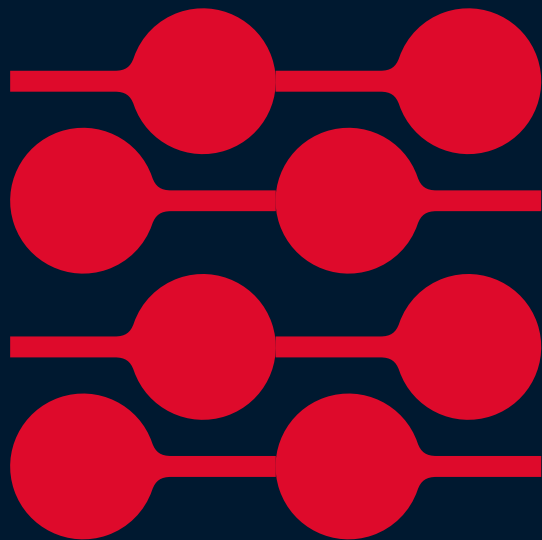




Quarterly Performance Report

Tātaki Auckland Unlimited

2024/2025 Quarter 3

For the 3 months ended 31 March 2025



Q3 – At a glance

Executive summary

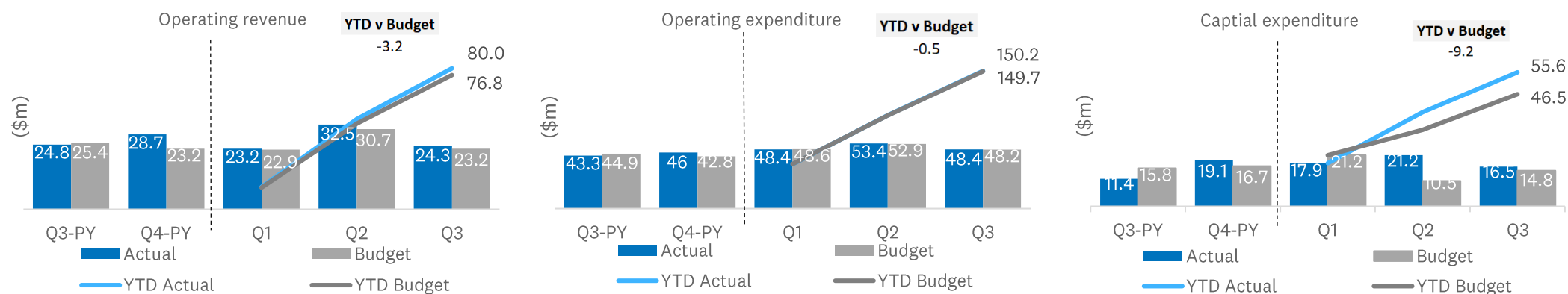
Ticketed attendance across all TAU venues to the end of Q3 was more than 1.65 million – on track to hit the year-end target of 2.12 million. Q3 included a spectacular and successful summer of events that kicked off with the first Auckland Sail GP event and finished with TAU-supported Synthony, Auckland's largest music festival. In between, TAU successfully delivered the annual BNZ Auckland Lantern Festival and the Pasifika Festival, and Auckland Live delivered or assisted to deliver *Summer in the Square*, the Auckland Arts Festival and *SIX the Musical*. Go Media Stadium took a major step toward becoming New Zealand's most sustainable stadium with the installation of more than 1700 solar panels; and the Heritage Restoration Project at Auckland Art Gallery Toi o Tāmaki, continued to run to time and budget. GridAKL marked its 10-year anniversary, celebrating a decade of driving economic growth and entrepreneurship in the region. At the end of Q3, TAU's revenue is above budget, and expenditure is in line with budget. We are largely on track to meet the Statement of Intent (SOI) KPIs measured throughout the year, noting some KPIs are only measured and reported at year-end.

Financial performance

Direct revenue is favourable, with visitation revenue ahead of budget – reflecting increased admissions and better-than-expected revenue in Performing Arts and strong film studios operating margins.

Costs are largely in line with budget, despite additional casual staff needed for revenue-generating events. These were offset by the careful management of other expenditure. Some of the net underspend is related to timing of projects which will occur in the last quarter of the year.

Capital programmes have made steady progress during the year and are largely on track with budget, with 66% of budget spent year to date.





Highlights

At the end of Q3, ticketed attendance across TAU venues and events was 1.65 million – 78% of the year-end target of 2.12 million.

The ITM New Zealand Sail Grand Prix: Auckland (SailGP) – supported by Auckland Council via TAU major events funding and significant facilitation and operational support from across our core CCO delivery partners - saw the Waitematā Harbour, Auckland Harbour Bridge and city skyline as backdrops to the action broadcast internationally and live-streamed online over the weekend 18-19 January. Spectators packed the purpose-built, temporary 8000-seat grandstand both days, with more on the spectator fleet and waterfront vantage points, while free live coverage screened at the Eastern Viaduct.

Tāmaki Makaurau Auckland's innovation hub GridAKL marked its 10-year anniversary in Q3, celebrating a decade of driving economic growth and entrepreneurship in the region. Based in Wynyard Quarter, GridAKL is delivered by TAU on behalf of Auckland Council. A comprehensive 10-year impact report published for the anniversary shows GridAKL generates \$424m in annual GDP contributions through its focus on innovation and entrepreneurship (based on 2024 figures). Of this, \$33m is additional economic value enabled by TAU investment.

From 1-23 March, *SIX the Musical* played in The Civic, delighting audiences and achieving strong ticket sales. This project was made possible through the collaboration between TAU, Auckland Arts Festival and Louise Withers (producer of the Australasian tour of the musical). The success of this show will help build confidence in the New Zealand market.

Manukau Sports Bowl was lit up with more than 500 lanterns for the BNZ Auckland Lantern Festival 13–16 February. The Chinese New Year festival, presented by TAU on behalf of Auckland Council, changed to a free ticketed event for the first time with free travel on Auckland Transport busses and trains included. More than 200,000 tickets were issued for the event.

To date this year, three flamingo chicks have been hatched at Auckland Zoo and are being reared by their parents. The ongoing breeding success of this flock, the only flamingos in Oceania, will potentially be important as preparation continues for the imminent arrival of HPAI. Other important conservation work undertaken by the Zoo in Q3 included the release of 148 critically endangered cobble skinks, the fledging of 17 tara iti chicks, and the release of nine green sea turtles.

Go Media Stadium has taken a major step toward becoming New Zealand's most sustainable stadium with the installation of more than 1700 solar panels. Mounted on the roofs of the East and West stands, the solar arrays are expected to generate approximately 60% of the stadium's total energy usage, cutting carbon emissions by 36 tonnes per annum and saving an expected \$100,000 annually in energy costs.



Issues / Risks

TAU continues to work with Auckland Council and key stakeholders on an alternative to the Accommodation Provider Targeted Rate (APTR) – such as a bed levy – to enable continued investment in destination attraction and major event activity. This is particularly pertinent for FY26, planning of which in the LTP was underpinned by an assumption that a bed levy (or similar) would directly enable a \$7m reduction in funding from ratepayers for major events. The implementation of legislation to enable a bed levy in this term of government has now been discounted by the Minister of Tourism, creating a major funding gap for TAU major events for FY26 and beyond. This identification of a stable future funding source is critical to enable continued major events attraction for Auckland.

While progress has been made through the CCO Reform process towards establishing TAU as the lead agency for regional event programming and delivery of all regional, major and mega events, achieving a realistic allocation of existing funding and resources from the council to TAU to reflect the new accountability of functions and activities remains a risk to TAU. Implementation is separate to the current transition process and will be staged over time so as not to disrupt current event programming.

One of the Statement of Intent (SOI) KPIs measured throughout the year is currently not on track (children participating in educational experiences through TAU venues and facilities), largely due to external influences such as transportation costs and reduced levels of school field trips. We are continuing to review and take action to enhance the achievement of this important measure.

Key performance measures

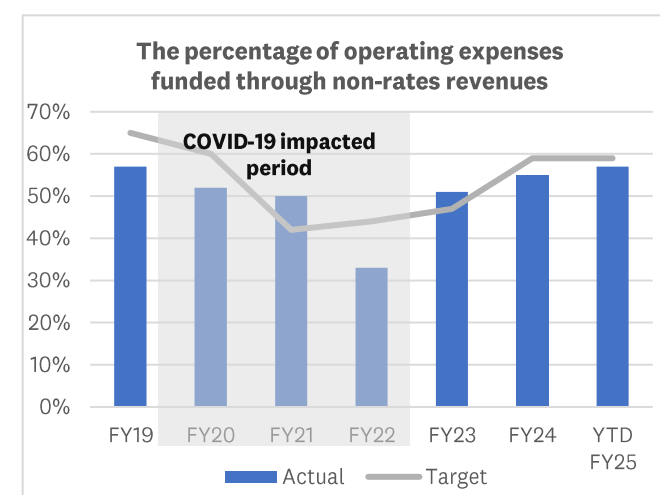
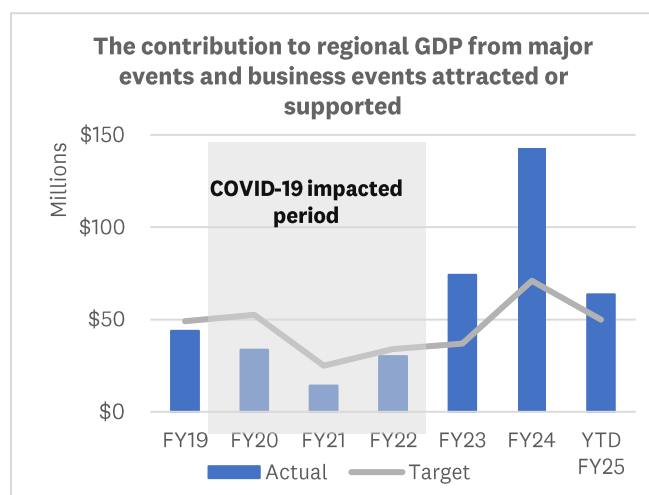
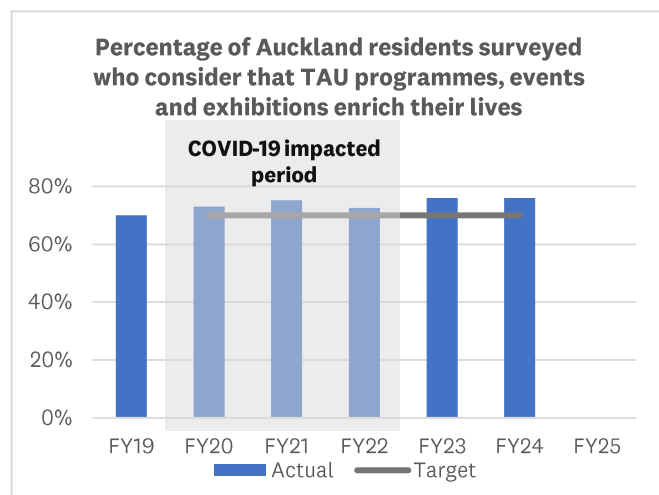
TAU has 12 Statement of Intent (SOI) measures, of which five are Long-term Plan (LTP) measures. Nine of the 12 measures are tracked quarterly; one is a six-monthly measure; and two are annual measures. At the end of Q3, nine KPIs were met or on track to be met, one may not be met and two are not reported this quarter.

Strategic performance priorities	On track/ met	Not on track/ Not met	Not reported this quarter	Total
Experiences and events				5
No. of people who are issued tickets to attend Auckland Live, Auckland Zoo, Auckland Art Gallery, NZ Maritime Museum, and Auckland Stadiums venues and events. (LTP measure)	☑			
No. of children participating in educational experiences through TAU venues and facilities.		☑		
% of Auckland residents surveyed who consider that TAU's programmes, events and exhibitions enrich their lives.			☑	
No. of programmes contributing to the visibility and presence of Māori in Auckland, Tāmaki Makaurau. (LTP)	☑			
% of customer complaints resolved in 10 working days.	☑			
Facilities				5
The net promoter score for TAU's audiences and participants. (LTP measure)	☑			
% change in greenhouse gas emissions against 2018/19 baseline (Scope 1 and 2 only).			☑	
% of operating expenses funded through non-rates revenues. (LTP measure)	☑			
% of milestones completed as per TAU Board agreed capital programme.	☑			
% of critical TAU assets in acceptable condition.	☑			
Investment and innovation				2
Attributable value of private sector investment secured during the year.	☑			
The contribution to regional GDP from major events and business events attracted or supported. (LTP)	☑			
TOTAL	9	1	2	12

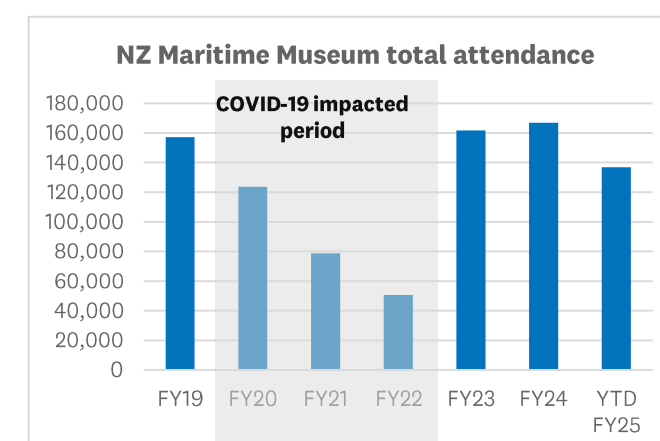
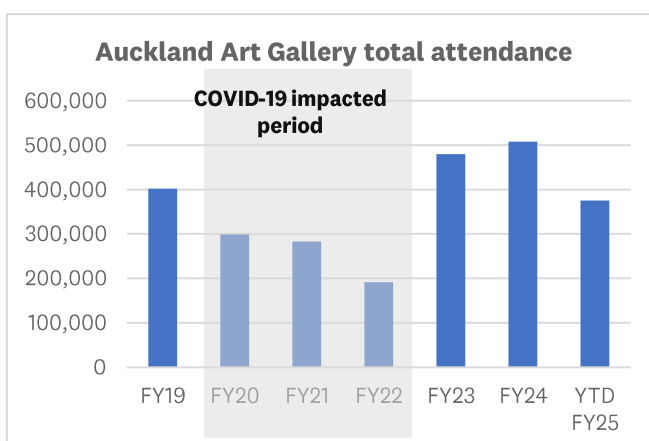
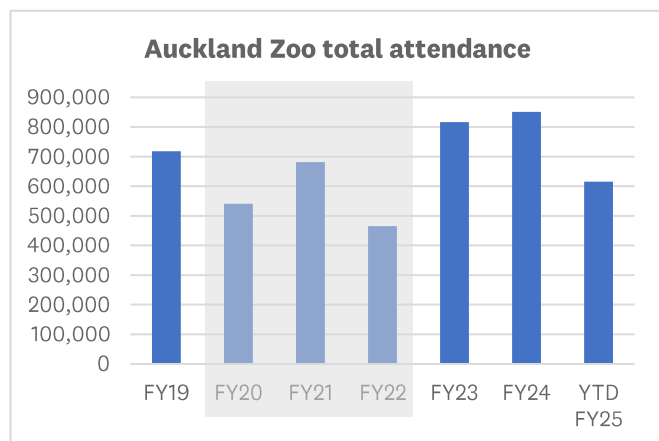
Note: Individual performance of facilities and venues is presented in the Performance of facilities and venues section in Appendix 2

Longer term KPI trends

The graphs below show longer term trends for selected KPIs. Post- COVID-19, contribution to regional GDP and the percentage of operating expenses funded through non-rates revenue improved in the 2022/23 and 2023/24 years. Operating expenses continue to improve in 2024/25 year-to-date.



The graphs below illustrate **total** (not ticketed, see note below) attendance trends for Auckland Zoo, Auckland Art Gallery and the New Zealand Maritime Museum. Attendance across these venues recovered in FY23 & FY24 following COVID-19 with attendance tracking well in FY25 year-to-date.



Note: The graphs above show total attendance, not ticketed attendance due to data availability. Ticketed attendance was introduced in FY21, while total attendance is available back to FY17.

Strategic alignment and key policies

Climate change and sustainability

Climate resilience: Climate Transition Planning (CTP) has commenced in response to Auckland Council Group's mandatory climate-related disclosures, which also supports both the delivery and future iterations of TAU's Climate Change and Environment Strategic Plan. The CTP project has drawn on global best practice frameworks from C40 Cities and the Transition Planning Taskforce (TPT). TAU's Monitoring, Evaluation and Learning pilot at Auckland Stadiums has also commenced, to activate the Dynamic Adaptive Planning Pathway (adaptation plan).

Net zero emissions: More than 1700 solar panels are being installed on the roof of Go Media Stadium's East and West stands. The solar arrays will generate about 800 MWh a year, which is equal to 60% of the stadium's total energy usage. Auckland Stadiums expects to save more than \$100,000 a year on energy spending, as well as the panels paying for themselves within six to eight years, reducing reliance on ratepayer funding. This renewable energy project helps to contribute to the council's wider goal to reduce greenhouse gas emissions by 50% by 2030. Metering installation for all TAU sites is nearly complete and energy audits are underway to inform site-based energy efficiency plans. In Q3, CO₂ heat pumps hot water heating were also installed and commissioned in the East Stand of Go Media Stadium.

Zero waste: Auckland Zoo will gradually phase-out single-use cups from dine-in cafes Te Puna and Wētāpunga by 30 April, and from its takeaway outlets later in the calendar year. While the Zoo diverts approximately 85% of its total waste from landfill each year, in FY 23/24, the Zoo was still TAU's largest source of waste to landfill, responsible for 25% of the total 402 tonnes. Eliminating single-use cups from the Zoo by the end of this calendar year will help reduce waste to landfill to help achieve its waste target. Work continues with the stallholders at BNZ Auckland Lantern Festival and Pasifika Festival regarding TAU's waste guidelines and targets.

Responsible water use: Water audits are underway to inform TAU's water efficiency plan.

Empowered organisation: Projects are underway to deliver the year 1 actions for TAU's culture and values, Climate Impact Statement, internship, and capability building programmes.

Cross-cutting:

- **Innovation precincts:** The climate risk assessment for Te Puna Creative Innovation Quarter is nearing completion.
- **Cultural organisations:** In Q3, Auckland Art Gallery Toi o Tāmaki was the host of the quarterly climate action hui run by TAU. The cross-organisational group from Auckland Arts Festival, Auckland Museum, Howick Historical Village, The Trusts Arena and TAU (incl. Auckland Live & Conventions, Auckland Stadiums, Climate Connect Aotearoa) learnt about TAU's decarbonisation project, the sustainability requirements for the gallery's Olafur Eliasson exhibition, and other initiatives, with the goal of supporting collaboration and knowledge sharing.
- **Events:** A 10-point sustainability plan was developed for this year's BNZ Auckland Lantern Festival and Pasifika Festival.

Māori outcomes

Kia ora te Umanga (Māori business, tourism and employment)

- **Te Puna Māori Economic Innovation Hub, Te Ngahere (GridMNK), and Reserve TMK:**

- The Māori economic innovation hubs stand as transformative initiatives to foster economic development, prosperity, and innovation within Tāmaki Makaurau Māori communities. These hubs are part of the GridAKL network and as such this work programme will transition to Auckland Council from FY26 following the transfer of economic development functions from Tātaki to Auckland Council as part of the CCO Reform programme.
- 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. Draw down of the three-year funding of east Auckland hub operator ReserveTMK started in Q1 and programme delivery is underway. 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 started in Q3 and will continue in Q4.
- 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 Y2 and 3.
- A pilot Screen Industry Cultural Competency Programme developed with Te Kawerau ā Maki, aimed at location managers/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.

- **Filming on Sites and Places of Significance to Mana Whenua:**

- **Plan Change hearing:** The public hearing report on [Auckland Unitary Plan Change to enable filming on Sites and Places of Significance to Mana Whenua](#) as a permitted activity is being prepared. This includes a summary of all feedback, including from 20 of the 21 local boards. All have made resolutions on the Plan Change (generally in support) with some detailed feedback on the importance of engaging with Iwi.
- Hearings panel appointments are underway, with the goal to hold the public hearing by 30 April (if schedules allow).

- **Houkura IMSB Schedule of Issues of Significance to Māori:** Under the [Local Government \(Auckland Council\) Amendment Act 2010 \(s84\)](#), the Houkura Independent Māori Statutory Board (HIMSB) is required to develop a schedule of issues of significance (IoS) to Mana Whenua groups and mātāwaka of Tāmaki Makaurau. The first version (2011) identified 29 IoS. A 2025 review has identified 70 IoS focused across five priority areas – social, economic, environmental, relationships, and cultural aspirations. Based on a preliminary assessment, 13 are of relevance to TAU. The next iteration of Te Mahere Aronga (Māori Outcomes Plan) will incorporate relevant findings.

Kia ora te Ahurea (Māori identity and culture): Regional coordination and planning for Matariki Festival is being led by the council's Māori Culture and Identity team. Iwi-led pou events will take place from 13 June, with community events showcased from 21 June to 13 July. The [Festival website](#) goes live early in May. Planning is underway across all TAU rūpū for Matariki programming and activities, with coordination between TAU Māori Outcomes, TAU's cultural organisations and marketing teams to capture initiatives for collaboration and marketing as they are confirmed.

Kia ora te Rangatahi (Realising rangatahi potential): Running since 2019, the TupuToa programme offers a 12-week (November–February) paid internship that provides professional opportunities for Māori and Pacific final year tertiary students. This year, TAU sponsored five interns within the People and Culture, Māori Outcomes (two), Marcomms and Digital rūpū. The interns were farewelled at a Mihi Poroporoaki on 14 February.

Kia hāngai te Kaunihera (An empowered organisation): To date, nine Tangata Tiriti Te Tiriti Workshops (Level 1) have taken place, with 230 kaimahi across the organisation attending. 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 completed in March. Due to the success of the pilot programme, additional sessions will be held throughout the year.

Statement of performance expectations

Experiences and Events

Highlights

At the end of Q3, ticketed attendance across TAU venues and events was 1.65 million – 78% of the year end target of 2.12 million.

The ITM Sail Grand Prix was an overwhelming success, selling out all commercial offerings, and also providing a great free spectacle for thousands of fans. The Auckland event received widespread sports news coverage, including Australian reports on the trans-Tasman victory, syndicated from news.com.au, and lifestyle coverage on the buzz in the city in Australia's *TimeOut*. Discussions are underway to secure a long-term agreement with the event subject to funding.

Pasifika Festival was delivered successfully by TAU, on behalf of Auckland Council, at Western Springs Park on 8 and 9 March. The festival highlighted contemporary Pacific performances including internationally renowned dance group The Royal Family Dance Crew, along with rising Fijian R&B group LeftOvas LiveBand.

The BNZ Auckland Lantern Festival was opened by the Prime Minister and delivered on all fronts. Operational planning to enhance the visitor experience and manage the flow of visitors was successful, with great take up on free public transport and more than 200,000 free tickets issued prior to the event opening.

A successful Laneway Festival was facilitated at Western Springs on Waitangi Day. With almost 30,000 tickets sold, the commercial value of the venue was highlighted following the promoter's decision to move from the 12,000-capacity Albert Park three years ago.

TAU division Auckland Live presented its annual *Summer in the Square* programme, taking place in Aotea Square and running across four weekends from 25 January to 23 February. The festivities included a range of performances celebrating and showcasing diverse communities from across Auckland including Auckland Latin Fiesta, AfroFest, and Lunar New Year. Auckland Live also built a custom basketball court and played an inclusive community tournament, ending the programme with a bustling morning of entertainment for the littlest arts enthusiasts.

The Auckland Arts Festival ran from 6–23 March with Auckland Live as a major partner. The festival celebrated the unbeatable experience of live performance and filled Auckland Live's venues with a line-up of theatre, dance, music, circus, and cabaret, including the opening performance of *Belle* by New Zealand Company MOTH (Movement of the Human) in the Kiri Te Kanawa Theatre.

Issues and risks

SkyCity Entertainment Group has announced that the New Zealand International Convention Centre (NZICC) will not be hosting any events or conferences until February 2026 (rather than late 2025). For any events scheduled at the NZICC prior to the opening date, TAU is working proactively with NZICC and clients to facilitate them at other appropriate venues in Auckland.

While progress has been made towards establishing TAU as the lead for regional event programming and delivery of all regional, major and mega events, achieving a realistic reallocation of funding and resources from council to TAU to reflect the new split of functions and activities remains a risk to TAU. Implementation is separate to the current transition process and will be staged over time so as not to disrupt current event programming.

In addition to risks regarding the identification of a stable reliable funding source for major events to replace the APTR, there are also issues of funding from central government. TAU has been unable to proceed with a bid to host the next America's Cup in 2027 due to MBIE informing TAU that the Government is unable to provide the required funds (Auckland's bid was contingent on a three-way funding partnership between Auckland Council, the Government, and the private sector).

Ongoing uncertainty regarding the future funding of major events has a direct impact on future regional GDP. Over the last three years the estimated contribution to regional GDP from major and business events attracted or supported by TAU has been \$74.2m (FY 23), \$142.8m (FY 24) and \$63.7m (FY 25 year to date). This additional GDP is at threat without ongoing funding, with TAU unable to commit to future events.



Programmes

Programme	Status	Description	Progress towards key deliverables
Major Events	On track	Invest in and deliver an annual major events portfolio on behalf of Auckland Council that generates economic, social, reputational and sustainability benefits for the region. The portfolio includes a mix of arts, cultural and sporting events happening across the year. Provide facilitation support to partner venues including Eden Park and Spark Arena.	Two Luke Combs concerts, supported by a TAU investment on council's behalf, were held successfully at Eden Park in January with Auckland Transport running significant bus services to offset planned closure of rail lines. The Moana Auckland Festival, a six-week celebration of ocean-inspired events, that ran from 27 January – 9 March, kicked off with a successful opening event at the RNZYS, and delivered many whanau-friendly events including the Z Manu World Champs, PIC Harbour Regatta, Auckland Boat Show, Long Lunch (which raised more than \$22,000 for Kiwi Harvest), and the first concert at Silo Park with Six60, which attracted more than 13,000 attendees Auckland's biggest music festival returned on 29 March with Synthony in the Domain, delivering an unparalleled festival experience across two stages showcasing local and international artists. The festival attracted more than 40,000 attendees, a 10,000 increase on last year. While the current progress is on track, the identification of a stable future funding source over both the short and medium/long term is critical to enable continued major events attraction for Auckland and the associated social and economic benefits.
Auckland Live	On track	A world-class live performance organisation that energises 11 of the region's performance venues with high quality shows and experiences. Grows Auckland's international reputation as a viable market and attracts and/or hosts more than 1800 events to the region annually. A centre for performing arts development, education, enrichment and high-performance professional training.	It was a busy start to 2025 across Auckland Live venues with venue utilisation across January increasing by 34% year on year. Ticketed attendance at Auckland Live events across FY25 YTD is 432,000 and is likely to meet the year-end target of 593,400. In addition to ticketed attendance, <i>Summer in the Square</i> attracted more than 35,000 attendees to Aotea Square to experience free programmes. The first event in that programme, the <i>Chubby Women</i> sculpture exhibition by noted Chinese artist Xu Hongfei celebrated diverse body types, and body positivity. This exhibition was made possible with support from Auckland Council and the Ministry for Foreign Affairs and Trade (MFAT). Auckland Live once again partnered The Performing Arts Network of New Zealand (PANNZ) 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 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, 6 small showings of work and 6 full-length showcases which were all made possible through a partnership between PANNZ, Creative New Zealand, Auckland Arts Festival and Auckland Live.
Business Events	On track	Secures, hosts and supports conventions, meetings, commercial exhibitions, incentive programmes, functions and dinners across suitable Tātaki Auckland Unlimited venues and other venues. Provides technical equipment hire for conventions, meetings, commercial exhibitions, functions and dinners.	Auckland Convention Bureau: At the end of Q3, there were 66 future business events confirmed for Auckland (to 2029) as a result of Auckland Convention Bureau's support with an estimated future economic value of \$92.1m. Auckland Conventions, Venues and Events: In Q3, ACVE hosted 49 business events with 19,383 attendees across its portfolio of 13 venues. Key business events held in Q3 were the Southern Cross Healthcare Conference, New Zealand HR Awards, Amazon Data Day, and Kiwibank New Zealander of the Year Awards. ACVE financials were impacted by the closure of VEC for maintenance and Moana Festival limiting access for business events. ACVE is tracking 3% above FY25 Budget and 6% ahead of last year.

Taonga and places

Highlights

The Auckland Art Gallery Toi o Tāmaki heritage restoration project reached a significant milestone in Q3, with the unveiling of the Kitchener Street side of the building where the scaffolding and protective wrap have now been removed. This offers a first look at the resorted roof and refreshed facade on that side of the building. Other works carried out include adding seismic reinforcement to key areas including the clocktower, restoring the original windows, and reinstating the heritage lettering on the Kitchener Wing. To date, Savory Construction, the main contractor performing and managing the physical works, has contributed more than 86,800 hours across the restoration.

Work on the NZMM's Gallery Refresh project, to update the museum's ground floor galleries and improve education programme facilities, is progressing well, with the 100% Concept Development document for stages one and two set to be delivered by the end of April. An advisory group has been established to steer the team in shaping content linked to the galleries. The decanting of Ferries and Whaling Galleries has been completed, a necessary step in working towards a business case for the TAU Board Capital Committee.

For the first time, NZMM was present at the Australian Wooden Boat Festival in Hobart. Held every two years, this festival attracted more than 400 wooden vessels and 60,000 visitors. This year's theme, *New Zealand and the Pacific*, featured the museum alongside peers from the Pacific Traditions Society (Hawaii), the Museum of Tahiti and the Isles, Canoes of the Marshall Islands and more. This is a key partnership for future Moana Auckland content.

Our venue sustainability initiatives have continued with significant enhancements in solar programme with the installation of over 1700 solar panels at Go Media Stadium Mount Smart, these are expected to reduce approximately 60% of the stadium's total energy usage, cutting carbon emissions by 36 tonnes per annum and saving an expected \$100,000 annually in energy costs.

Auckland Zoo's Masterplan Stage 3: Project 1 Concept Design was completed in March. Aligned with the mayor's letter of expectation, the project will deliver a renewed New Zealand 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.

Issues and risks

Olafur Eliasson: Your curious journey, the first solo exhibition in New Zealand by the Danish-Icelandic artist, was closed for three days in February due to an unexpected plumbing issue. The Gallery's research library was also temporarily closed until 9 April to bring it back up to fire code compliance as part of the Heritage Project and staff accommodation upgrade.

The Zoo, led by senior veterinary staff, is taking a leading role in preparing the Zoo and wider Auckland for the anticipated arrival of Highly Pathogenic Avian Influenza (HPAI) in Aotearoa. This is through collaboration with and advice to TAU, Auckland Council and Department of Conservation colleagues. The Zoo continues to address prioritised HPAI requirements including building a temporary, fit-for-purpose flamingo facility that was completed in September 2024. Investigations have begun to understand the requirements for a permanent flamingo facility that would provide a suitable response to HPAI as well as an engaging visitor experience for this iconic species; and infrastructure upgrades to improve the quality of water from Western Springs that affects a variety of species at the Zoo.

An incident of wilful damage to an artwork at an event held at Auckland Art Gallery has led police to charge the individual. The damage was limited and has been repaired.



Programmes

Programme	Status	Description	Progress towards key deliverables
New Zealand Maritime Museum	On track	The museum houses the most significant maritime collection in Aotearoa spanning vessels, artefacts, and archival material. The museum is a place of learning and enjoyment, telling the story of our ocean, coastal and harbour seafaring from the earliest Polynesian explorers to the present day.	Immediately following the Australian Wooden Boat Festival in Hobart, NZMM hosted an ‘off year’ version of the Auckland Wooden Boats Festival at Hobson Wharf. Consisting of talks, boat tours, demonstrations and Toi whakairo, this was well-attended with about 1000 visitors across the two event days. Exhibition work is focusing on two planned offerings: the first examining the health and changes to the environment in the Hauraki Gulf since human arrival in Aotearoa New Zealand; the second focusing on a review of traditional practice across the Pacific, in partnership with Lagi-Maama.
Auckland Art Gallery Toi o Tāmaki	On track	Auckland’s leading gallery of art houses a nationally important collection of more than 17,000 works from New Zealand and the world. Its purpose is to be a place for art and catalyst for ideas, offering experiences that strengthen and enrich our communities.	The Gallery saw a successful quarter of public programming with a total of 3398 visitors attending the Lunar New Year programme events (1 February) and 899 visitors combined attended Pride programming (15 & 22 February). The Lunar New Year festival attracted 136 visitors to the Gallery library (before its closure for office refurb), looking at artist archives, artist files and AV material from the Gallery’s collection. The team is still welcoming researchers despite the closure. A major retrospective exhibition of New Zealand photographer Mark Adams (born 1949, Ōtautahi Christchurch) opened at Auckland Art Gallery Toi o Tāmaki on 29 March. The offers the first comprehensive survey of Adams’ work, showcasing more than 65 works spanning his 50-year career. The Gallery hosted the annual launch of the Auckland Writers Festival, considered the largest of its kind in the Southern Hemisphere. This year’s festival, in May, will feature more than 170 local writers and nearly 50 international guests.
Auckland Zoo	On track	Auckland Zoo is a wildlife conservation organisation that brings people together to build a future for wildlife. The Zoo cares for wildlife, participates actively in national and international wildlife conservation programmes and research and creates extraordinary experiences for visitors.	In partnership with the NZ Police liaison team, the Zoo hosted a Social Cohesion network event for more than 80 ethnic community leaders, focused on the theme of community wellbeing. As a result of the event, many of the attendees have expressed a desire to explore more ways the Zoo can engage with their communities. The TAU Māori Outcomes rōpū has committed funding for the Wellbeing in Nature Community (WiNC) programme at Auckland Zoo. This investment will enable 2500 participants from Tāmaki Iwi, Mataawaka and whānau Māori to visit the Zoo and access the WiNC programme resources. The Zoo will evaluate the programme and seek feedback from those whānau Māori to better understand how the Zoo can serve whānau Māori in the future, and further its commitment to strengthening its relationship with Te Ao Māori. This project includes Kia ora te Rangatahi. The Zoo welcomed more than 100,000 visitors in January – for only the second time in its history; with more than 60,000 visitors in both February and March. Installation of a temporary winter activation – The Dinosaur Discovery Track – was completed in March, ready for opening to the public on Wednesday 2 April. Season 3 of Auckland Zoo’s TV series <i>Wild Heroes</i> has been scheduled to launch on Three and ThreeNow from 27 April and will run for 10 weeks at the prime 6.30pm slot on Sundays. The series has been greenlit by Discovery NZ for Season 4.

Projects of focus

Project	Status	Description	Progress towards key deliverables
Auckland Stadiums	On track	Auckland Stadiums manages Western Springs, North Harbour Stadium, and Go Media Stadium and brings to Auckland world-class sport, live music, and entertainment.	Moana Pasifika hosted the franchise's first game at North Harbour Stadium against the Highlanders on 28 February with 4000 attendees. Auckland FC's highly successful season continued through Q3 with six matches at Go Media Stadium, including the sold-out derby game against the Wellington Phoenix on 22 February. The versatility of Lilyworld as an event hub was further demonstrated in January, hosting Megaland for five days attracting more than 5500 patrons and then hosting a Fat Freddy's Drop concert over Auckland Anniversary weekend with 4350 in attendance. 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.
Stadium Development	On track	Includes Single Operator Stadiums Auckland (SOSA) model, Western Springs precinct and Harbour Stadium updates.	Site establishment began for the Waikaraka Park upgrade project. Resource consent was granted, and new pit / carpark construction began in March. A site blessing with Iwi on 6 March was attended by local board members, council, Mayor's office and TAU staff, and speedway committee members. Project is on track. Western Springs Stadium EOI applicants were informed that the Governing Body will have an active role in any future decision making. Two of the three remaining applicants combined their proposal, meaning two proposers presented their concepts to confidential Governing Body workshops in March. The TAU Board will make a recommendation back to the Governing Body, which will consider that recommendation on 1 May.
Integrating Auckland's cultural institutions	On track	TAU's contribution to the development of options and opportunities for creating an integrated cultural institutions model for Tāmaki Makaurau Auckland.	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. The TAU Partnerships team is working with MOTAT and the council on both the next MOTAT levy and the next round of board member renewal and recruitment.

Auckland's reputation

Highlights

Auckland reached an average of 1.2m Australian viewers on 27 February via seven live crosses on *Sunrise* breakfast TV, securing prime exposure for Moana Auckland with a Six60 acoustic performance and a manu demonstration along with strong publicity for Destination Partnership Programme partner SkyCity. Pride also featured with drag queens Rita Menu & Miss Geena.

The NZ Maritime Museum had a strong promotional presence at the Australian Wooden Boat Festival, which attracted more than 60,000 attendees across five days. Towers showcased vessels, panels delivered storytelling, and the team engaged with visitors. A sailing prize was contributed to Moana Auckland.

Programmes and projects of focus

Programme	Status	Description	Progress towards key deliverables
Promoting Auckland	On track	Building Tāmaki Makaurau Auckland's brand as a place to visit, live, work, study and do business. Promoting Auckland and TAU through media, delivering integrated plans to attract visitors and investment, and leading the coordination of regional and sub-regional destination marketing.	In Q3, TAU successfully pitched Auckland as the place to work as a digital nomad to US writer Scott Laird, resulting in Fodor's Travel story This Stunning Country Just Made It Easier to Temporarily Relocate There reaching an audience of frequent leisure and business travellers (5m monthly unique visitors). In addition, support was provided for Forbes writer Roger Sands resulting in in 5 Reasons Why Auckland, New Zealand Deserves Serious Props (3.5m daily visitors) and for Town & Country writer Amy Louise Bailey on a Snobs Guide To New Zealand (98,000 daily views, print circulation 440,000). Three top quality content creators from Australia have been confirmed for upcoming famils focusing on food (Iconic Auckland Eats), culture (Treasures of Tāmaki) and outdoor adventures.
Promoting TAU activity	On track	Increase the recognition and reach of TAU's own brands through ongoing marketing and promotion of TAU-hosted and/or delivered experiences, events, exhibitions and performances.	The BNZ Auckland Lantern Festival saw positive earned media coverage with ticketing and transport messages effectively communicated contributing to 230,000 ticket downloads. Extensive coverage across mainstream & Chinese media including the <i>NZ Herald</i> front page & stories on 1 News & TVNZ <i>Breakfast</i>. Auckland Art Gallery's Lunar New Year content collaboration with Chinese social media platform Skykiwi resulted in 9000 views, while Instagram & TikTok posts on <i>Olafur Eliasson: your curious journey</i> generated 125,000 views and 10,000 engagements across five design, art, environment and family accounts. Promotion of Zoo Lates and Valentines Late went to market with own-channel marketing on TikTok (1440 clicks/\$570 spend) and Snapchat (800 clicks/\$260+ spend) engaging new, younger audiences.
Auckland Pass	On track	As per our Letter of Expectation, Tātaki is investigating the feasibility and development of an 'Auckland Pass'.	TAU has continued to investigate the feasibility of an Auckland Pass. Over Q3 this has included primary research with potential operators and customers, an evaluation of the operational feasibility of introducing an Auckland Pass, commercial modelling and assessment of the conditions required for a pass to be successful. This work will be synthesised and a recommendation on next steps will be made to the TAU board in Q4.

Auckland's prosperity

Highlights

Tāmaki Makaurau innovation hub GridAKL, established by TAU on behalf of council, marked its 10-year anniversary in March, celebrating a decade of driving economic growth and entrepreneurship in the region. A comprehensive 10-year impact report shows GridAKL generates \$424m in annual GDP contributions through its focus on innovation and entrepreneurship (based on 2024 figures). Of this, \$33m is additional economic value enabled by TAU investment, with businesses benefiting from knowledge sharing, collaboration with and connections to investors, talent and complementary firms within GridAKL's ecosystem, which now houses more than 900 employees across 140 businesses.

Devonport was home to a large-scale film shoot in Q3, with the filming for a Netflix mini-series based on the John Steinbeck novel *East of Eden*. The shoot involved about 200 cast and crew members and required significant facilitation from the TAU screen facilitation team. The series will showcase Devonport's historic village to an international audience and brought significant benefits to local businesses, from cafes and shops to accommodation providers.

Nominations for the TAU-supported *Iconic Auckland Eats* campaign closed on 5 March after a record 3109 nominations, a year-on-year increase of 67.4 per cent – exceeding the target of a 15 per cent increase from 2024. A launch event is being planned to announce the new top 100 list and five-year anniversary with the date in late May to be confirmed.

The ClimateWise platform launched publicly with 50 attendees at the launch event at GridAKL. The free platform provides practical tools and resources to help Auckland businesses identify and manage climate-related risks. Since launch, positive engagement has been seen from key organisations, including an approach from the Climate Change Commission, Parnell Business Association, C40 Cities, and a presentation request from KiwiBank, highlighting early momentum and interest in ClimateWise.

Issues and risks

TAU continues to work with Auckland Council and key stakeholders on an alternative to the Accommodation Provider Targeted Rate (APTR) – such as a bed levy – to enable continued investment in destination attraction activity. This is particularly pertinent for FY26, planning which in the LTP was underpinned by an assumption that a bed levy (or similar) would directly enable a \$7m reduction in funding from ratepayers for major events, this is now unlikely, creating a major gap. This identification of future funding is critical to enable continued major events attraction.

Work continues on the CCO transition programme commenced to meet the Governing Body's deadline of 30 June 2025. Staff uncertainty has declined overall (though is still high in areas directly impacted by CCO review decisions), though the proposed Economic Development (ED) transition will require significant support to ensure continued progress is made on ED initiative and programmes.

Programmes

Programme	Status	Description	Progress towards key deliverables
Visitor Economy	On track	TAU's Visitor Economy team focuses on leading and partnering in destination marketing and advocating or coordinating in destination management.	Destination Partnership Programme (DPP) – Planning is underway for the FY25/26 programme. An industry speed dating event was hosted with more than 80 industry partners practising their 'elevator pitch' and making new connections with other operators. Nighttime Economy (NTE): NTE Project lead has completed stakeholder meetings and is now outlining key opportunities for the city centre at night. The Nighttime Champions Group is being stood up, with a name for the NTE and activations plan in development. Trade activity: Auckland was represented alongside Rotorua and Auckland Airport in China for 10 days across four cities as part of the China Roadshow. More than 250 agents attended the roadshow alongside support from Tourism New Zealand China. Meetings were also held with Ctrip, Tencent and Air China while in market.
Economic Transformation	On track	Providing insights, data and guidance and support for regional, local and place-based initiatives and focusing future investment on economic outcomes for south and west Auckland.	City Centre Investment Prospectus – Second 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.
Investment & Screen Attraction	On track	Attracting high-value businesses and investment to the city to maximise economic opportunities associated with infrastructure, businesses and talent. Screen Auckland includes attraction of screen productions, management of screen infrastructure and ensuring Auckland is a 'film friendly' region.	Investment: Pipeline client Aventura has begun earthworks on site for the \$100m+ Dairy Flat surf park development. The client has now also purchased additional land for 400 houses to surround the surf park, hotel, retail outlet and restaurant. As requested due to transition, work on Te Puna Creative Innovation Quarter investment is being slowed. Senior council staff are being briefed on the workstream. Interested hirers, tenants and stakeholders have attended site visits at Te Puna Creative Hub after messaging about hireable spaces was sent to the team's contacts. Studio listing added to Screen Auckland website. Other tenant attraction ongoing. Stage two fit out on track for completion end of April.

Tech & Innovation	On track	Leveraging our role to grow Auckland's innovation ecosystem, including the ongoing development of the <i>GridAKL</i> network and the implementation of <i>Tech Tāmaki Makaurau</i> – Auckland's Tech Strategy.	Engagement has taken place with Minister Willis supporting the Government's growth agenda (#Going4Growth), including accompanying visit to The Pure Food Co, and providing a tour of GridAKL, where the minister engaged with SupaHuman Ai and Fintech NZ. The Tech Tāmaki Makaurau industry advisory group was convened, with representation from Datacom, Clearhead, Facticeon, Bridgewest, Centre for Innovation & Entrepreneurship, Holmes Group, Seen Ventures, Pasifika in IT. The group expressed interest in refreshing the strategic plan for 2026-29 and continuing to build international partnerships. A Medtech industry-focused roundtable was held in partnership with University of Auckland and Technology Investment Network. C-suite executives from Douglas Pharmaceuticals, Orion Healthcare, Fisher & Paykel Healthcare, Alimetry, Formus Labs, Kitea Health and discussed opportunities to grow the sector in 2025. An Aerospace Auckland roundtable was held with JAXA (Japanese Aerospace), with a high quantity of aerospace start-ups and stakeholders engaged with the Japanese delegation. Planning underway to merge Aerospace Auckland with Aerospace New Zealand (Canterbury). In a separate event, 20 representatives from Auckland Aerospace and four delegates from EU Directorate-General were convened for a round table discussion. Europe has strong interest in quantum computing and optical technologies. The Startup Aotearoa programme (funded by Callaghan Innovation) continues to support entrepreneurship with 140 x founders engaging with GridAKL Advisors during Q3. NPS score of 93 overall. Engagements were held with students from Utah / Brigham Young University to provide an overview of Auckland's innovation ecosystem and with Yamagata Government (Digital Director) to strengthen international relationships and share knowledge on respective tech economy plans. Multiple capability-building workshops have been held including: GridAKL Kids Game Dev showcasing local games; Migrants in Tech discussing entrepreneurship pathways, and GridAKL Bootstrappers Breakfast providing business advice clinics to early-stage entrepreneurs.
Climate Connect Aotearoa (CCA)	On track	Climate Connect Aotearoa brings together business, government, Māori, academia, funders and investors, and climate innovators to create the solutions required to ensure Tāmaki Makaurau Auckland and Aotearoa New Zealand adapt and thrive in the face of climate change. The work programme includes climate challenges, knowledge hubs, and ecosystem mapping.	Climate resilience: A free digital platform called 'ClimateWise' was launched by Climate Connect Aotearoa and showcased on TV3 news. ClimateWise provides small businesses with practical information and tools for managing climate risk. The platform was developed after extensive engagement with business networks, climate resilience experts, relevant government agencies and Auckland Emergency Management. Phase two planning is underway to expand the platform and partnerships, as well as responding to engagement requests from Aotearoa Climate Adaptation Network, Council Resilience Group, C40 Cities, and the Parnell Business Association. Māori Outcomes: He Kete Mātauranga Hui was held on 24–25 March at Te Puna Central Hub in Te Kōpua Henderson. The two-day hui explored how creatives, innovators, and taiao practitioners are leading climate action through a te ao Māori worldview. This year, CCA introduced workshops that offer a deeper dive into the main themes — moving beyond wānanga to more interactive and practice based mahi. 85 people attended across two days. A CCA article was published on <i>He Tirohanga Māori: A Māori perspective on climate adaptation for businesses</i>. Energy: The CCA-commissioned report on 'Community-Scale Batteries in Aotearoa' was published. A government, council and industry workshop was held by EECA and CCA focused on freight decarbonisation. The Franklin Energy Sharing project has been selected for the Power Innovation Pathway, which enables additional support from the Electricity Authority. General: TAU and CCA co-hosted a session at the 2025 Hillary Innovation Summit on 'Partnering for Impact: Building Public-Private Collaborations for Climate Resilience'.

Performance measures

Performance measure	Previous year result	Year end Target	Q3 Actual YTD	Status	Commentary
Experience and events					
The number of people who are issued tickets to attend Auckland Live, Auckland Zoo, Auckland Art Gallery, NZ Maritime Museum, and Auckland Stadiums venues and events. (LTP measure)	2.09m	2.12m	1.65m	On track	Attendance is on track to meet the year-end target.
The number of children participating in educational experiences through TAU venues and facilities.	137,546	150,000	104,000	Not on track	Auckland Art Gallery, NZ Maritime Museum, and Auckland Stadiums tracked above target for Q3. Auckland Zoo and Auckland Live were below target due to increased transportation costs and a reduction in school field trips.
Percentage of Auckland residents surveyed who consider that TAU's programmes, events and exhibitions enrich their lives.	76%	70%	No result	No result	Result reported annually only. Surveying due to take place in April/May 2025.
The number of programmes contributing to the visibility and presence of Māori in Auckland, Tāmaki Makaurau. (LTP measure)	87	45	90	Achieved	This KPI has been achieved. Several programmes, initiatives and events took place around Waitangi Day.
Percentage of customer complaints resolved in 10 working days.	93%	80%	87%	On track	At the end of Q3, 68 complaints have been received YTD, with 59 resolved within 10 working days.
Taonga and places					
The net promoter score for TAU's audiences and participants. (LTP measure)	49	40	59	On track	Based on results available across Auckland Live, Auckland Stadiums, Auckland Art Gallery, Auckland Zoo and NZ Maritime Museum.
Percentage change in greenhouse gas emissions against 2018/19 baseline (Scope 1 and 2 only).	-14.6%	-20%	No result	No result	Result reported annually only.
The percentage of operating expenses funded through non-rates revenues. (LTP measure)	55%	59%	57%	On track	While TAU is currently behind target, it expects this situation to improve as the year continues and revenue generating activity increases.

Performance measure	Previous year result	Year end Target	Q3 Actual YTD	Status	Commentary
Percentage of milestones completed as per TAU Board agreed capital programme.	84%	80%	70%	On track	The TAU Board has approved a programme that includes 47 milestones. To the end of Q3, 33 of these milestones have been achieved.
Percentage of critical TAU assets in acceptable condition.	Benchmark set (95%)	95%	97%	On track	As at 31 March 2025, 97% of critical assets in the TAU Asset Register were in acceptable condition (rated very good, good or average).
Auckland's prosperity					
Attributable value of private sector investment secured during the year.	\$351.9m	\$100m	\$331.7	Achieved	Result reflects significant screen attraction activity for Auckland over the period including TAU's role in attracting and facilitating the filming of major screen production, <i>The Wrecking Crew</i> .
The contribution to regional GDP from major events and business events attracted or supported. (LTP measure)	\$142.8m	\$50m	63.67m	Achieved	Result based on the assessment of 20 events over FY25 YTD.

Financials – overview



Direct operating performance

Notes	FY 24		FY 25 Quarter 3 YTD			FY 25
	Actual		Actual	Budget	Variance	Budget
Net direct expenditure	A	85.9	70.2	72.9	2.7	94.3
Direct revenue	B	104.4	80.0	76.8	3.3	105.6
Fees & user charges		55.5	46.6	45.9	0.8	57.0
Operating grants and subsidies		17.2	10.2	9.9	0.4	26.2
Other direct revenue		31.7	23.1	21.0	2.1	22.4
Direct expenditure	C	190.3	150.2	149.7	(0.5)	199.9
Employee benefits		87.9	69.1	67.9	(1.2)	79.6
Grants, contributions & sponsorship		8.7	8.7	8.3	(0.4)	7.7
Other direct expenditure	D	93.7	72.5	73.6	1.1	112.6
Other key operating lines						
AC operating funding		85.8	71.9	70.7	1.1	94.3
AC capital funding	E,F	57.5	55.6	46.5	9.2	84.8
Depreciation		60.0	45.3	42.0	(3.3)	56.0
Donated Artworks	G	2.2	2.3	0.0	2.3	0.0
Net Income Tax expense (benefit)		1.0	0.3	0.0	(0.3)	0.0
Net interest revenue (expense)		2.0	1.1	0.0	1.1	0.0

Financial commentary

A. Net Direct Expenditure is better than target for the third quarter.

B. Revenue is favourable mainly due to strong revenue targets achieved through additional event revenue in the Performing Arts area, strong film studio operating margins, and insurance recoveries offset by minor timing variances in grant revenue for the Regional Events Fund and the Auckland Art Gallery.

C. Direct expenditure is largely in line with the budget, employee benefits are adverse largely due to the impacts of recognition of the group payroll correction and additional resources to accommodate increased revenue driving activities.

D. Other expenditure (including costs of sales for events and visitation, occupancy and utilities as well as repairs and maintenance costs to support the venues of Tātaki) are favourable to the budget due to timing of work.

E. Steady progress has been made during the year to date with nearly 66% of the total budget spent. While there was a slower than anticipated start in the initial months, work has since accelerated which has resulted in spend exceeding budget in recent months, with various projects now progressing ahead of schedule.

F. Due to updated TAU capital budget phasing, capital spend exceeds budget in this report but is below budget in the Auckland Council Group Monthly Financial Dashboard March 2025 - which is based on original LTP phasing.

G. Vested Assets includes gifted artwork.

Appendix 1: Financial breakdown by key activities

Direct operating performance

Cultural organisations*

\$ million	Notes	Previous Year Actual	Actual	2024/25 YTD Budget	Variance	Full year Budget
Auckland Art Gallery						
Direct revenue		5.7	3.8	4.5	(0.8)	6.4
Direct expenditure		23.4	18.5	20.1	1.6	26.3
Net cost to serve		17.7	14.7	15.6	0.9	19.4
Net cost to serve Per Patron*			\$39.30			\$39.90
Auckland Zoo						
Direct revenue		16.1	12.0	11.9	0.1	16.2
Direct expenditure		30.1	23.9	24.3	0.4	32.0
Net cost to serve		14.0	12.0	12.5	0.5	15.8
Net cost to serve Per Patron*			\$19.40			\$18.70
NZ Maritime Museum						
Direct revenue		3.5	2.7	2.6	0.2	3.4
Direct expenditure		8.5	7.0	6.9	0.0	9.0
Net cost to serve		5.0	4.2	4.3	0.1	5.6
Net cost to serve Per Patron*			\$31.00			\$34.10
Auckland Stadiums						
Direct revenue		12.3	11.2	12.3	(1.1)	14.5
Direct expenditure		16.0	12.4	14.7	2.3	17.9
Net cost to serve		3.7	1.2	2.4	1.2	3.3
Net cost to serve Per Patron*			\$1.80			\$4.40

*These metrics are as at December 2024, a number of TAU's cultural organisations are subject to significant seasonality in patronage numbers, at this stage TAU considers that these are on track for achievement of the full year target.

Economic development

\$ million	Notes	Previous Year Actual	Actual	2024/25 YTD Budget	Variance	Full year Budget
Economic development (includes Climate change & Climate Connect Aotearoa)						
Direct revenue		23.6	18.9	14.8	4.1	18.2

\$ million	Notes	Previous Year Actual	Actual	2024/25 YTD Budget	Variance	Full year Budget
Direct expenditure		31.5	22.2	21.6	(0.6)	30.6
Net cost to serve		7.9	3.4	6.9	3.5	12.4

Destination

\$ million	Notes	Previous Year Actual	Actual	2024/25 YTD Budget	Variance	Full year Budget
Destination (incl. Major and Business events)						
Direct revenue		10.7	4.6	8.2	(3.6)	11.3
Direct expenditure		32.7	25.7	25.7	0.0	32.6
Net cost to serve		22.0	21.1	17.5	(3.6)	21.3

Performing Arts and Conventions

\$ million	Notes	Previous Year Actual	Actual	2024/25 YTD Budget	Variance	Full year Budget
Performing Arts & Conventions						
Direct revenue		30.0	25.3	21.1	4.2	29.8
Direct expenditure		39.3	32.4	29.7	(2.6)	38.4
Net cost to serve		9.3	7.1	8.7	1.5	8.7
Net cost to serve Per Patron			\$8.20			\$13.30

Other (including Governance and TAU+)

\$ million	Notes	Previous Year Actual	Actual	2024/25 YTD Budget	Variance	Full year Budget
Other (including Governance)						
Direct revenue		0.4	0.2	0.2	0.1	0.2
Direct expenditure		4.0	4.5	2.6	(1.9)	4.4
Net cost to serve		3.7	4.3	2.4	(1.9)	4.2
Partnerships (TAU+)						
Direct revenue		2.1	1.4	1.2	0.1	2.1
Direct expenditure		4.7	3.5	3.9	0.4	5.2
Net cost to serve		2.6	2.2	2.7	0.5	3.1

Capital performance

The end of year forecast is that TAU will largely achieve its budget for the year. This will be achieved by bringing some of FY26 projects into the current financial year. Year to date the budget has been exceeded by \$9.2m due to earlier scheduling of programmes of work.

Several key projects are in the construction phase.

- **Art Gallery Heritage Restoration project; total project budget \$31.8m:** The overall project spend is 73.8%. The Kitchener Street scaffold removal is scheduled for May 2025 with the final stage clock tower façade remediation due to be completed in October 2025. The next step is to complete the Kitchener Wing roof works on the northern mansard, prior to the scheduled scaffold removal in May 2025.
- **Aotea Precinct Standby Power Generation; total project budget \$6.7m:** The standby generation system is live and operational with overall spend at 101%. The mimic panel has been installed, tested, and commissioned. The next steps are to schedule staff training to handover to the operations team and facilitate the final inspection, engineer sign-off, and coordinate the contracts and project closure documentation.
- **Security Transformation programme; total project budget \$8.3m:** Eight of the 12 sites are complete, and two remain on hold pending future direction (North Harbour and Western Springs Stadiums). The final two sites (the Zoo and Go Media Stadium) are progressing well with the Zoo being 43% complete for CCTV, 25% for Access Control, and 20% migration to the CCTV milestone platform. Go Media Stadium is 60% complete for CCTV and 95% for Access Control.

\$ million	Notes	Previous Year Actual	2024/25 YTD			Full year Budget
			Actual	Budget	Variance	
Auckland Zoo		8.1	11.6	9.1	-2.5	16.6
Auckland Art Gallery		14.1	9.7	9.7	0.0	17.7
New Zealand Maritime Museum		4.0	1.6	1.5	-0.1	2.7
Auckland Stadiums		12.4	14.7	9.9	-3.2	18.1
Performing Arts & Conventions		10.0	10.4	9.2	-0.9	16.8
Security		3.2	2.1	2.0	-0.1	3.7
Digital		1.9	1.0	1.8	0.8	3.3
Partnerships (TAU+)		1.7	1.7	1.3	-0.4	2.4
Property		2.1	2.8	2.0	-0.8	3.6
Total		57.5	55.6	46.5	-9.2	84.90

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

Appendix 2: Performance of facilities and venues

Outlined below are operational metrics for TAU facilities and venues. These are not considered organisational Key Performance Indicators and will not be reported formally as part of TAU annual reports, but are provided to assist in tracking performance at a more granular level.

Facility/venue	Operating metrics		Facility/venue	Operating metrics	
Auckland Art Gallery	Full year target	Q3 YTD	Auckland Zoo	Full year target	Q3 YTD
Total attendance	500,000	375,375	Total attendance	846,230	616,471
Ticketed attendance	52,500	34,453	Ticketed attendance	846,230	616,471
No. school children	10,000	7865	No. school children	47,500	27,487
Net Promoter Score (NPS)	45	59	Net Promoter Score (NPS)	45	73
No. programmes contributing to visibility/presence of Māori	15	33	No. programmes contributing to visibility/presence of Māori	10	24
% opex funded through non-rates revenue	24%	20%	% opex funded through non-rates revenue	51%	50%
New Zealand Maritime Museum	Full year target	Q3 YTD	Auckland Live and Conventions	Full year target	Q3 YTD
Total attendance	163,144	136,850	Total attendance	651,000	580,617
Ticketed attendance	95,250	79,276	Ticketed attendance	593,400	433,138
No. school children	6,470	5454	No. school children	71,400	36,868
Net Promoter Score (NPS)	45	59	Net Promoter Score (NPS)	40	53
No. programmes contributing to visibility/presence of Māori	10	14	No. programmes contributing to visibility/presence of Māori	10	16
% opex funded through non-rates revenue	38%	39%	% opex funded through non-rates revenue	77%	78%
Auckland Stadiums	Full year target	Q3 YTD			
Total attendance	760,380	643,203			
Ticketed attendance	533,330	470,002			
No. school children	20,000	26,763			
Net Promoter Score (NPS)	20	38			
% opex funded through non-rates revenue	81%	90%			