.1	67.6	4.5	93.0
Direct revenue	B	66.8	62.7	4.1	95.3
Fees and user charges		36.5	38.1	(1.6)	56.9
Operating grants and subsidies		10.2	6.7	3.5	25.6
Other direct revenue		20.1	17.9	2.2	12.8
Direct expenditure	C	129.9	130.3	0.4	188.3
Employee benefits		57.8	56.6	(1.2)	80.5
Grants, contributions and sponsorship		5.5	4.3	(1.2)	7.8
Other direct expenditure	D	66.5	69.4	2.9	100.0
Other key operating lines					
Vested assets		0.0		0.0	
Depreciation and amortisation		38.1	37.1	(1.0)	55.7
Finance & Interest		0.0		0.0	
Capital Grants to TAU+ Partners		(0.7)		0.7	
Capital investment trend					
Capital expenditure (incl. AFS)	E	35.4	42.1	6.7	67.2
Capital revenue		0.7		0.7	



Key commentary

The “Adjusted Budget” includes approved budget carry forwards, where elements of the budget from FY23 which were not spent in the year and Auckland Council has subsequently approved (late August), portions of this unspent budget being transferred to FY24.

A. Net Direct Expenditure is favourable to budget due to strong visitation at the Zoo and Maritime Museum and better than expected event revenues, offset by additional costs from the timing of the implementation of staff changes and additional staff to support increased event activity.

B. Revenue is favourable to budget due to continued strong visitation at the Zoo and Maritime Museum and better than expected event revenues including performing arts, conventions and additional unbudgeted Stadiums revenue. Operating Grants and subsidies is favourable due to Major Events, and Regional Events Fund funded activities taking place earlier than planned.

C. Costs are almost to budget, employee benefits are adverse due to the timing of staff change implementation costs, and additional casual staff being needed for revenue generating events.

D. Other expenditure 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. Capital programmes have had a slower than anticipated start due to ongoing delays related to flood remediation, this however is largely a timing issue that is expected to be rectified in the coming months.