

Board Meeting Agenda



8.00 a.m. Wednesday 30 April 2025

Waihorotiu Te Pokapū Aotea Centre, 50 Mayoral Drive, Auckland

Item	Subject	Action	Trust/Co.	Start Time	Duration
CONFIDENTIAL MEETING OPEN					
PROCEDURAL					
1	Agenda and Apologies	To Note	T & C	8.00 a.m.	30 mins
2	Confidential Minutes 26 March 2025 and Action Tracker, Vicki Salmon	To Approve	T & C		
3	Board Agenda Discussion, Vicki Salmon	To Discuss	T & C		
CE CONFIDENTIAL UPDATE					
4	CE Confidential Update, Nick Hill	To Note	T & C	8.30 a.m.	1 hour 30 mins
BREAK				10.00 a.m.	15 mins
NORTH HARBOUR STADIUM					
5	North Harbour Stadium Expression of Interest Update ¹ , Nick Hill	To Note	T & C	10.15 a.m.	30 mins
TAU ELECTION YEAR POLICY					
6	TAU Election Year Policy ² , Justine White	To Approve	T & C	10.45 a.m.	15 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 26 March 2025, Vicki Salmon	To Approve	T & C		

¹ S7(2)(f)(i),(h),(i) LGOIMA 1987

² S7(2)(f)(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. Capital Projects Report ³ (RC) 3. Current Operational Risks ³ (RC) 4. CRM Board Update ³ (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
COMMITTEE UPDATES AND APPROVAL PAPERS					
10	NZMM Master Plan Design Development for Stages 1 & 2 business case ⁴ , Vincent Lipanovich	To Approve	T	12.30 p.m.	1 hour 15 mins
11	MOTAT Director Appointment Recommendations ⁵ , Vincent Lipanovich	To Approve	T		
12	Q3 Performance Report ⁴ , Nick Hill	To Approve	T & C		
13	Q3 Risk Report to Council ⁴ , Justine White	To Approve	T & C		
NOTING PAPERS					
14	Auckland Events Calendar Update ³ , Shelley Watson	To Note	T & C	1.45 p.m.	45 mins
15	Auckland Pass Update ³ , Shelley Watson and Mandy Kennedy	To Note	C		
16	Health and Safety Report ⁶ , Lynn Johnson and Jade Strampel	To Note	T & C		
	Close of Meeting			2.30 p.m.	

³ S7(2)(f)(i),(h),(i) LGOIMA 1987

⁴ S7(2)(f)(i),(h) LGOIMA 1987

⁵ S7(2)(f)(i) LGOIMA 1987

⁶ S7(2)(a),(d),(f)(i) LGOIMA 1987

Board Meeting Agenda



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

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

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



Register of Directors Interests

Name	Position	Directorships/Trusteeships	Other Interests	Possible Conflicts
Vicki Salmon	Chair	<ul style="list-style-type: none"> 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) National Facilities Advisory Group (Member) 	<ul style="list-style-type: none"> Aktive – 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) Auckland University of Technology (AUT) Foundation (Trustee) Ringa Hora Services – Workforce Development Council (Director) Auckland Regional Amenities Funding Board (Board Member) Auckland War Memorial Museum Trust Board (Deputy Chair) Museum of Transport and Technology Board (Director) 		<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) Auckland International Airport Limited (Shareholder) Spark New Zealand Limited (Shareholder) Comvita Limited (Shareholder) SkyCity Entertainment Group Limited (Shareholder) The Asia New Zealand Foundation Te Whītau Tūhono (Trustee) 		<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) • Harbouview Properties Limited (Shareholder) 	<ul style="list-style-type: none"> • Co-ordinator of WOMEX (World Music Expo) Pan Indigenous Network 	
Graeme Stephens	Non-Executive Director	<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) • Māori Creative Foundation (Trustee) • Meremere Marae Charitable Trust (Trustee) • Hikuroa Whanaungatanga Charitable Trust (Trustee) • Stanmore Bay Primary School (Chair) • 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) 		

12-Month Work Programme

Month	Shareholder Accountability	Operations & Business Planning	Strategy and Business Focus	Board and Committee Dates
Jan-25	<ul style="list-style-type: none"> 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"> Western Springs Stadium EOI Workshop 	<ul style="list-style-type: none"> Risk and Finance Committee – 24 Jan (½Y Accounts) Board Meeting – 29 Jan (½Y Acts)
Feb-25	<ul style="list-style-type: none"> Letter of Expectation 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"> Capital Projects Committee – 19 Feb Remuneration Committee – 20 Feb
Mar-25	<ul style="list-style-type: none"> Draft 2025 -2028 Statement of Intent 	<ul style="list-style-type: none"> CEO Report H&S Report 	<ul style="list-style-type: none"> Major Events Commitments Review 	<ul style="list-style-type: none"> Board Meeting – 4 March (Feb meeting) Māori Engagement Committee – 14 March 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 MOTAT Director Appointments 	<ul style="list-style-type: none"> CEO Report H&S Report Board Evaluation (biennial – next due: 2026) 	<ul style="list-style-type: none"> TAU Name and Branding Council Major Events and Destination Strategy Development NZMM Master Plan Design Development for Stages 1 & 2 	<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"> Workshop: Performing Arts 	<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"> CEO Report H&S Report 	<ul style="list-style-type: none"> Three Year Plan TAU Review Post CCO Reform 	<ul style="list-style-type: none"> Capital Projects Committee – 24 June

12-Month Work Programme

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

Chief Executive Report

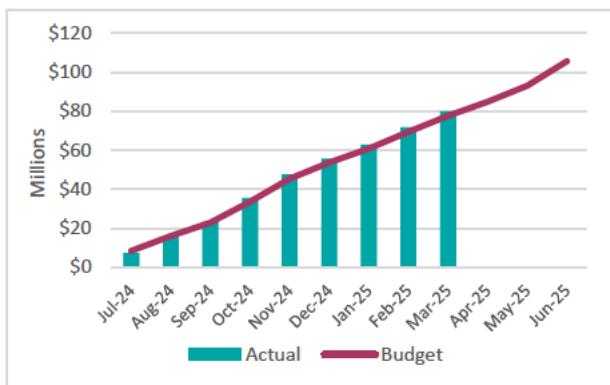
Report to the Board of Tātaki Auckland Unlimited, 30 April 2025

1. Introduction

- The third edition of Synthony in the Domain was staged very successfully attracting a record crowd of 38,000, with a significant share from out of Auckland.
- Auckland Live continues to perform strongly, with the musical SIX running over 4 weeks attracting an audience of [REDACTED].
- An incident of wilful damage to an artwork at the Gallery has led police to charge the individual. The damage is limited and repairable.
- The Chair, Chief Operating Officer and I presented to the Council CCO Direction and Oversight Committee meeting on 8 April, where we summarised how TAU remains the same and where it is different following the Council's CCO reform decision in December. We highlighted key issues and areas of risk, including the impact of further funding cuts to major events. (A copy of the presentation is in the Resource Centre.)
- The major events funding challenge is likely to come to a head in the coming weeks as the Council decides on annual budgets for FY 2025/26 and whether funding can be found to address the \$7m reduction in the draft budget from next year. [REDACTED]
- Progress continues to be made slowly towards establishing TAU as the lead for Auckland event programming and for the delivery of city centre events and activations, and all regional, major and mega events.

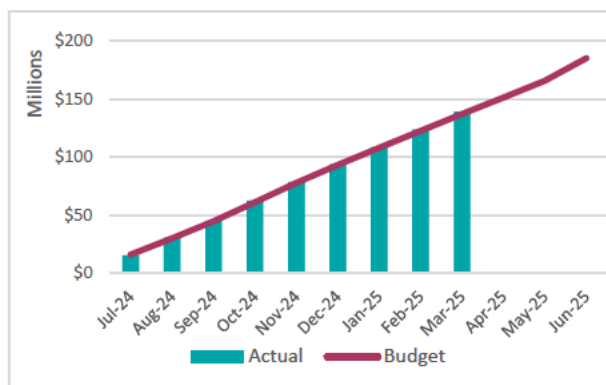
2. Finance update

Revenue against budget (cumulative)



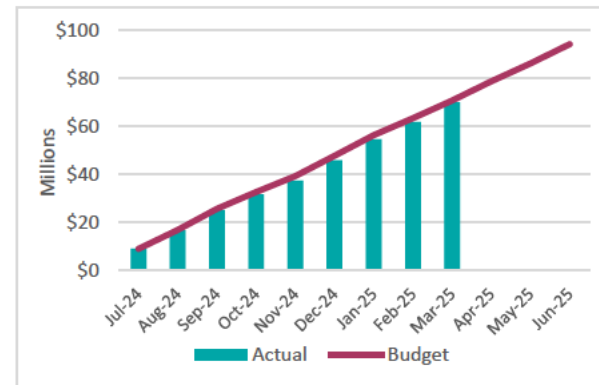
Revenue was **above budget** by 3% at the end of March

Opex against budget (cumulative)



Opex was **above budget** by 2% at the end of March

Net Cost of Service (cumulative)



Net cost of service was **below budget** by 1% at the end of March

3. Strategic Plan implementation

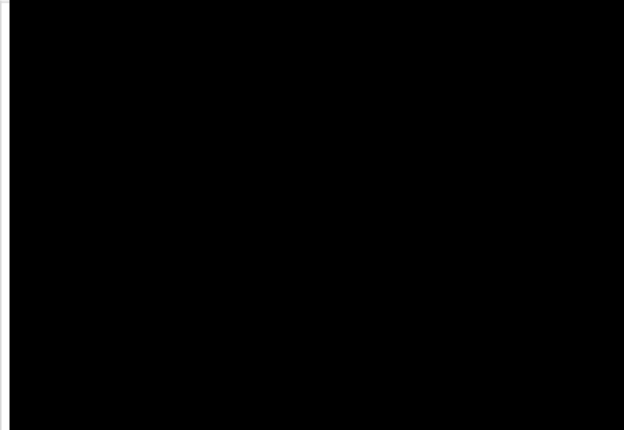
Experiences and events

Performing Arts	Major Events	Auckland Conventions & Business Events
<p>Auckland Arts Festival: The festival saw dozens of events across TAU venues providing visitors with unforgettable experiences, from the Scottish Ballet's performances of <i>A Streetcar Named Desire</i> ballet to gospel choir.</p> <p>Auckland Arts Festival across the venues in numbers:</p> <p>Kiri Te Kanawa Theatre: 14 performances, [REDACTED] sold tickets</p> <p>Herald Theatre: three performances, [REDACTED] sold tickets</p> <p>Great Hall: seven performances, [REDACTED] sold tickets</p> <p>Concert Chamber: one performance, [REDACTED] sold tickets</p> <p>Auckland Arts festival Spiegel tent, Aotea Square: 19 performances, [REDACTED] sold tickets</p> <p>Six The Musical (27 Feb–23 Mar): The show ran over a successful four-week season, with more than [REDACTED] tickets sold. The low-cost/high-attendance model worked well. Positive outlook for future musical theatre in Auckland.</p> <p>Presenter Training Programme Aotearoa 2025 4 March 2025, Aotea Centre The first in-person session for the 2025 Presenter Training Programme Aotearoa was held at the Aotea Centre ahead of the PANNZ Arts Market. The eight month long structured programme is designed to engage emerging presenters in New Zealand with training in the fundamentals and principles of 'being a presenter'. The programme is a partnership between Auckland Live and PAC Australia and draws on the skills and experience of New Zealand and Australian performing arts professionals.</p> <p>PANNZ 2025 Arts Market 5 – 7 March 2025 - Auckland Town Hall, Herald Theatre and Waitakere Rooms. Auckland Live once again partnered with PANNZ (The Performing Arts Network of New Zealand) to support delivery of this annual national arts market which attracts professional performing arts sector representatives from across New Zealand and internationally. Welcoming the largest number of attendees to date across the three</p>	<p>Live events:</p> <p>Moana Auckland Festival (27 Jan–9 Mar): Second year of the festival, growing presence in Auckland's summer calendar, featured major events: PIC Harbour Regatta, Z Manu World Champs, Auckland Boat Show, Moana Long Lunch, Six60 Concert. Planning underway for refined 2026 event concept.</p> <p>BNZ Auckland Lantern Festival (13–16 Feb): Spectacular event with significant improvements to format, transport, and experience. First year as a free ticketed event with more than 200,000 tickets issued. Strong engagement and data capture opportunity. Plans to enhance ticketed experience in future</p> <p>Pasifika Festival (8–9 Mar): Two-day festival at Western Springs, nine stages with vibrant performances</p> <p>Oceania Qualifier (24 Mar): All Whites vs. Fiji at Eden Park, NZ win secures spot in FIFA World Cup 2026. Enthusiastic fan response.</p> <p>T20 Double Header (21 Mar): White Ferns vs. Australia & Black Caps vs. Pakistan at Eden Park. Major hit with cricket fans.</p> <p>Manuka Phuel Synthony (29 Mar): Sold-out show at Auckland Domain with 38,000 tickets. Record-breaking attendance affirms event's premier status.</p> <p>Dua Lipa Concerts (2–4 Apr): Two sell-out shows at Spark Arena.</p> <p>World Dance Crew Championships (13–20 Apr): Inaugural global event at Due Drop Events Centre. Stan Walker to perform at Opening Ceremony. The event will draw more than 2200 visitors, including 1600 from overseas, staying an average of 9–12 days.</p> <p>Recent Announcements:</p> <ul style="list-style-type: none"> The Ocean Race 2027 Auckland Stopover 	<p>Auckland Conventions, Venues & Events (ACVE)</p> <ul style="list-style-type: none"> ACVE actualised 29 business events across 39 event days, with 11,371 attendees, a total gross revenue of [REDACTED] (inclusive catering). Revenue to ACVE was [REDACTED]. After COGS, net contribution was [REDACTED] with a margin of 68%. Limited date availability at VEC due to Auckland Boat Show, at Aotea precinct due to Auckland Arts Festival, and at Shed10 due to cruise season. FY25 YTD total gross revenue for ACVE is [REDACTED] The team contracted 54 future events for [REDACTED]. <p><u>Auckland Convention Bureau (ACB)</u> <i>See table below for notable results.</i></p> <p>There are 59 future business events confirmed for Auckland (to 2029) resulting from ACB's support with an estimated future economic value of \$90.2m.</p>

days, the █████ delegates included delegations from Canada, Australia, United Kingdom, India, Taiwan, Chile, Japan, Indonesia, Korea, Fiji and Denmark. The programme included 60 pitches from New Zealand artists and companies, six small showings of work and six full-length showcases which were all made possible through a partnership between PANNZ, Creative New Zealand, Auckland Arts Festival and Auckland Live

All in For Arts: He waka tou e eke noa nei tātou

27 March 2025, Waitakere Rooms. Auckland Live supported the Arts Foundation to present the Auckland edition of its free breakfast series featuring short presentations from leaders, artists and creative champions over coffee and a light breakfast. Speakers included Deputy Mayor Desley Simpson and MP Chloe Swarbrick and the event attracted █████ attendees.

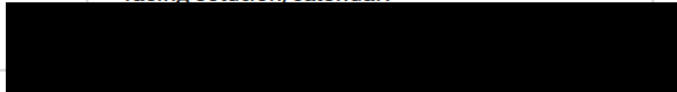


Prospective:

Cessation of the bid to host the AC38 in Auckland in 2027 due to government advising they would not contribute funding to this event

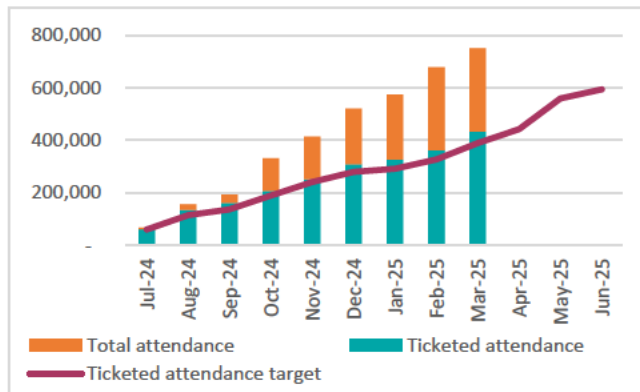
Auckland Events Calendar

- The Mayor’s Letter of Expectation to TAU directed the council CEO to provide advice on the consolidation of all group events and major activation functions. This included advice on how TAU can develop and inform the public on a comprehensive calendar of all events in Auckland, particularly those with any council involvement. As a result of these recent discussions, the original Citywide Calendar has been renamed the **Auckland Events Calendar (AEC)**. A paper has been prepared to update the TAU Board on the current state of the AEC and future considerations for the platform which include the development of a consumer facing solution/calendar.



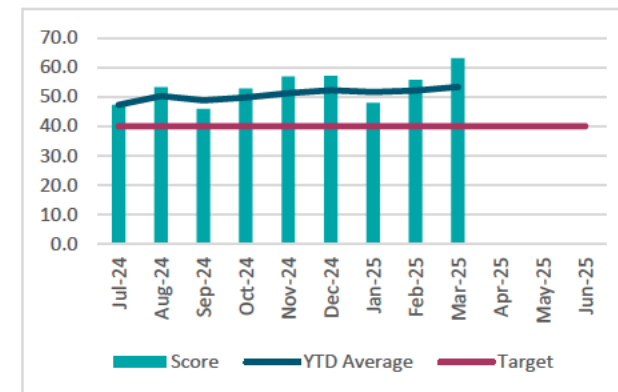
KPI RESULTS

Performing Arts: ticketed and total attendance (cumulative)



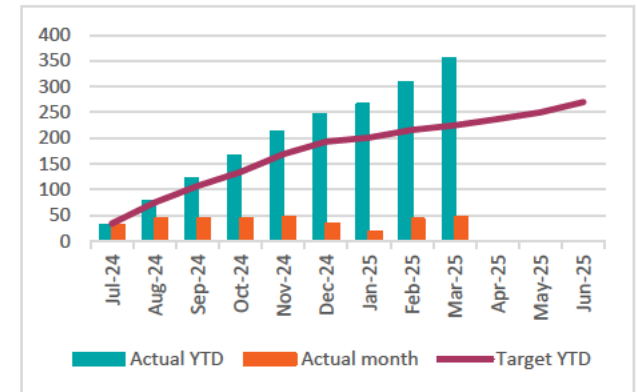
Ticketed attendance is **above target** at 432,000 YTD

Performing Arts: NPS for TAU audiences and participants



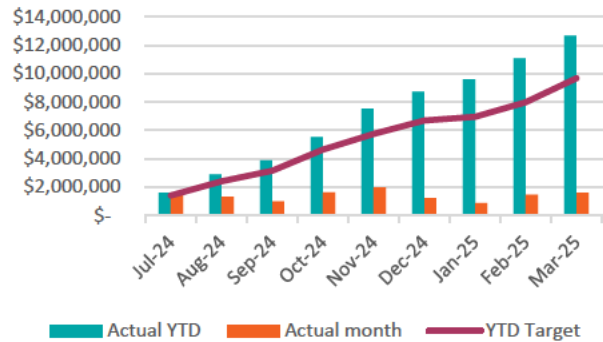
Performing Arts’ YTD NPS score is tracking **above target** at 63.2

Performing Arts: number of events



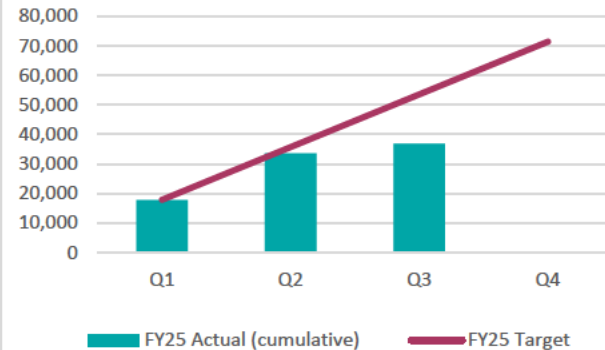
The number of Performing Arts events held (47) was **above the monthly target** of 9

Performing Arts: YTD Revenue



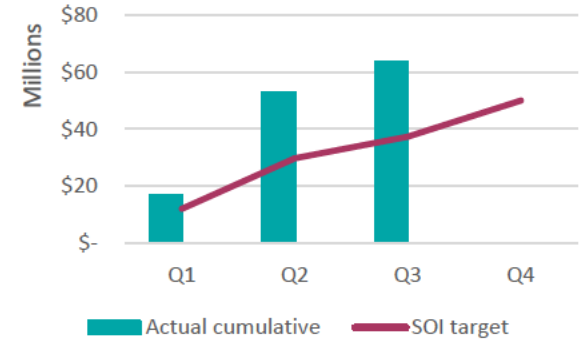
Performing Arts YTD revenue was above budget - \$12.7m against a budget of \$9.7m. Includes Director Performing Arts, Performing Arts and Presenter Services sub-units.

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



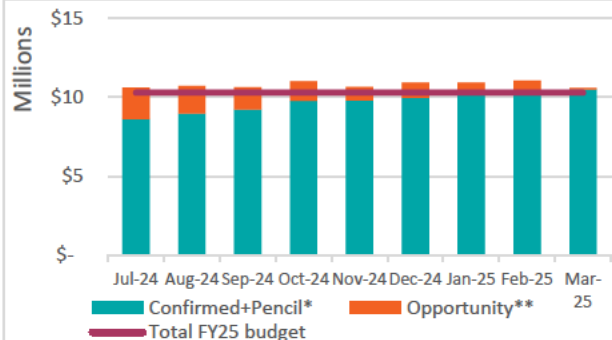
Q3 results for Performing Arts were **below target**

Major events and business events: contribution to regional GDP



Q3 results are **above** target based on four events out of 15, with 11 events pending evaluation

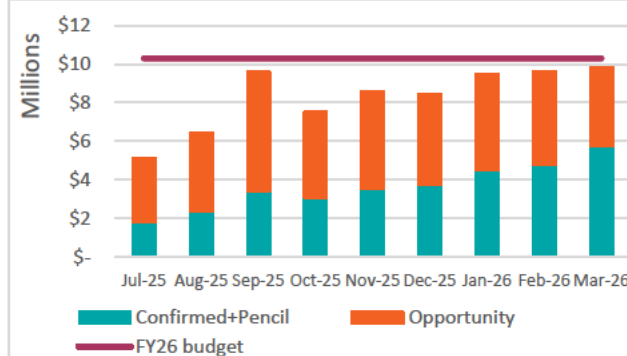
ACVE: FY 2025 Forecast YE Revenue vs Budget



At \$10.5m, confirmed events are tracking on target against the FY25 budget. Aotea Centre comprises 29% and Viaduct Events Centre comprises 43% of revenues.

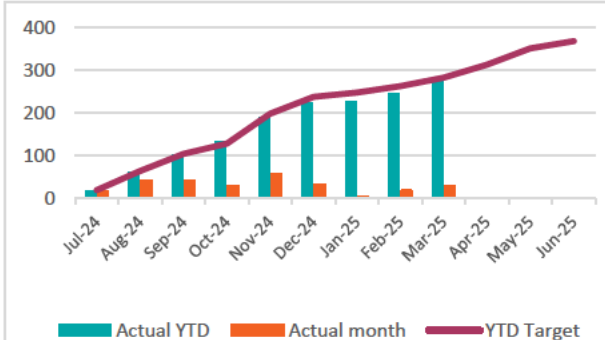
*Confirmed category includes confirmed events and Pencil events - 1st in line and may proceed to contract if desired **Opportunity status is a sales enquiry or a lead (no booking space is held)

ACVE: FY 2026 Forecast YE Revenue vs Budget



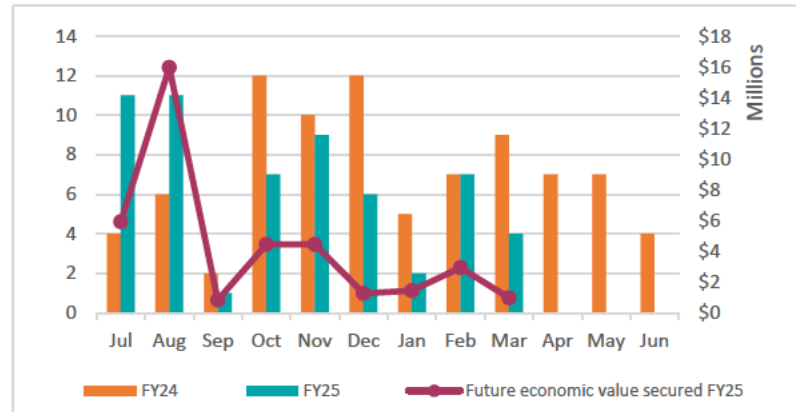
ACVE FY26 budgeted venue revenue is \$10.3m. Based on current bookings, \$5.7m of this revenue is confirmed, 56% of YTD Budget. A further \$4.1m of opportunities are in the pipeline.

ACVE: number of events (cumulative)



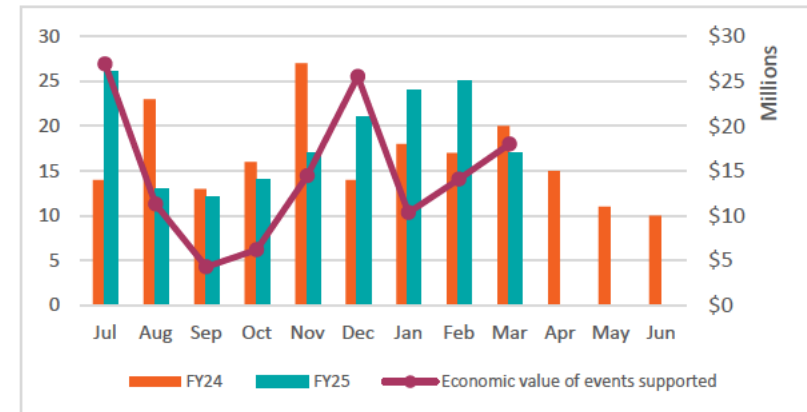
The number of ACVE events held (29) was **above the monthly target** of 20.

Auckland Convention Bureau: business events secured



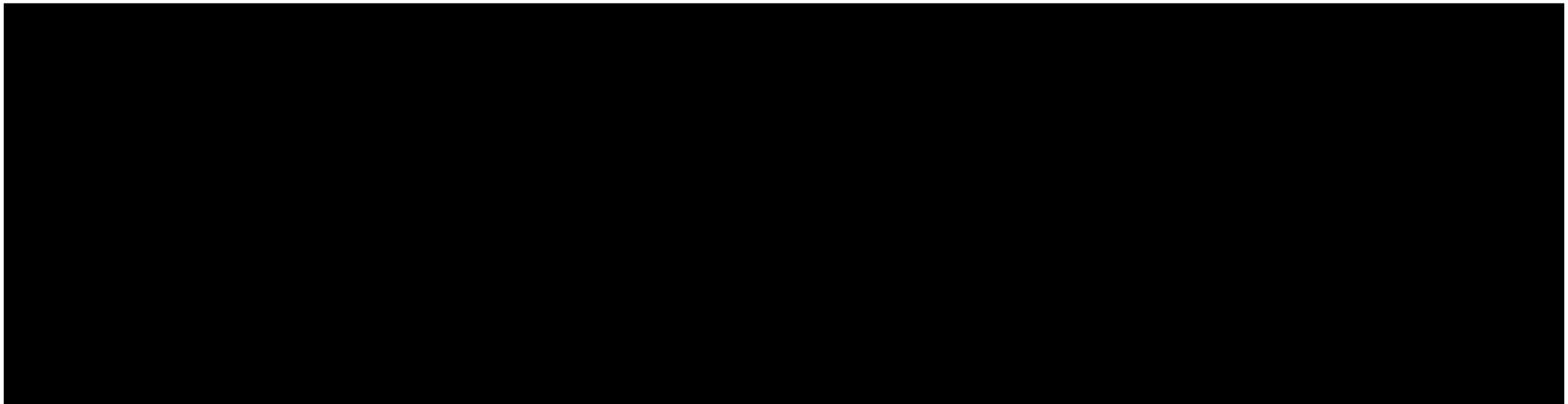
ACB helped to secure **4 new business events** for Auckland in **March** with an estimated **\$980,000** of future economic benefit to the region. The events are due to take place in 2025 and 2026

Auckland Convention Bureau: new opportunities supported



ACB generated or assisted with **17 new business event opportunities** for Auckland in March with dates through to 2029 and an estimated economic value of **\$18m** if all are secured.

Auckland Convention Bureau: Notable monthly results



Taonga and places

Auckland Zoo

- **March visitation was 68,144**, 5.9% below budget. **YTD visitation is 616,200**, 4.4% below budget and 26.4K visits below the same period in FY24.
- **March revenue** from all sources was **\$1.33m**, and **YTD revenue \$11.8m**, 3.5% below budget.
- A total of **nine green sea turtles were released in March** across two separate occasions with Zoo veterinary staff accompanying colleagues from conservation partners Sea Life Kelly Tarlton's and the Department of Conservation (DOC) for the first of the releases. All nine turtles had previously been admitted to the Zoo's vet hospital for emergency treatment before heading to Kelly Tarlton's for their longer-term rehabilitation.
- Assisting **Massey University**, the Zoo has been conditioning and monitoring female cheetahs, Kia and Quartz, to wear special data collection collars. If the trial is successful, it is hoped that the monitoring equipment and collars can be used to **track cheetah movements and behaviour more accurately in the wild**.
- A total of **3157 learners** engaged with the Conservation Learning team onsite at the Zoo in February. Conservation Learning Facilitators participated in **Eye on Nature** – an experiential learning day for South Auckland students held in the Manukau Botanic Gardens – **facilitating workshops for more than 400 students** across two days. Eye on Nature encourages tamariki and their whānau to connect with the environment and learn how to be more sustainable in everyday life.
- In collaboration with the ICT and Finance teams, the Zoo delivered a **new six-month membership product** specifically aimed at developing audiences attending the Dinosaur Discovery Track. The new product goes on sale at the beginning of April.
- **Masterplan Stage 3: Project 1 Concept Design** was completed in March and the scope – aligned to the mayor's letter of expectation – will deliver a renewed NZ coastal habitat and adjacent nature-connectedness play space. Enabling works for the project include a new utilities corridor (including essential HPAI mitigations), perimeter fence and service road.
- Work was completed on the **Dinosaur Discovery Track** – a temporary winter activation utilising the old elephant habitat – ready for a 2 April 2025 opening.

New Zealand Maritime Museum

- The Maritime Museum hosted the Auckland Wooden Boat Festival Talks and Tours during the first weekend of March. This included two days filled with insightful talks and engaging workshops, where experts and enthusiasts from various fields shared their

Auckland Art Gallery Toi o Tāmaki

- **March Visitation** was 46,842 just shy of target with overall visitation tracking YTD 375,399 and projected visitation 501,455 (500,000 target), with major exhibition opening early June. *Olafur Eliasson: Your curious journey* closed on 23 March, having recorded 30,640 total visitors. Closing day had the highest daily visitation (834pax) and highest conversion rate (47% of all Gallery visitors) of any day in the exhibitions run. March was massive for school groups, with 2221 students & teachers attending a learning programme at the Gallery. The introduction of daily weekday tours had 218 total attendees, averaging 11 people a tour.
- **Haerewa Māori Advisory Group** had an inaugural workshop with Lead Team and key members of staff 10 March for presentation on Māori Outcomes achieved at the Gallery over last four years – with key achievements being creation and retention of Māori staff and public programming activations (i.e. Waitangi and Matariki), Learning initiatives including Beyond the Walls outreach programme, cultural uplift for staff.
- **Publishing:** The gallery published two new publications in March – *Mark Adams: A Survey / He Kohinga Whakaahua*; and *Being, Seeing, Making, Thinking: 50 Years of the Chartwell Project*.
- **Exhibitions:** Mark Adams Survey exhibition opened in March with exhibition opening and events for donor groups the following week.
- *Olafur Eliasson: Your Curious Journey* concluded and change-over is being undertaken for the *A Century of Modern Art* to open in June.
- Preparations for return of Guide Kairahi and the next Atrium commission funded by ACAT, are underway, together with the next terrace commission.
- The Gallery's touring programme within NZ is continuing to have challenges with regional galleries unable to afford to cover associated costs. However, the tour of *Facing Modernity; Degas to Picasso* to Australia is performing well and it looks promising that the gallery will secure three venues from July 2026 to 2027. This exhibition highlights the Robertson gift while remedial leak works take place in the Friedlander galleries.
- **Significant bequest** of NZ art [REDACTED] has been finalised and plans for its exhibition are underway in the forward schedule.
- **Open Doors for Schools Fund** [REDACTED] was received from long term donor Sue Fisher and will be managed by the Foundation as a growing fund to support schools programming.
- **Friedlander Education support:** The Friedlander Foundation committed to a further three years of funding to the gallery's education programme [REDACTED]

Auckland Stadiums

- March was the busiest attendance month YTD at Auckland Stadiums with 143,327 attendees, largely attributable to two NRL matches and two A-Leagues fixtures at Go Media Stadium and Pasifika Festival at Western Springs. Total attendance YTD is just

knowledge on navigation, heritage preservation and maritime history. Visitors could also see Toi Whakairo: Master Carving in Action, where Wikuki Kingi and his team of artisans carved their masterpieces. Vessel deck tours provided an opportunity to get on board a selection of historic vessels and ocean-voyaging waka in the museum's marina.

- NZMM has received a £50,000 grant from the Lloyds Register Foundation, via the pilot year of the International Congress of Maritime Museum's granting programme. This grant will support Ocean Literacy Research with participating schools.
- Work on the Gallery Refresh project is progressing well with the 100% Concept Development document for stages one and two set to be delivered by the end of April. Once the review is completed, further submission to the board will be undertaken seeking support for the next stage of the project in the context of masterplan delivery. Decanting of Ferries and Whaling Galleries has been completed.
- Newly developed Māori Medium programme Te Hekenga Nui was completed and delivered to two Te Kura Kaupapa Māori kura. It was well received, and feedback was positive, with further schools in this pilot phase to come.
- *Te Moananui A Toi* exhibition site visit to Aotea | Great Barrier to confirm exhibition support and develop draft MOU with local iwi has been undertaken and draft agreement has been produced
- The NZMM Director attended the Executive Council in-person meeting of the International Congress of Maritime Museums (ICMM) in his role as Vice-President and Chair of the Ships Committee. The ICMM EC meets online monthly and in person annually.

Aotea Arts Quarter

TAU staff are now working with council on the Aotea Precinct Improvements Programme. The governance structure has been established with Daniel Clarke as sponsor of the programme. TAU representatives on the Project Control Group include Daniel Clarke, Shelley Watson, Paul Tyler and Helaina Keeley.

Western Springs Precinct

under 650,000, with 67% of that achieved at Go Media Stadium and 23% at Western Springs Stadium. Event days YTD total 919, with the greatest level of activity occurring at North Harbour Stadium (44%) and Go Media Stadium (40%).

- The strong event activity YTD is reflected in the positive Auckland Stadiums financial performance with a net return of [REDACTED]
- The 2024/25 athletics season concluded on 30 March. Across the season, the Arena 2 track at Mt Smart hosted 104 event days catering to 39,310 participants including 15,293 school students.
- The Auckland FC v Western Sydney Wanderers match at Go Media Stadium on 5 April was marred by several unfortunate patron incidents that captured media attention. These incidents occurred despite the comprehensive additional measures employed for the active away fans [REDACTED]

A comprehensive review has been concluded, as part of the standard post-event review process, with input from NZ Police, security, Auckland FC, and Auckland Stadiums staff. Identified changes will be employed at future events, as appropriate, to mitigate the risk of re-occurrence. [REDACTED]

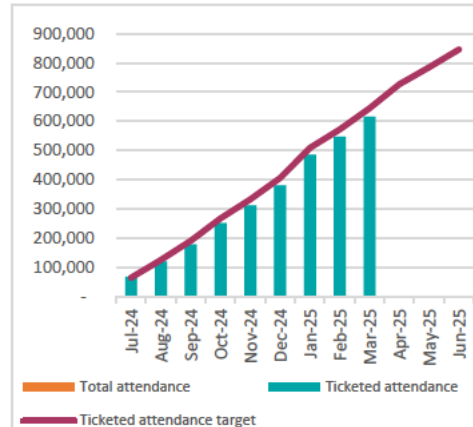
Film Studios

Integrating Auckland's cultural institutions

- The second Cultural Sector Alliance meeting was held and saw productive discussion over the matter of shared metrics and KPIs. Joint marketing regarding tourism and events, plus proposals for a joint Matariki programme, were also key topics of conversation and progression.
- Partnerships is working with MOTAT and the council on both the next MOTAT levy and the next round of board member renewal and recruitment.

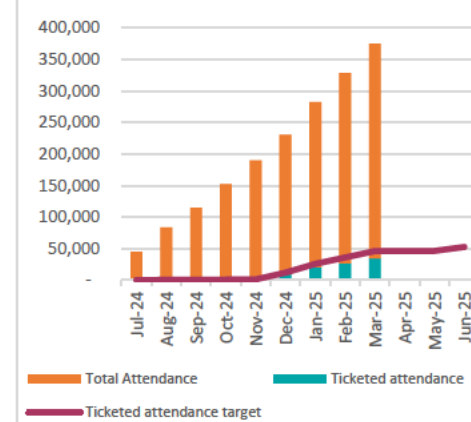
KPI RESULTS

Auckland Zoo: ticketed and total attendance (cumulative)



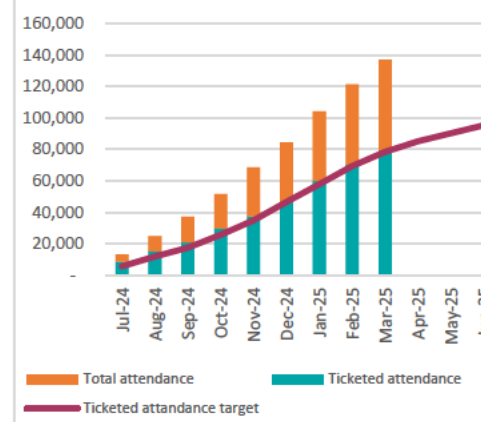
The Zoo's ticketed attendance is **below target** at 616,000 YTD

Auckland Art Gallery: ticketed and total attendance (cumulative)



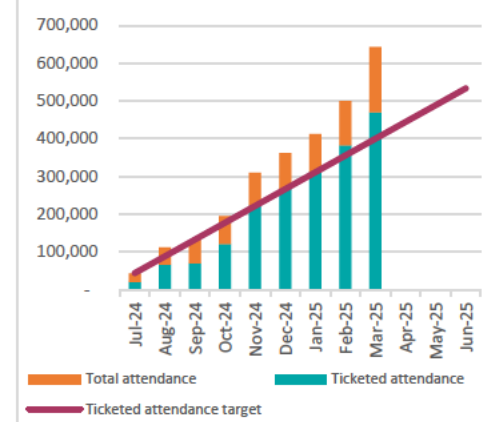
The Gallery's ticketed attendance is **below target** at 34,000 YTD.

NZ Maritime Museum: ticketed and total attendance (cumulative)



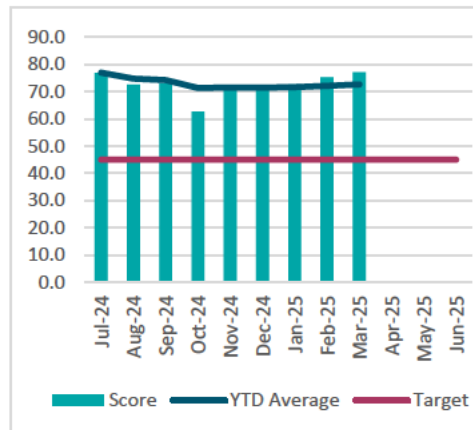
The Museum's ticketed attendance is **above target** at 79,000 YTD

Auckland Stadiums: ticketed and total attendance (cumulative)



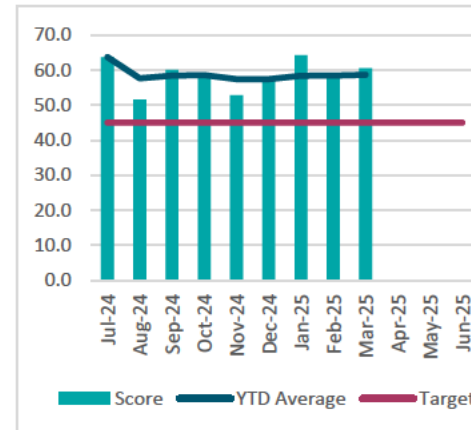
Auckland Stadiums' ticketed attendance is **above target** at 470,000 YTD

Auckland Zoo: NPS



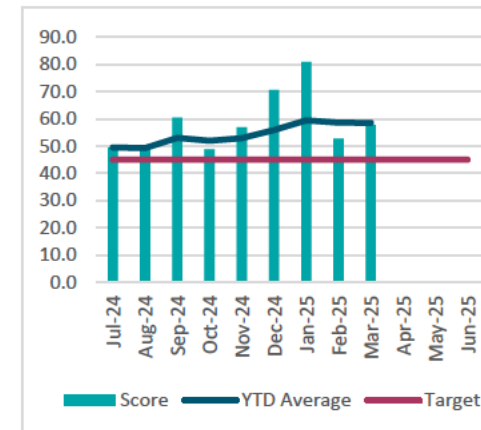
The Zoo's YTD NPS score is tracking **above target** at 77.1

Auckland Art Gallery: NPS



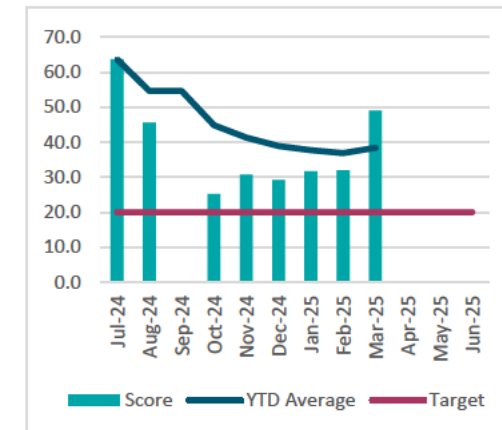
The Gallery's YTD NPS score is tracking **above target** at 60.6

NZ Maritime Museum: NPS



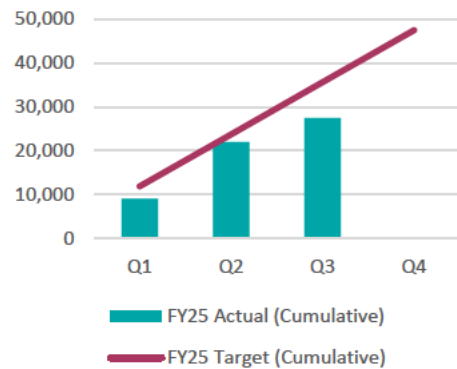
The Museum's YTD NPS score is tracking **above target** at 57.8

Auckland Stadiums: NPS



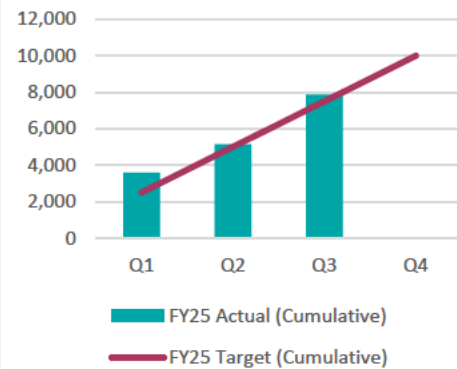
Auckland Stadiums' YTD NPS score is tracking **above target** at 49.0

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



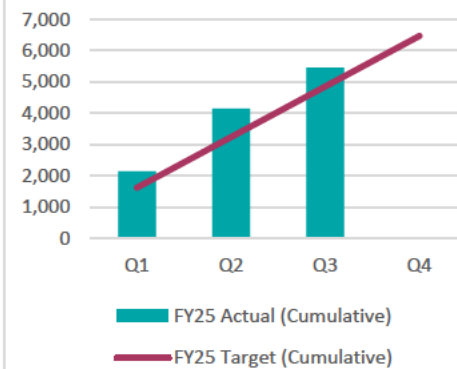
Q3 results for the Zoo were slightly **below target**

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



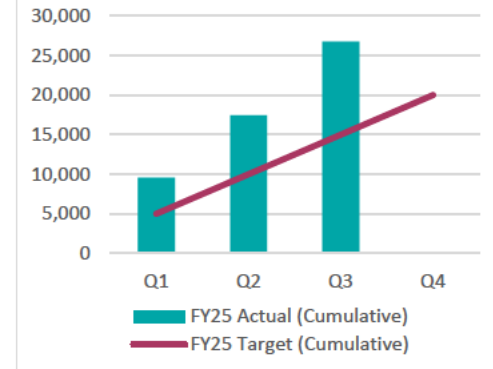
Q3 results for the Gallery are **above target**

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



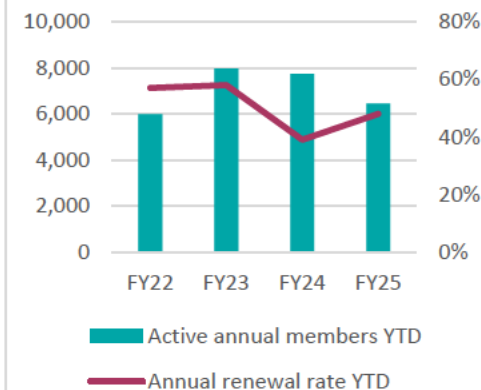
Q3 results for the Museum are **above target**

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



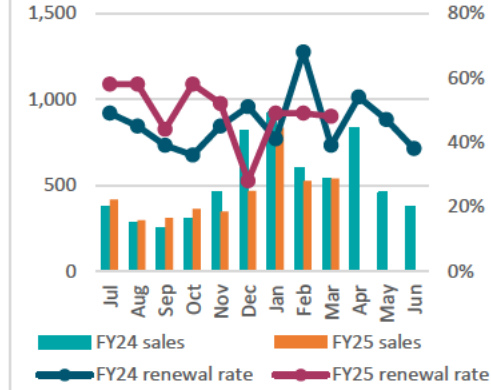
Q3 results for Stadiums are **above target**

Auckland Art Gallery: annual membership



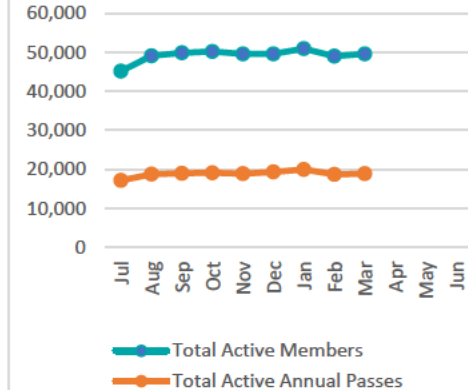
The Gallery's YTD average renewal rate is 49% and there are 6445 active members at month end

Auckland Art Gallery: monthly membership



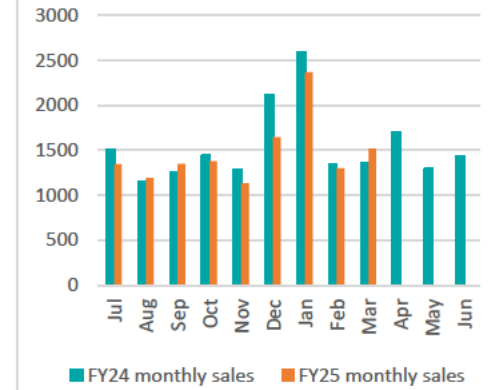
The Gallery's monthly renewal rate was 48% in March and 537 memberships were sold

Auckland Zoo: annual membership



At the end of March, the Zoo had 18,904 active passes and 49,608 active members

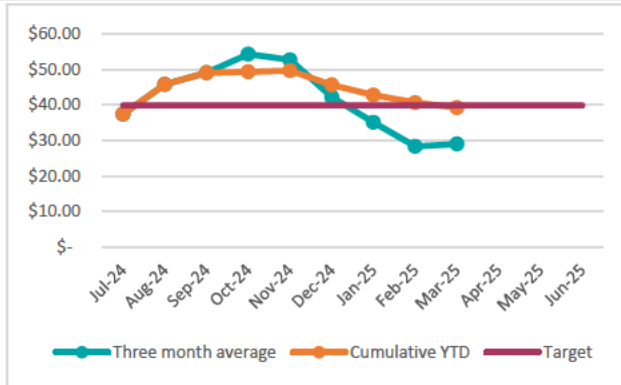
Auckland Zoo: monthly membership



1519 Zoo memberships were sold in March, more than in March last year (1358)

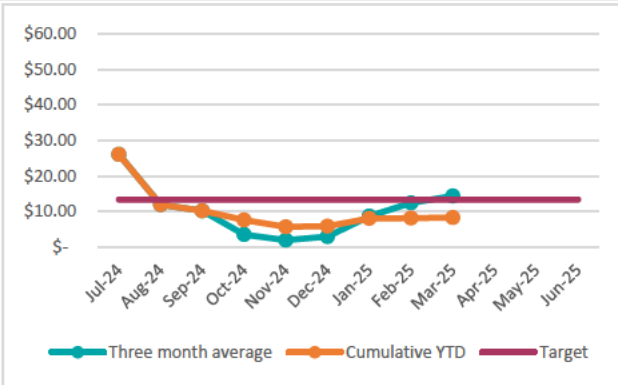
The charts below are a first iteration of monitoring net cost of service per patron across TAU cultural organisations. Net costs include apportioned shared corporate staff and overhead costs. Patrons reflect total attendance at each venue (not ticketed attendance). This measure will continue to be developed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

Auckland Art Gallery: Net cost of service per patron



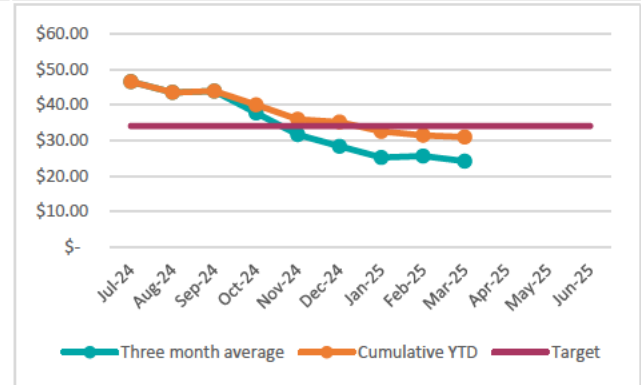
At the end of March, the Gallery's average YTD net cost of service per patron was \$39.30 against an SOI target of \$39.90

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



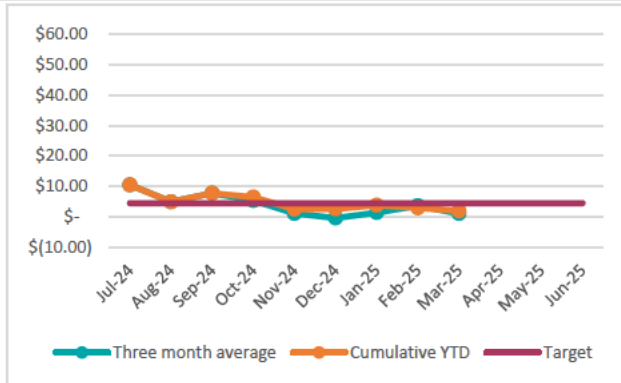
At the end of March, Auckland Live and Conventions' average YTD net cost of service per patron was \$8.20 against an SOI target of \$13.30

NZ Maritime Museum: Net cost of service per patron



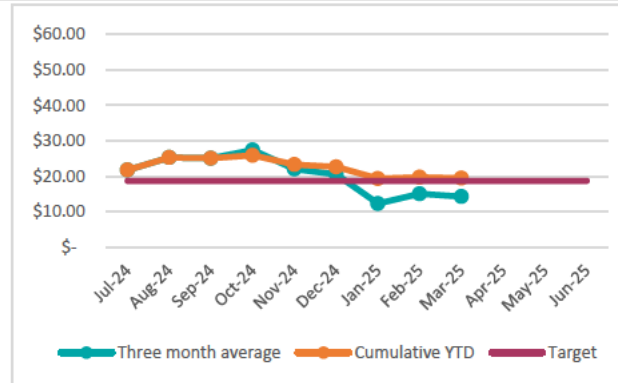
At the end of March, the Museum's average YTD net cost of service per patron was \$31.00 against an SOI target of \$34.00

Auckland Stadiums: Net cost of service per patron



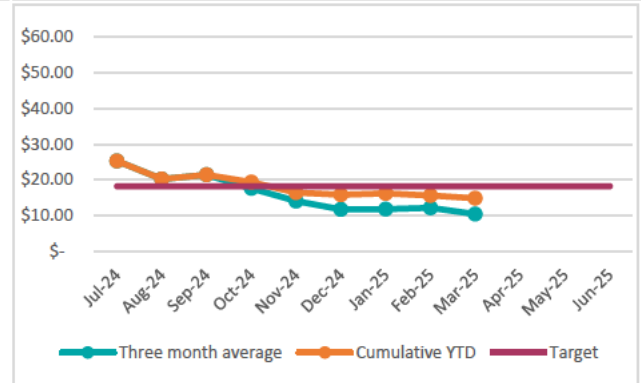
At the end of March, Auckland Stadium's average YTD net cost of service per patron was \$1.80 against an SOI target of \$4.40

Auckland Zoo: Net cost of service per patron



At the end of March, Auckland Zoo's average YTD net cost of service per patron was \$19.40 against an SOI target of \$18.70

Total Tātake Auckland Unlimited: Net cost of service per patron



At the end of March, TAU's net cost of service per patron was \$14.90 against a target of \$18.25

Auckland's prosperity

Visitor Economy

- **Destination Partnership Programme (DPP)** – Platinum partner meetings are underway to share annual activity reports and discuss renewals for FY25/26. There has been a mixed response to date with 3/5 hotels citing economic challenges and the freeloading by other hotels [REDACTED]. Planning is underway to review the benefits and the mechanisms to secure current and new partners for the FY25/26 DPP programme.

Trade activity:

- Malaysia Airlines social media content - Organised the itinerary for the film crew capturing content for Malaysia Airlines' social media campaign. Partners involved include AJ Hackett, Fullers360, Auckland War Memorial Museum, and Sky Tower. <https://www.facebook.com/share/v/18V1ZiVyin/>
- RTO/IBO Day: 60 appointments were conducted with IBOs training more than 170 participants and presenting the latest updates on Auckland tourism products.
- TAU hosted a WeChat Pay session on platform basics and an upcoming China Golden Week (October) campaign, attracting 15 industry partners.
- TNZ Connect Japan - Delivered a Destination Auckland presentation to 134 Japanese agents. Key message - to encourage agents to extend itineraries in Auckland – three days.
- Air New Zealand China Boarding Pass Privilege (BPP) Programme – secured a new opportunity to promote Auckland products for China-ready operators through their BPP programme for up to a year.
- **USA Roadshow** – completed a successful North American Roadshow alongside our partner Destination Queenstown. Over 450+ agents were trained across five cities alongside a consumer event in Minneapolis. Successful meetings were also held with 10 media outlets in New York, Toronto and Los Angeles with the purpose of promoting Auckland based stories, leading with the city's culture and food.

Māori Tourism Development Workstream:

- Continuing to drive trade for pākihi Māori in Auckland's tourism sector – Delivering on Destination Marketing activities including treasures platform, media promotion in Australia and USA and PR activities.
- Nurturing Iwi and Mataawaka economic tourism aspirations – delivering activity including Tupuna Maunga Authority – Maunga Tohu Concession Framework recommendations – Completed. Implementation will be managed by Tupuna Maunga Authority. Planning underway for additional project(s).
- Increased number of sustainable and resilient pākihi Māori in Auckland tourism sector. Project planning underway for delivery in FY26.

Tech & Innovation

- Planning for **Inaugural Auckland Startup Week** underway – initial launch April. Confirmed partners: KiwiNet, Bridgewest, Generator, UoA, NZVC, Outset Ventures, Movac, Icehouse, NZ Entrepreneur, Angel Association, NZTech, WNT Ventures, NZTE.
- **Engagement with Minister Willis** supporting the Government's growth agenda (#Going4Growth). Accompanied visit to **The Pure Food Co**, and provided tour of GridAKL, where the Minister engaged with **SupaHuman AI and Fintech NZ**.
- **Convened 20 representatives from Auckland Aerospace** and **four delegates from EU Directorate-General** for a round table discussion. Europe has strong interest in quantum computing and optical technologies.
- **GridAKL secured partnership with NZ Entrepreneur**, to provide residents with a new weekly branding and marketing clinic.
- **Connected EHF fellows based in Singapore** with KiwiNet and MacDiarmid Institute to facilitate opportunities for the upcoming Cleantech Forum Asia 2025 summit in May.
- **Startup Aotearoa programme** (funded by Callaghan Innovation) continues to support entrepreneurship in **March with 45 founders engaged** with GridAKL Advisors.
- **GridAKL capability building** focus included: **'Get Market Ready'** 12-week programme to support new businesses develop and implement go-to-market strategies. **Bootstrappers Breakfast with Korawal**, sharing insights on bootstrapping and scaling a purpose-driven business. **B-Corp Breakfast** highlighting sustainable business practices.
- **GridAKL Startup Ecosystem Enablers** meetup discussed: How Female Entrepreneurs are Shaping the Future. Panel included **Josh Comrie, Serial entrepreneur - Sasha Lockley, Money Sweetspot - Janine Grainger, Easy Crypto - Irene Hao, Sprout. Moderated by Bridget Unsworth, Angel Association NZ.**
- **FinTechNZ Hui Taumata** conference presence via a GridAKL stand in the business lounge to promote the startup hub and connect with industry leaders.
- **Migrants In Tech steering group** workshop, exploring growth plans for the community.

- **Nighttime Economy (NTE):** Making strong progress including the development of a comprehensive planning blueprint and the creation of an external-facing identity – *Auckland by Night* – positioning council as a facilitator supporting safety community wellbeing and student focussed initiatives. Focus on an activation called *Thursday Night Revival* as our first initiative.
- **Cruise:** Continued aligning of the review of Auckland Cruise Plan with the working being done by Eke Panuku for Central Wharves work. Representation at Eke Panuku Central Wharves Group Sprint Group workstream by Head of Tourism.
- **Iconic Auckland Eats** – 100 Iconic Auckland Eats have been identified, and notification to the restaurants of the iconic eat will begin with photography to follow. Launch event to take place on 9 June, all 100 eats along with winners, media and other industry to attend.

Economic Transformation & Investment

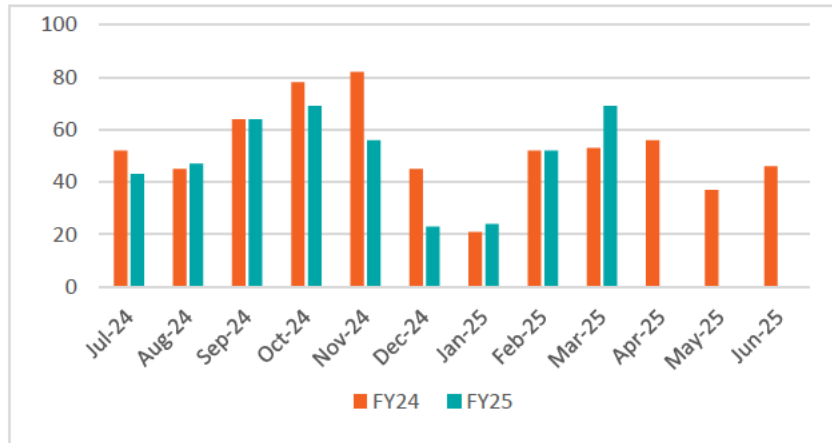
- **City Centre Investment Prospectus** – Ongoing campaign of the City Centre Investment Prospectus following a soft launch last year. The prospectus highlights Auckland city centre as a destination for investment, promoting the different precincts and developments. The campaign includes a refreshed web page (<https://industry.aucklandnz.com/invest/why-auckland/Auckland-city-centre-investment-prospectus>), highlights video, linked in series and in market activity in target markets.
- **Project Ikuna** – Completed quarter three delivery of the Pacific Skills Shift programme, working with 45 employers to support a further 390 workers to upskill through the micro credentials programme. Please note the 390 figure includes those completing courses by 31 March 2025.
- **International** – Hosted delegation from Australia of four major Japanese businesses led by JETRO (Japanese equivalent of NZTE). Senior executives from [REDACTED] participated in a two-day programme delivered by TAU which showcased Auckland's tech and innovation ecosystem. Met with EU Ambassador Lawrence Meredith, and Head of Trade Section from Delegation of the EU to New Zealand.

Screen & Creative

- **Te Puna Creative Innovation Quarter Investment**– [REDACTED]
- **Te Puna Creative Hub** – Interested hirers, tenants and stakeholders have attended site visits after messaging about hireable spaces was sent and positive media in *NZ Herald* and *Western Leader*. Studio listing added to Screen Auckland website. Click Studios confirmed as mezzanine tenant for four years. Other tenant attraction ongoing [REDACTED] Stage two fitout on track for completion 29 April.
- **Te Puna Central Hub Māori Outcomes** (council) funded programme. Four creative skills academy programmes and video game have been contracted with Māori providers and implementation is underway.

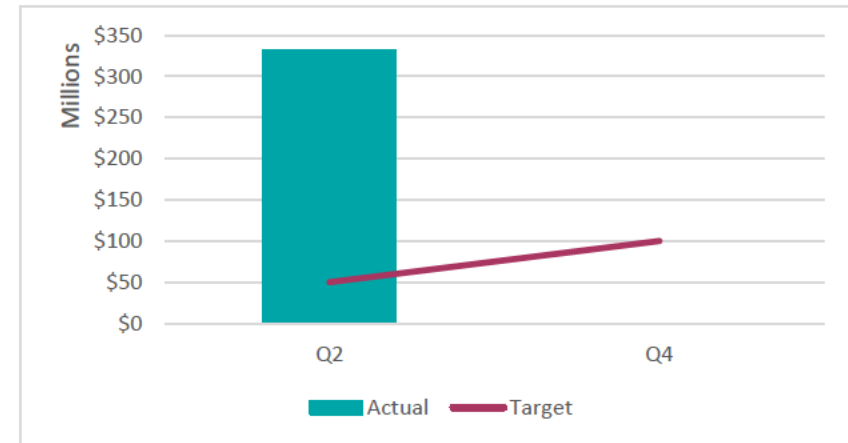
KPI RESULTS

Screen permits processed



The number of permits processed in March (69) was more than March 2024 (53)

Attributable value of private sector investment secured



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

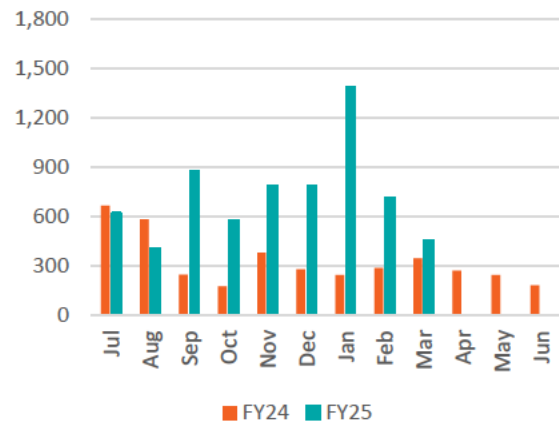
Auckland's reputation

Destination	Events	Cultural Organisations
<ul style="list-style-type: none"> Iconic Auckland Eats judging underway. Top 100 announcement to occur at industry event 9 June. Paid marketing drove 45% of site traffic with content creator collaboration with NZ Hospitality reaching 378,000 locals & generating 25,000 engagements. Treasures of Tāmaki paid content in Urban List AU drove a 46% traffic uplift to site content. Auckland is in AU market to drive winter visitation with TNZ's audiences activated on TripAdvisor, supported by creator content, sponsored articles, earned PR & always-on promotion. Events-centric domestic visitation campaign promoting Auckland in autumn/winter themed around Waiheke Walking Festival, Auckland Writers Festival, Dinosaur Discovery Track, NZ International Comedy Festival & Auckland Winter Series. City centre visitor attraction campaign creative territory selected and media planning in progress. Update to Mayor's Office mid-April. <p>International tourism famils and media</p> <ul style="list-style-type: none"> Forbes Magazine published Planning the Perfect Wine Trip to Waiheke by US freelancer Brad Japhe who visited Auckland supported by TAU. Proactive pitches in Australia resulted in Noctourism: Explore Auckland's Real-Life Minecraft Adventures After Dark in Travel Talk Magazine (Reach 37,800) and 15 magical places to visit in New Zealand in RUSSH (Reach: 483,000). Placed Learn More about Auckland and Queenstown in Insider Travel Report (reach 80,000) and Auckland and Queenstown Tourism Hosting Roadshow in Pax News (reach 108,000) off the back of a release put out supporting the North American Roadshow The Roadshow also included pitch meetings with key media resulting in interest to visit Auckland from Canada's largest daily newspaper The Globe and Mail (reach 6.0m) and Conde Nast Traveler, Hotels 	<ul style="list-style-type: none"> Major events TV commercial delivered with 30" edit dispatched and 15" and 6" edits in production. Pasifika Festival strong media pick up with more than 20 interviews with the festival director, performers and artists. High-profile media coverage included TVNZ Breakfast live cross, two stories on 1News, ThreeNews 6pm, and multiple stories on RNZ and Newstalk ZB. Positive media coverage of sellout Mānuka Phuel Synthony Festival including Stuff, NZ Herald, and RNZ while successfully managing The Ocean Race 2027 Auckland stopover announcement – balanced with funding and bed levy conversations. Using TM Pricemaster to dynamically price tickets, the producers of <i>SIX the Musical</i> were able to generate an additional This month Auckland Live marcomms supported 41 Venue Hire clients, four major supported campaigns including Auckland Arts Festival, <i>SIX the Musical</i>, Auckland Writers Festival, and ran or were in planning phases for 11 Auckland Live presented campaigns including: Lost Dogs' Disco, Tōrua, Mr Red Light, The Gruffalo, Auckland Live Cabaret Festival including Le Clique. Live saw an 8000 (292 per cent) uplift in database registrations in March compared to February with an increase also seen in estimated revenue from the EDM's, indicating that those who clicked through to Auckland Live's website showed a higher engagement rate with ticket links. For Google Ads, for a 13.1 per cent increase in spend, it received a 41.5% Increase in estimated revenue. ACVE website received 7569 users and 81 enquiry form submissions. Social media strategy continues to yield results: over 90 followers across social platforms this month 	<ul style="list-style-type: none"> Marketing for Auckland Art Gallery's <i>Mark Adams: A Survey / He Kohinga Whakaahua</i> commenced across print, out of home, paid social media and an Auckland Festival of Photography integration. The Gallery has begun work towards an Asian Audience Engagement Strategy, starting with research to better understand Asian audiences in local and key domestic markets. Auckland Art Gallery had 41 news mentions throughout March. Highlights included coverage of Mark Adams in <i>Sunday Star Times</i> and <i>NZ Listener</i>, and drop-in drawing in the <i>Sunday Star Times</i>' People watching series. The NZ Maritime Museum launched a brand awareness campaign targeting Aucklanders via OOH, digital, and radio channels, and delivered a volunteer recruitment campaign exceeding applicant KPIs by three times. The Dinosaur Discovery Track marketing campaign went live from 31 March with digital, radio and OOH advertisements, plus content creator activity across social media. The new Dinosaur Pass Membership was successfully delivered and on sale from 1 April. Auckland Zoo successfully retained Qualmark Gold status, an important component to its tourism activities. The Zoo achieved nearly half of all media mentions (226) in March: TV (4), Radio (165), Print (15), Online (42). Coverage was dominated by rehabilitated green sea turtle research and reactive Dinosaur media. Auckland Stadlums Reactive media relating to Western Springs Stadium EOI – statement released to balance leaked confidential info resulting in 36 media items (Inc. Stuff, NZ Herald, RNZ, Newstalk ZB).

<p>Above Par, Bon Appetit, Cnet, AAA, Whitewall and Saver.</p> <ul style="list-style-type: none"> Hosted Der Spiegel Germany for a famil highlighting Auckland's off-peak activities including sustainable tourism, nature, food and culture. Supported TNZ famils from Japan leveraging Minecraft's New Zealand DLC and the Minecraft movie launch (filmed in Auckland). 	<ul style="list-style-type: none"> ACB comms support and planning for key domestic media to meet Treasures of Tāmaki at MEETINGS 2025 (11-12 June). Media support for three media articles quoting Ken Pereira including NZME. 	<ul style="list-style-type: none"> Cumulative organic social media reach of 1.7m. Activity driving awareness and ticketing for sellout Lilyworld concert (3000) record Moana Pasifika crowd (6000) at North Harbour Stadium, Warriors and AFC matches at Go Media Stadium. Total attendance approx. 80,000. Proactive media release relating to update on Western Springs Stadium EOI - 11 media items with reach of 1.6m (incl. RNZ, 1News, NZ Herald).
Auckland brand and reputation	Economic development	Discover Auckland platform
<ul style="list-style-type: none"> Studio highlights: Pasifika 2025 and Moana full ads and assets rollout. SME CCA adaptation video suite; Pride, Cabaret, MOTAT venue, Six, Lilyworld, Grid AKL 10 year, He Kite Mātauranga hui filming; Project Auckland ad; Te Puna kaupapa document; Expedia Aus campaign; North America supplier directory; Treasures of Tamaki toolkit. 	<ul style="list-style-type: none"> Climate Connect Aotearoa Marketing for the He Kete Mātauranga Hui (24–25 March) exceeded registration expectations, more than 100 a day. Promotion focused on Māori businesses, iwi, communities, and creatives. ClimateWise, presentations were delivered to the Climate Change Commissioner, Council Climate Action Hui, and Climate Resilience Teams. Planning is underway for three SME workshops. The platform has had over 16,500 users and 18,800 sessions to date. Invest & International Posted articles on the Invest LinkedIn Page: City Centre Prospectus, GridAKL impact report, Project Auckland supplement in the Herald, NZICC transforming the city centre, Hotel Indigo's opening and visit by Deputy Mayor. Comms organic media delivery for GridAKL 10-year milestone resulted in 16 stories. Te Puna - A targeted partnership marketing plan has been crafted to attract VIP clients, leveraging strategic collaborations. Te Puna's anchor tenant, Crescendo, is now live with marketing materials aimed at engaging youth in creative courses, helping to cultivate the workforce of tomorrow. Screen AKL - <i>Minecraft</i> launched at Event Cinemas, marcomms highlighting the Auckland angle and working with NZFC to secure exclusive content and media story. Confirmation of media coverage for <i>Plankton: The Movie</i>. <i>East of Eden</i> promotion showcasing Auckland filming sites. Collab with Studio West to promote new stage and pitch to international trades. 	<ul style="list-style-type: none"> AI helper for staff deployed to generate richer content across listings and events. Quarterly roadmap confirmed - Mobile enhancements, AI for user, content automation. Collections campaign content launched with Auckland FC & The Breakers and content captured with Lot 19 & Haser (Street Artist). Trade Tourism platform wireframes developed and build underway.

KPI RESULTS

Media coverage mentioning TAU



This month saw a [REDACTED] in media mentions (456) from last month but a **70% increase** compared to the same period last year (268). Coverage was dominated by the 38th America's Cup and Auckland being unable to take a bid forward, and Russell Coutts wanting a six-year agreement to run SailGP in Auckland. Nick Hill featured prominently, emphasising the need for a long-term sustainable funding model to support major events. Additionally, there was positive media coverage of Pasifika Festival, Auckland Zoo's involvement in a major turtle release and *SIX - the Musical*.

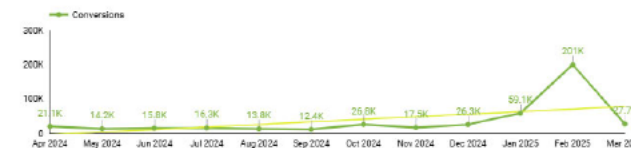
Discover Auckland Platform Performance

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



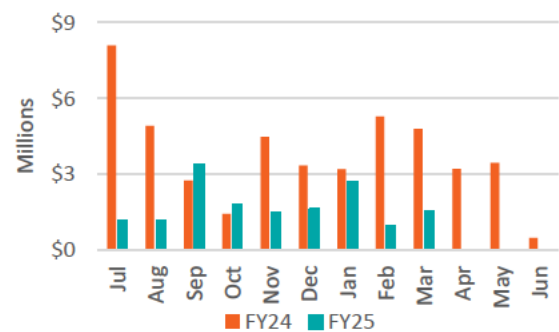
2.2m sessions across the last 12 months with an 87% increase in March 2025 vs March 2024 due to SYNTHONY, Family, Quirkiest attractions and Pasifika content, plus the visits to the Explore section.

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



Top operator referrals were Gravity X, Weta Workshop Unleashed and Odyssey. Top event links were SYNTHONY Festival, Waiheke Walking Festival and Agatha Christie's *Murder on the Orient Express* at the ASB Theatre.

Equivalent Advertising Value (EAV) of TAU media coverage



There was a **58% increase** in EAV (\$1.5m) compared to the previous month, with print media contributing the largest share at more than \$1m, followed by radio at \$215,000. Coverage of the Save our Stadiums campaign to keep speedway at Western Springs continued, escalating when STUFF News outlined a new football stadium proposal, including video presentation, from one of the submitters to the EOI process. The disparity in mentions and EAV is because many stories were syndicated but still counted in equivalent advertising value.

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

Top Cities - 1 March - 31 March

City	Country	Total users	Total Users as %	Sessions	Sessions as %
1. Auckland	New Zealand	124,749	48%	150,618	49%
2. Christchurch	New Zealand	25,670	10%	28,491	9%
3. Sydney	Australia	21,896	8%	24,291	8%
4. Melbourne	Australia	17,252	7%	18,218	6%
5. Wellington	New Zealand	15,205	6%	16,686	5%
6. Brisbane	Australia	6,969	3%	7,358	2%
7. Hamilton	New Zealand	4,752	2%	5,302	2%
8. Tauranga	New Zealand	2,534	1%	2,787	1%
9. Adelaide	Australia	1,906	1%	2,004	1%
10. Perth	Australia	1,721	1%	1,811	1%

Decrease in Auckland sessions from March due to high volume of Aucklanders accessing BNZ Auckland Lantern Festival in February and an increase of Australia sessions. Increase due to DPP paid activity, Discover Auckland Collections Campaign and Treasures of Tāmaki feature in Urban List.

Climate change and environmental sustainability

Climate Change and Sustainability (General Update)

Cross cutting:

- The **climate risk assessment** for Te Puna Creative Innovation Quarter is complete.
- The **climate transition planning** project is on track, to feed into Auckland Council Group work programme.
- **Arts, culture sport and recreation sector:** A Climate Action Hui was hosted in March covering ClimateWise, climate transition planning, waste and transport.

See the Q3 dashboard for progress updates on TAU's Climate Change and Environment Strategic Plan.

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

Action E2: Climate Connect Aotearoa (CCA)

- **ClimateWise:** Phase two planning (including a business development plan) is underway to expand the platform and partnerships. Development of a Māori community outreach plan has commenced for the ClimateWise roll out. The platform was presented to Toitū Enviroware, the Sustainable Business Council and IAG (insurance) working group, as well as the TAU-led Climate Action Hui (with organisations in the arts, culture, recreation and sport sector). The team is responding to engagement requests from Aotearoa Climate Adaptation Network, Council Resilience Group, C40 Cities, and the Parnell Business Association. CCA also attended Auckland Council's 'Te Kotahi a Tāmaki Climate Symposium' on Friday 28th March with a ClimateWise table.
- **Māori Outcomes:** He Kete Mātauranga Hui was held on 24/25 March at Te Puna Central Hub in Te Kōpua Henderson. The hui explored how creatives, innovators, and taiao practitioners are leading climate action through a te ao Māori worldview. This year, we introduced workshops that offer a deeper dive into our main themes — moving beyond wānanga to more interactive and practice based mahi. 85 people attended across two days.
- **Energy:** CCA is working with Auckland Council's Chief Sustainability Office to analyse the external factors related to accelerating Auckland's solar uptake, as well as meeting with the Sustainable Energy Association to discuss amplifying uptake. The Franklin Energy Sharing project has been selected to be part of the Electricity Authority's Power Innovation Pathway programme.

Māori outcomes

Kia ora te Umanga | Māori Business, Tourism and Employment

- **Māori Economic Innovation Hubs – Te Puna, ReserveTMK and Te Ngahere (GridMNK):** The Māori economic innovation hubs stand as transformative initiatives in three geographical locations to foster economic development, prosperity, and innovation within Tāmaki Makaurau Māori communities. The investment in the three hubs (Te Puna, ReserveTMK and Te Ngahere) is a key strategic enabler to achieve outcomes in Kia Ora te Umanga. The hubs are part of the GridAKL network. Draw down of the three-year funding that the east Auckland hub operator ReserveTMK started in Q1 and programme delivery is underway.

Kia ora te Ahurea | Māori Identity and Culture

- **Matariki:** Planning is underway across all TAU rūpū for Matariki. Regional Matariki Festival coordination is led by the council's Māori Culture and Identity team, with the festival programme going live in early May. Ngāti Tamaoho-led pou events will take place from 13 June, with community events from 21 June to 13 July. Whānau-friendly programmes, events and activities are planned across NZ Maritime Museum, Auckland Art Gallery Toi o Tāmaki and Auckland Live venues.
- **Tolere:** TAU continues to support community access to our venues and experiences through targeted ticketing offers. Tickets were offered in support of a new opera in Te Reo through TAU partner channels.
- **Waikaraka Park blessing:** A dawn blessing by Ngāti Te Ata took place at Waikaraka Park on 6 March, marking the commencement of physical works to develop an

Te Puna Māori Economic Innovation Hub is a partnership with Te Kawerau ā Maki iwi. Funding agreements are now in place for Te Puna Creative Academy with Crescendo Trust of Aotearoa, Ama Digital Studios and Te Pou Theatre Trust and programme delivery commences in Q3 and Q4 FY25. The pilot Te Puna Business Growth Programme is in design phase and will be delivered in Q4 and Q1 FY26 with learnings from the pilot informing outsourced delivery of the programme in years two & three. A pilot Screen Industry Cultural Competency Programme developed with Te Kawerau ā Maki and aimed at location managers and producers will be delivered in Q4. Development of a Kaupapa Māori Hubs Evaluation Framework is underway and will be delivered in Q4 with evaluation and insights gathering commencing across all three hubs in FY26.

expanded speedway venue. Works have commenced, with cultural monitoring onsite by Iwi (Ngāti Te Ata).

Contributions towards other strategic priorities of Kia Ora Tāmaki Makaurau

Kia ora te Hononga : An empowered organisation

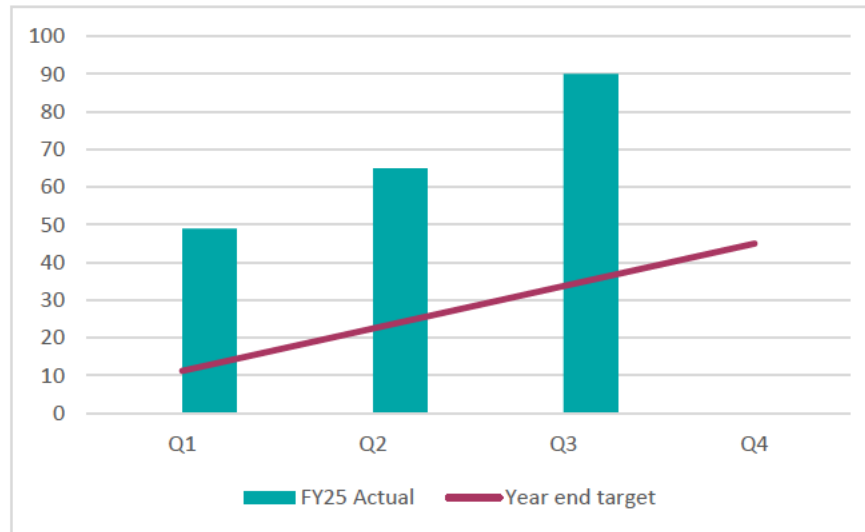
Te Tiriti programme: To date, nine Tangata Tiriti Te Tiriti Workshops (Level 1) have been conducted, with 230 kaimahi from across the organisation participating. The first workshop of 2025 was held on 11 February, followed by a second in March. A Level 2 'Applying Te Tiriti' pilot workshop, developed and facilitated by Te Tiriti education specialists Groundwork, was completed in February, and a Level 3 'Haumi | Allies' workshop was completed in March. Due to the success of the pilot programme, additional sessions will be held throughout the year.

Māori Outcomes survey: In December, Kaupapa Māori research agency Tū Ohu Collective was commissioned to survey selected external Māori partners and internal staff we work with most closely on Māori Outcomes initiatives. The survey options include in-depth interviews with key people as well as a quick online survey. The goal was to determine how those who work most closely with TAU think TAU is doing and provide insights into how and where it can improve its interactions and outcomes for Māori across all TAU activities. Socialisation of the research results on the impacts and development areas for the Māori Outcomes portfolio commenced in March with a presentation to the Pou Hononga group for TAU.

Māori Engagement Framework: The purpose of this project is to develop and deliver a Māori engagement framework and resources that support TAU to successfully engage with Māori. The project is in the design phase. This is informed by reviews of council engagement, the work of other organisations in implementing engagement frameworks and kōrero with more than 40 kaimahi from across TAU rūpū, including members of Pou Hononga. Work is underway to draft the engagement framework and associated guidance, along with a kete of resources to support successful implementation. TAU expects the framework and initial toolset to be implemented in Q4 FY25, followed by a phased rollout of additional resources, tailored to the work and needs of TAU.

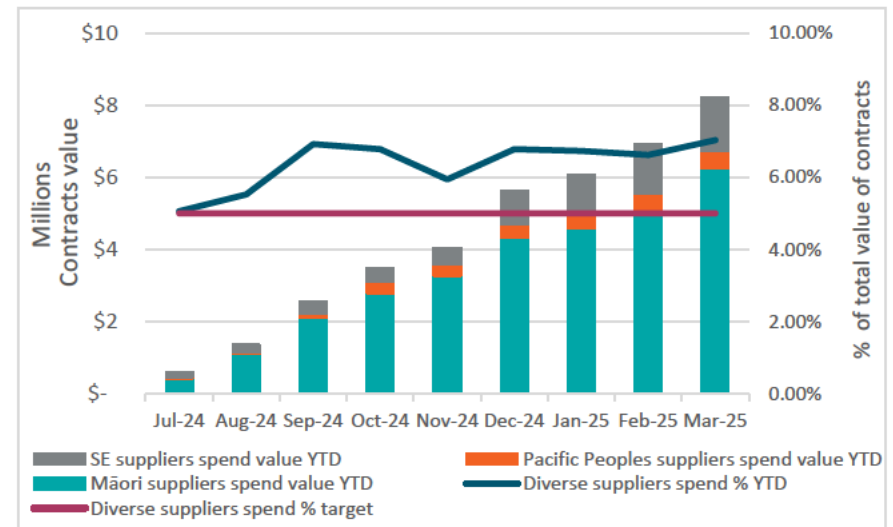
KPI RESULTS

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



Q3 Results are **above** target

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



TAU's diverse suppliers spend % is **on track** at 7.03% against 5% target.

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

Enabling activity

Group Shared Services (GSS) Implementation

ICT Enhancement

Commercial Revenue & Partnership Strategy

The technology implications of the transition of the Economic Development team into the council have now been formalised into a specific stream of work. Unpicking the web sites, CRM and EDM platforms these teams use from the rest of the TAU technical ecosystem is complex, and will necessitate GSS/Council teams to take on ownership and ongoing management of these systems post 1 July.

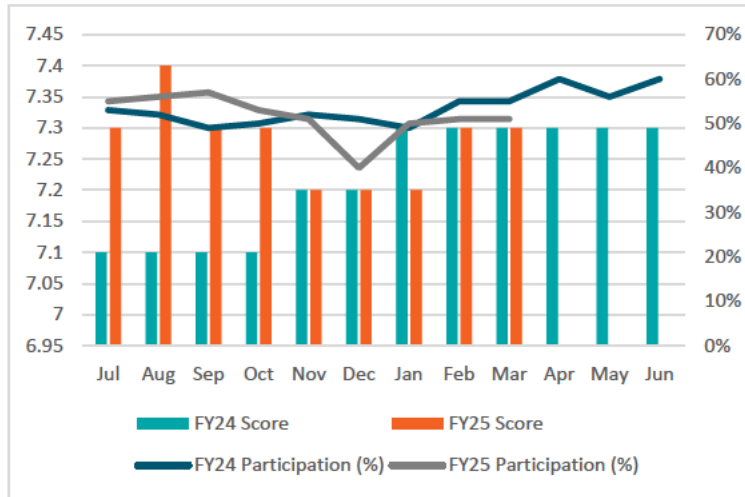
- The **CRM** enterprise transition work has been deprioritised to deliver the changes required to successfully deliver the Dino Pass, and the upcoming new membership pricing and products at the Gallery. This work, alongside the ED transition project has resulted in pushing out the work to transition the whole enterprise to Salesforce, which having now delivered the Grants solution, will next focus on Tourism and Major Events. The change in emphasis of the Customer Strategy manager will result in more focus on the use of AI within Salesforce Marketing Cloud and the development of the Single View of the Customer in Salesforce Data Cloud.
- **Post event reporting** – the technical solution has been successfully delivered, and end user training will be completed this week. This automated reporting will save 60 hours a month of manual data manipulation.
- **10 Data Governance and Culture** sessions have been held across TAU rūpū lead teams to communicate its importance to the organisation. There has been a high level of engagement at each of the sessions, with a recognition of both the importance of the work and the gap in maturity that currently exists within TAU. Staff have been nominated to join a community of 'data champions' in May, who will support the work required to raise data maturity and the quality of data. TAU is working closely with the GSS Data team to start formally introducing data governance practices.
- **Dexiblt** visitation data, both data integrity and the presentation of the dashboards has been demonstrated to each of the cultural organisations, and will be signed off by the end of the month. Work has started to validate the ticketing data from Ticketmaster to support use cases in Auckland Live and Auckland Stadiums.
- **AI** – the user group has met for the third time, prompt training has been organised to raise the level of maturity across TAU, and recommendations are being made on specific tools and their applicability to TAU. Good progress is being made to identify specific TAU use cases, in particular with the Brand and Comms teams, alongside work with the council to define a way to safely develop Proof of Concepts for these tools.

- Refer to CE sub-reports in Resource Centre for Customer Strategy/CRM/eDM benefits dashboard and Cybersecurity dashboard.

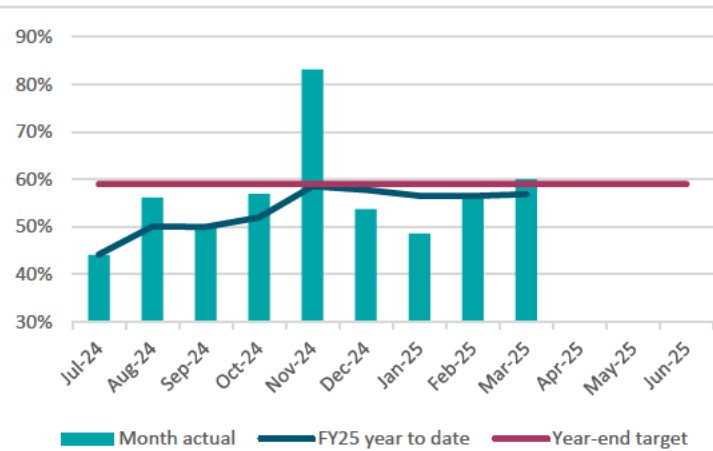


KPI RESULTS

OfficeVibe engagement score and participation

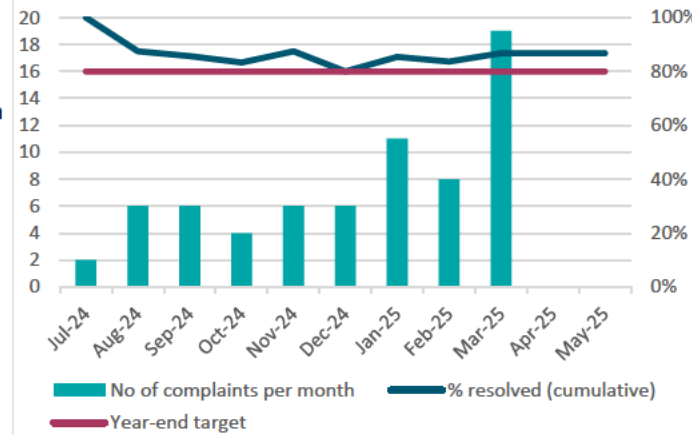


% expenses through non-rates revenue



At 57%, the year-to-date percentage of expenses funded through non-rates revenue was **below target** at the end of March.

% of customer complaints resolved within 10 working days



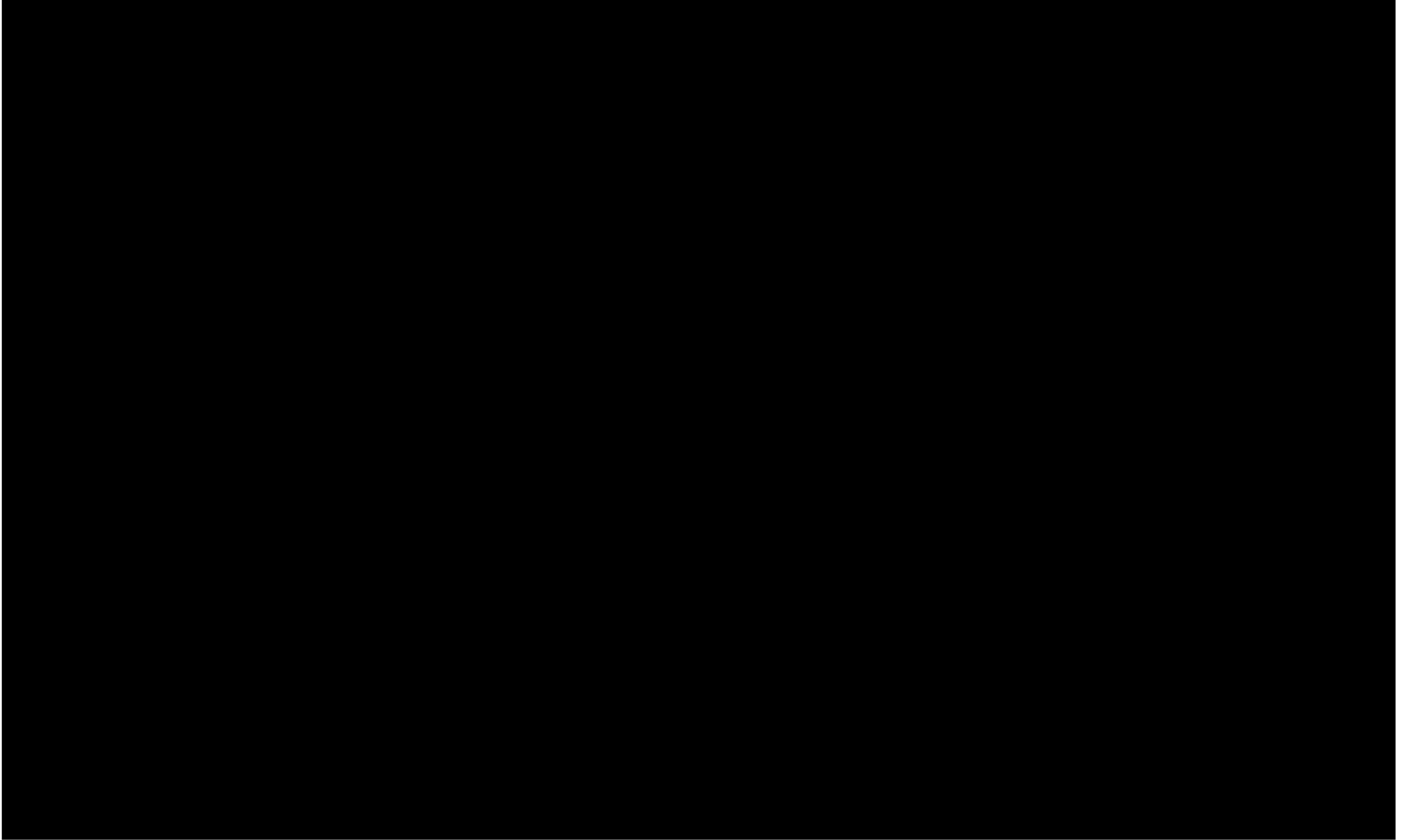
87% of complaints had been resolved within 10 working days YTD. **On target.**

Schedule of Appendices

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

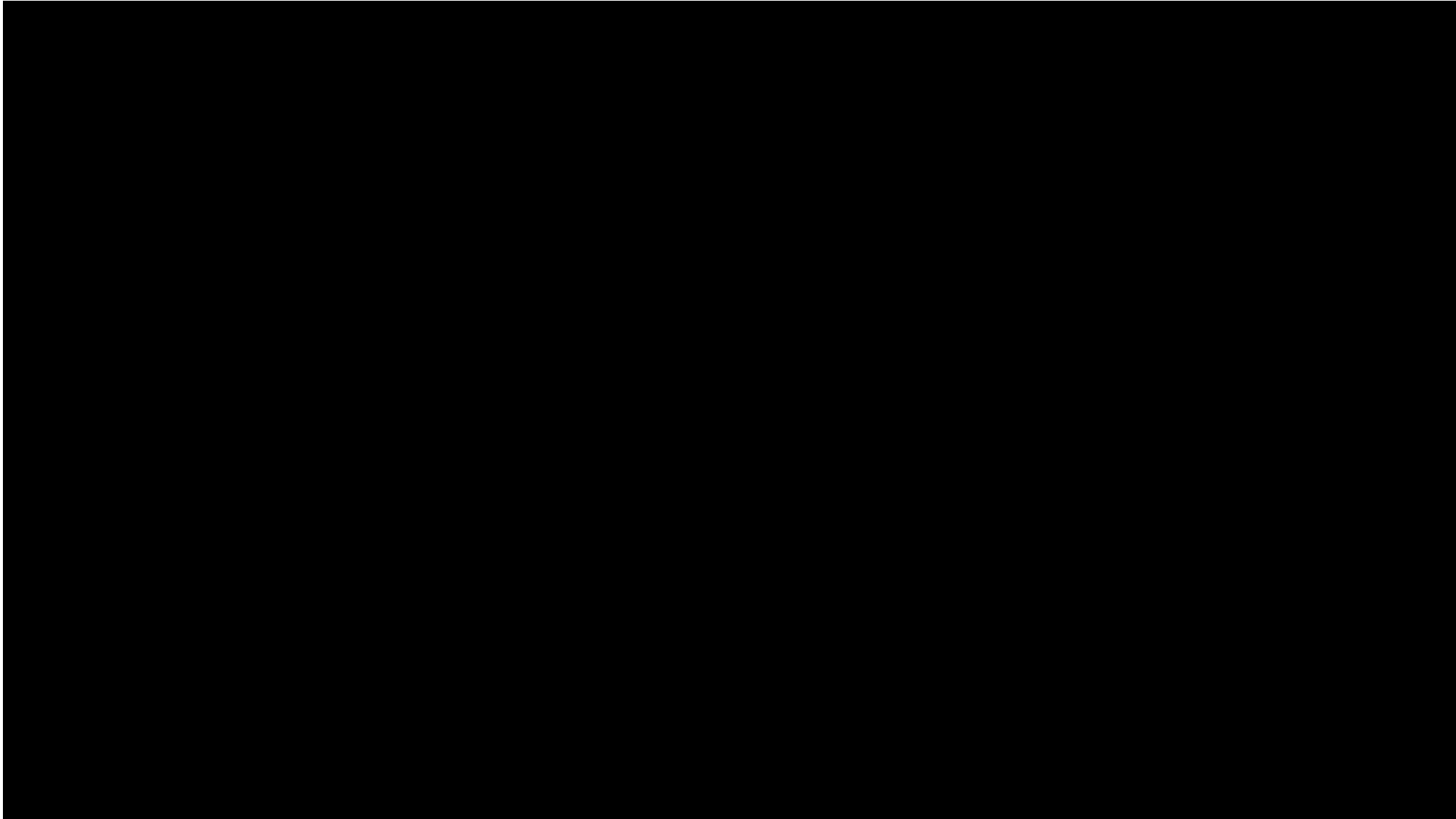
CE sub-reports in Resource Centre

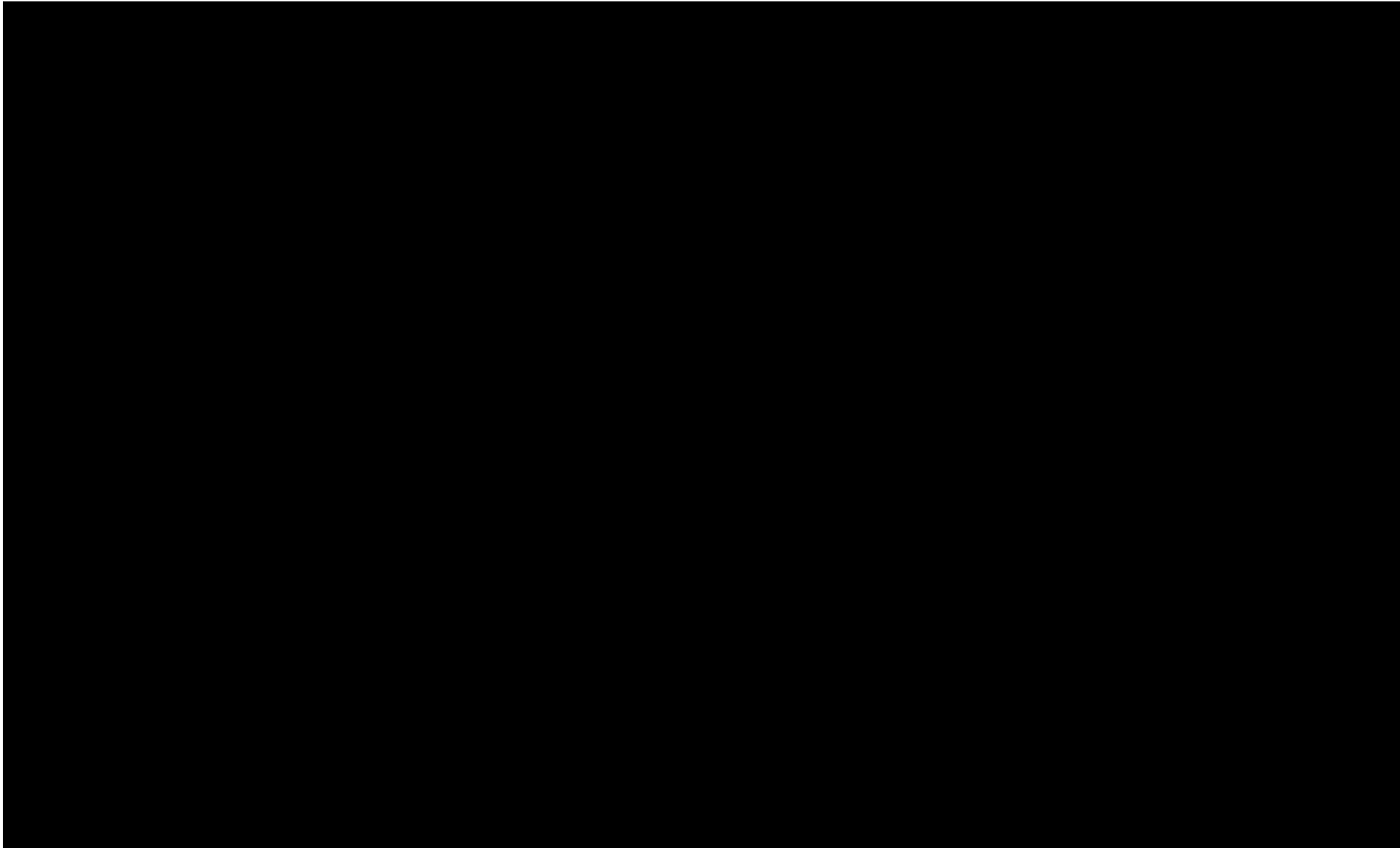
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|---|---------------------|
| • Finance Report | (Monthly) |
| • Risk Report | (Monthly) |
| • Customer Strategy / CRM / eDM benefits dashboard | (Monthly) |
| • Capital Projects Report | (Bi-monthly) |
| • TAU presentation of Draft SOI to CCO DOC | |

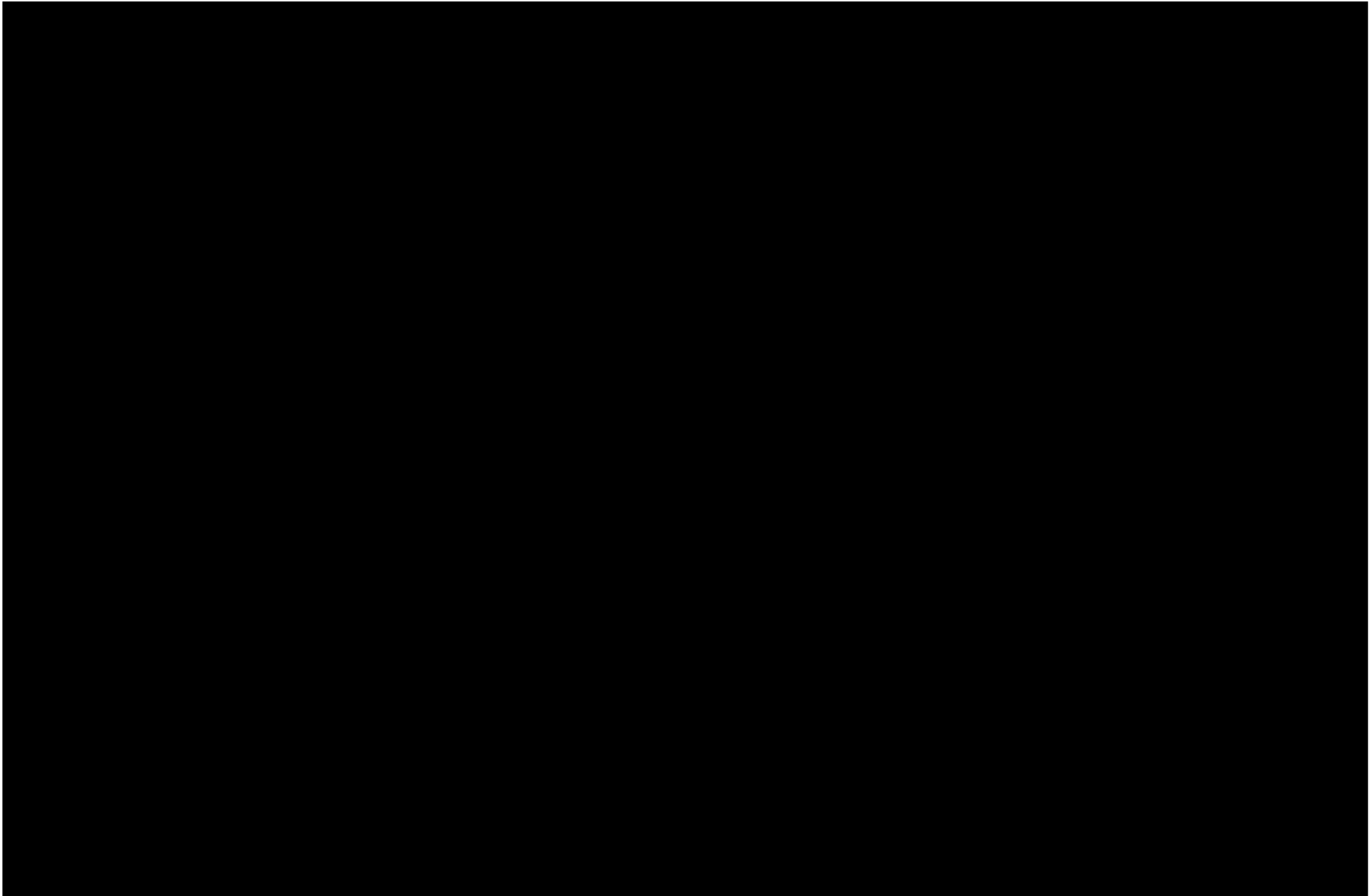


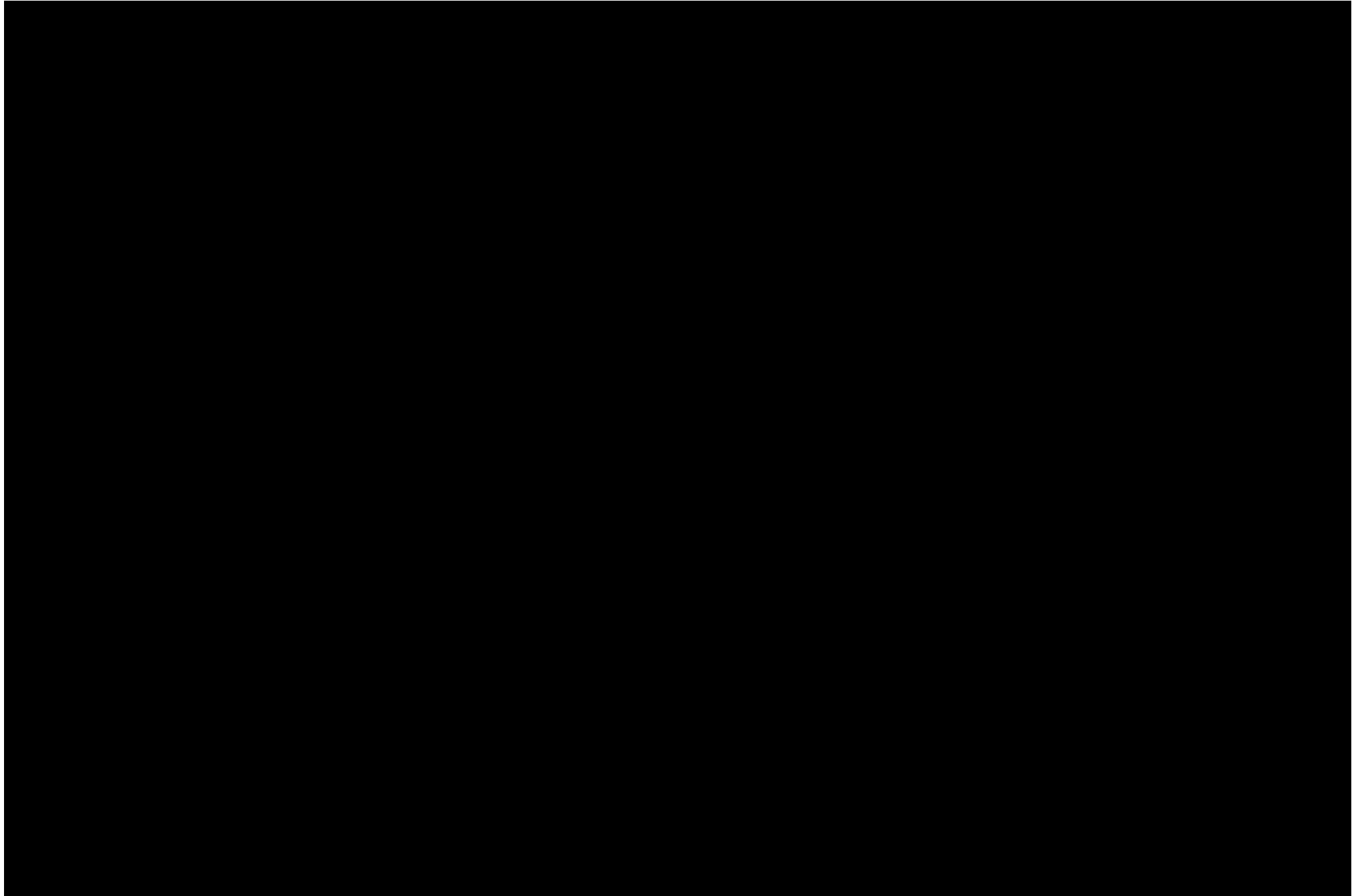














Monthly Operating Performance – March 2025

Operating performance trend					
\$ million					
	Notes	FY 25 YTD			Full year
		Actual	Adj Budget	Variance	Adj Budget
Net direct expenditure	A	70.2	72.9	2.7	94.3
Direct revenue	B	80.0	76.8	3.2	105.6
Fees and user charges		44.0	42.3	1.7	57.0
Operating grants and subsidies		8.6	5.9	2.7	26.2
Other direct revenue		27.4	28.6	(1.2)	22.4
Direct expenditure	C	150.2	149.7	(0.5)	199.9
Employee benefits		69.1	67.9	(1.2)	79.8
Grants, contributions and sponsorship		8.7	8.3	(0.4)	7.7
Other direct expenditure	D	72.4	73.5	1.1	112.4
Other key operating lines					
Vested assets		(2.3)		2.3	
Depreciation and amortisation		45.3	42.0	(3.3)	56.0
Finance & Interest		11.9		(11.9)	
Capital Grants to TAU+ Partners					
Capital investment trend					
Capital expenditure	E	55.6	46.5	(9.1)	84.8
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 9 months to March 2025.

B. Direct Revenue: TAU is favourable due to strong revenue targets achieved by additional event revenue in Performing Arts area, enhanced Auckland Film Studio (AFS) operating margins and Insurance recoveries offset minor timing variances in grant revenue for Regional Events fund and Art Gallery activity.

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

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

E. Steady progress made during the year with nearly 66% of the total budget spent year to date. This has been achieved by robust forward planning and scheduling major works over Christmas venue closure periods, specifically at the Aotea Centre, Civic Theatre and Viaduct Events Centre. This has reduced the impact of historically low spend over the holiday period and proved an effective strategy to increase the over-all delivery target for the financial year.