



Annual Report 2024-2025



Annual Report from the Chair & Chief Executive

Kia ora tātou,

As our second year of a three-year strategy, the year 1 April 2024 – 31 March 2025 was one of building momentum. This saw a keen focus on accelerating key projects to deliver value for our members and putting our industry strategy Tourism 2050: A Blueprint for Impact into action.

There were several standout achievements through the year, including delivering a significant programme of advocacy projects that saw the development of dedicated reference groups to collate member input and ensure industry views were understood and represented effectively. Working collaboratively with industry was particularly important for our work on advocating for sustainable funding models, in particular how funds received through the IVL are applied.

The launch of Akiaki – Advancing Tourism at TRENZ 2024 resonated with members, with strong uptake of the online training programmes and the practical actions designed to help improve members sustainability and business capability.

Aotearoa New Zealand's tourism industry continued its international tourism recovery, with visitor arrivals plateaued at 86% of pre-COVID levels. While anticipated to take time, a tightening domestic tourism market, continued cost-of-living concerns and economic volatility combined to add pressure through the year for many members.

Our annual member survey in February, provided a good pulse-check and insight to industry sentiment, with business growth and growing visitor arrivals top of mind. Leadership and Policy & Advocacy remained the two most important services that our members look to us to provide.

There was significant progress in key issues for our members as a result of our advocacy work, with tourism identified as a key part of the government's 'Going for Growth' strategy. The announcement by then Minister of Tourism and Hospitality Hon. Matt Doocy of our work to advance a Tourism Growth Roadmap at the Tourism Summit in September was a significant win. This provided a catalyst to progress the industry's collective work to achieve balanced growth across Tourism 2050's economic, community, visitor and environmental objectives.

Our events and conferences continued to be regarded as tourism's must attend events, with the Tourism Summit and Tourism Awards again providing key engagement opportunities with strong attendance and satisfaction ratings. TRENZ was held in Wellington for the first time, at the new Convention Centre – Tākina. Together the events proved hugely valuable, achieving our stated objectives to deliver compelling and engaging events, drive engagement, connection and value for the industry and our members.

Financial performance

Tourism Industry Aotearoa (TIA) demonstrated a strong financial performance for the 12 months ended 31 March 2025.

Overall, the TIA operating result for the year ended 31 March 2025 is a surplus of \$0.384m (compared with a surplus of \$0.260m the previous year).

The larger surplus is primarily driven by an increase in membership fees as members themselves experience improved revenues with a corresponding upward movement in TIA membership Tiers. We deeply appreciate every business that chooses to dedicate a portion of their revenue to support what we do.

TIA is well positioned to invest in future initiatives while maintaining a strong financial foundation.

Strengthening our membership

Our focus is to deliver an outstanding member experience, with our catalyst projects providing direction to both attract new members and increase the value we deliver to our members. Membership numbers reached 1,225 and we were pleased to maintain a strong member retention rate of 96%.

The February member survey confirmed that we maintained strong member satisfaction, with our Member Net Promotor Score (NPS) increasing to 24 from 18 in FY24. Satisfaction with the services delivered was also high, with more than 80% of members indicating they are satisfied or extremely satisfied in relation to Leadership, Policy & Advocacy, and Insight & Support.

The agreement with Hotel Council Aotearoa came into effect on 1 July and resulted in a strong partnership between the associations, helping us to deliver added value for our combined members.

Key advocacy and engagement impact

A significant part of our work to enable a successful tourism industry includes our efforts to influence and inform government on tourism issues and proposed government policy. TIA supported another year of unprecedented advocacy priorities, driven by an aggressive government agenda and the development of local government long-term plans.

Throughout the year we prepared 28 submissions ranging from conservation to funding and visa fees, as well as developing a significant number of briefings, presentations and letters to engage on key issues.

International Visitor Levy and Visa Fees

The proposed changes to International Visitor Conservation and Tourism Levy consultation drew significant attention from both industry and the general public alike with over 1000 submissions received. Our submission drew on input from the industry funding group we convened, as well as input from our Board and members. Combined, this gave us a strong sense of alignment to industry views. The resulting submission focused on three core areas: the strategic context and wider funding environment, overall costs and price sensitivity of visitors, and the need to change the governance and distribution approaches of the IVL.

Following our submission, we undertook a targeted engagement campaign across industry, key stakeholders and government, with direct engagement with the Ministers of Tourism, Finance and Conservation to ensure your views were well understood. We included our paper on Sustainable Tourism Funding in our submission, widening consideration of a broadly-based funding mechanism for tourism.

Prior to consultation on the IVL, we were engaged in a closed consultation of Visitor Visa Fees and Levies.

Conservation

The Department of Conservation's consultation on modernising land management and access charging was in line with our industry actions from Tourism 2050. To understand and respond we formed a dedicated reference group, with representation of key stakeholders in the concession community, supported by surveying both members and industry. This approach was key to ensuring our submission represented a well-founded pan-industry perspective.

We engaged extensively on conservation projects, including the Tongariro Alpine Crossing Sustainable Management Project, the Milford Opportunities Project and significant site closures resulting from weather events, including Cathedral Cove. As part of our advocacy for sustainability and emissions, we submitted on NZ's Second Emission Reduction Plan and on Aotearoa New Zealand's 2035 International Climate Change Target.

Supporting a thriving workforce and careers

Our attention to addressing workforce challenges and opportunities, saw a dedicated programme of work implemented. We conducted two workforce surveys through the year with members, supported by continued funding from Ringa Hora. The findings of the March 2024 survey workforce survey were released at TRENZ and informed our programme of work undertaken through the year.

Through the year we actively advocated and monitored changes to the Accredited Employer Work Visa that are designed to attract and retain highly skilled migrants and reduce the vulnerability of migrants to exploitation. Major successes included removing the median wage requirement and a more streamlined process for the Accredited Employer Work Visa and the introduction of seasonal workforce visas, so industry can attract the workforce needed.

To help shift the perception of a career in tourism and support a healthy forward-looking talent pool, we convened a tourism education forum for the first time. This involved private training providers and member universities to discuss shared issues and the future of vocational education. The forum provided useful feedback when we were asked to submit on the proposed reform of the vocational education and training sector, including pending changes to Te Pūkenga and Ringa Hora. We continued our efforts to support education, advocating for the retention of tourism programmes at the university level and for tourism to be accepted as a new NCEA subject in senior secondary schools.

Wider advocacy

Our policy and submissions work encompassed a wide range of central and local government initiatives and legislation. These included the Auckland Council Annual Plan, Council Long Term Plans and Taxation and the Not-for-profit Sector.

As part of the Tourism Data Leadership Group, TIA championed the need for more tourism specific data, endorsing investment in a range of new data to support sector growth to be delivered over the year ahead. We also assisted the wider tourism industry by facilitating the Drive Safe programme, the Responsible Camping forum, Accommodation Forum, Hotel Regional Chairs, Small Business Reference Group, and the Tourism Association Network.

Maintaining strong relationships with stakeholders and influencers

In addition to our work on policy programmes and submissions, we continued to form constructive relationships to position TIA as a trusted partner for government and industry stakeholders. We maintained a close working relationship with the Minister of Tourism, the Hon. Matt Doocey during his term, including taking part in a working group to inform the development of a growth roadmap for the tourism industry.

Early in 2025, and under the leadership of the newly appointed Tourism and Hospitality Minister, Hon. Louise Upston, the Government identified tourism as a key part of its programme to drive growth in Aotearoa New Zealand economy, a prioritisation that we welcomed given the enormous potential of the industry to both grow, create value and to spread benefits throughout the country.

Following the appointment of Minister Upston, we were quick to engage and support her understanding of the industry and the unique opportunity that tourism represents to support the governments stated priorities as outlined in a Briefing to the Incoming Minister (BIM).

We continued to maintain close working relationships with central and local government officials, politicians and other tourism industry groups. This included efforts to build relationships with Minister's across related and intersecting portfolios including finance, conservation, hunting and fishing, trade, immigration and small business, and with opposition spokespeople.

Our annual Stakeholder Survey rating of 81 confirmed that TIA is viewed as a constructive and trusted partner, a critical measure of the effectiveness of our engagement with government agencies and decision makers.

Through our engagement with media and owned communications channels, we strove to draw attention to all the critical industry issues through the year and successfully championed the tourism industry by raising our media profile and achieving positive media coverage. We

maintained an average open rate of 65% of our weekly e-newsletter Te Aka Tāpoi, consolidating it as a valuable channel to keep members informed of regulatory changes, events and industry updates.

Realising the potential of the Tourism Sustainability Commitment (TSC)

TIA's vision is to lead the world's most sustainable tourism industry. TIA continued its work to implement and raise awareness and engagement in the Tourism Sustainability Commitment, which aims to see every New Zealand tourism business contributing positively to our people and cultures, our environment and our economy. This saw us grow signatories from 1700 to 2100 through the year.

We were proud to launch a dedicated online training programme, Akiaki – Advancing Tourism, at TRENZ in May to equip our members with information and resources to help them improve sustainability and build business capability. Consisting of 10 online modules, the programme was carefully designed for both managerial and operational staff in tourism businesses. Providing this free for TIA members has added significant value for industry. The tools and resources resonated well, with 450 learners from 177 organisations registering in the months after launch.

Other activity to support sustainable initiatives saw TIA continue to facilitate the Wellington LoCarb collaborative project alongside Business Central and Hospitality NZ for WellingtonNZ. Over 40 hospitality businesses were represented in the 5-week programme focussed on reducing carbon emissions whilst also reducing costs. TIA also continued its partnership with Te Rūma Kākāriki | The Green Room project in the Bay of Plenty. During the year, this three-year project achieved its target of engaging 100 local operators, resulting in Tourism Bay of Plenty receiving ongoing funding from Tauranga City Council to offer a variation of this programme over the next 12 months to extend the reach of this powerful initiative.

Evaluation reports indicate that all projects have been very well received and resulted in real-world changes. We continued the annual TSC declaration to better understand our industry's progress on sustainability. Results indicate that there is still a significant discrepancy between aspirations and actions. 99% of respondents say sustainability is important to their business, but only 43% have a sustainability plan. TIA will continue its work towards closing this gap.

In February, TIA signed the Glasgow Declaration for Climate Action in Tourism. While an internal commitment for TIA, it includes supporting our members to halve their carbon emissions by 2030. We will be working with other stakeholders, including RTNZ and HNZ to reach this goal.

Events to enable members and the industry

Our member events continued to provide a platform for members to connect, be inspired and do business.

TRENZ 2024 was held in Te Whanganui a Tara Wellington for the first time. The event again elevated Aotearoa New Zealand's tourism profile, keeping our country top-of-mind at home and overseas. Attended by 1225 delegates, including buyers from 25 markets and international and domestic media, the event supported the continued recovery of tourism in New Zealand, innovatively positioning New Zealand tourism and reinforcing what makes us unique, desirable and competitive as a destination.

Our flagship conference, Tourism Summit Aotearoa, was held in conjunction with the New Zealand Tourism Awards Dinner in Tāmaki Makaurau Auckland in November. The Summit theme 'Visitor Experience in a Changing World' focused on the multifaceted aspects of visitor experience in an ever-changing tourism landscape, providing inspiration and practical knowledge about keeping New Zealand high on travellers' bucket lists. The Summit gained strong media coverage and a high satisfaction rating.

Following the Summit, the 14 winners of the New Zealand Tourism Awards were revealed at the Tourism Awards Dinner, with 420 delegates attending. These awards are dedicated to raising the profile of tourism, celebrating business and individual excellence within the industry. We effectively grew engagement with 40% of award entries received from new tourism businesses. RealNZ was awarded the prestigious Air New Zealand Supreme Tourism Award and Fergus Brown ONZM was awarded the Sir Jack Newman Outstanding Tourism Leader Award. Delegates enjoyed an evening of inspiration and celebrating success, successfully fostering pride amongst our tourism community with 100% rating the event excellent to good.

TIA also continued to use online webinars to ensure members stayed informed on significant issues, including sustainable business practices, emergency preparedness, adventure activities regulations, and business continuity. Over 850 members registered to attend TIA's webinars or watched the online recordings, an uplift from 600 in FY23-34.

Governance of TIA

The TIA Board continued its work to ensure TIA complies with the new Incorporated Societies Act (the Act) 2022, which comes into effect in April 2026. The Act requiring changes to the TIA constitution and introduces new duties and legal requirements for those involved in our governance. The TIA Board has taken the opportunity to review our governance arrangements to ensure a modern, best practice framework that enables TIA to continue to adapt to the changing needs of its members and the wider tourism industry.

During the year this involved the delivery of an external governance review and its findings, as well as consultation with our members and the establishment of a Governance Review Sub-committee of the TIA Board to further develop proposals and key areas for consideration. At our September AGM, members approved changes to enable online attendance and proxy voting at future general meetings. This is a significant step that will enable as many members as possible to have their say as part of this work and vote on proposed changes at our AGM in 2025.

TIA team

This year we have progressed efforts to create a high performing and sustainable TIA, with a range of initiatives undertaken to develop a thriving team. Staff engagement has remained high with engagement survey results reflecting a team who find TIA a positive place to work and feel closely aligned to TIA's purpose.

A new induction programme was developed and implemented through the year for new starters, helping to immerse new team members in the values and culture of TIA. We also continued our successful Māori capability programme with Manawa Māori, with monthly team sessions held. Additionally, the team had a key focus on strengthening our internal systems and processes to ensure more effective and efficient ways of working.

We welcomed some new faces to the team, including Adam Barker, EA and Governance Secretariat, Claire Beasley, Marketing and Engagement Manager and Frances Penfold, Stakeholder Engagement Manager.

TIA is a Living Wage employer and continues to strive to be an Employer of Choice through our investment in development for our people.

While our small team size means we're unable to calculate a meaningful gender pay gap, this year we used the Ministry for Women's Pay Gap Tool and their guidance to review our pay practices. This supports our ongoing commitment to fair and equitable pay for all roles.

Thank you

The TIA team and Chief Executive Rebecca Ingram continue to champion the tourism industry and work towards ensuring it has the resources, strategies and connections it needs to chart a successful and sustainable future. The Board would like to thank the entire TIA team for their ongoing commitment to TIA, as well as the support provided to members and the wider industry.

A special thanks to our departing board members Fergus Brown ONZM, Teresa Fogarty, Jenna Raeburn, and Debbie Summers.

The Board would also like to acknowledge the invaluable support of TIA's members, the wider industry, and Strategic Partners – Westpac, Marsh and Tourism Industry New Zealand Trust, along with many other partners and event sponsors.

Thank you to everyone that TIA works with, we look forward to continuing to support the industry towards its promising future.

A handwritten signature in black ink, reading 'K. Prendergast'.

Dame Kerry Prendergast
Chair

A handwritten signature in black ink, reading 'R. Ingram'.

Rebecca Ingram
Chief Executive

TIA Board of Directors as of 31 March 2025

Dame Kerry Prendergast was appointed Independent Chair of TIA for a three-year term from June 2023 until May 2026.

Board Members for the financial 24-25 financial year:

Adventure and Outdoor Sector

Geoff McDonald, Chief Executive, Skyline Enterprises Group

Air Transport Sector

Scott Tasker, Chief Customer Officer, Auckland Airport

Attractions, Conferences and Events Sector

Callum Mallett, Chief Operating Officer New Zealand, SkyCity

Culture and Heritage Sector

Jake Downing, Director of Museum and Commercial Services, Te Papa Tongarewa

General Industry Sector

Nicole Botting, Manager – Marketing, Te Koroī - Te Rūnanga o Ngāi Tahu

General Industry Sector

Anna Black, Executive Director, General Travel

Holiday Parks, Motels and Other Accommodation Sector

Deryck Shaw, Director, Holiday Parks New Zealand

Hotel and Lodges Sector

James Doolan, Strategic Director, Hotel Council Aotearoa

Land Transport Sector

James Dalglish (Co-Deputy Chair), Chief Executive Officer, GO Rentals

Māori representative

John Barrett, Managing Director, Kapiti Island Nature Tours and Nature Lodge

Regional Tourism Sector

David Perks, Chair, Regional Tourism New Zealand

Tourism Services and Services to Tourism Sector

Kristin Dunne (Co-Deputy Chair), Director of Destination Strategy, Miles Partnership

Water Transport and Cruise Sector

Hannah Ballantyne, Chief Tourism Officer, RealNZ

Tourism New Zealand Representative

René de Monchy, Chief Executive, Tourism New Zealand

Co-opted Director

Reuben Levermore, Head of Government & Regional Affairs, Air New Zealand

Board changes in 2024/25

September 2024

Scott Tasker, Chief Customer Officer, Auckland Airport, was elected as Air Transport sector representative.

Jake Downing, Director of Museum and Commercial Services, Te Papa Tongarewa, was elected as Culture and Heritage sector representative.

Deryck Shaw, Director, Holiday Parks New Zealand, was elected as Holiday Parks Motels, and other Accommodation sector representative.

Kristin Dunne, Director of Destination Strategy, Miles Partnership, was re-elected as Tourism Services and Services to Tourism sector representative.

Hannah Ballantyne, Chief Tourism Officer, RealNZ, was elected as Water Transport and Cruise sector representative.

June 2024

René de Monchy, Chief Executive, Tourism New Zealand, was re-appointed as Tourism New Zealand representative.

TIA welcomes those who have joined the Board in this period. Thank you to those directors who have stepped down and to all continuing directors for their valuable contributions.

Financial Report

Overview of Financial Results for FY 2024-2025

Tourism Industry Aotearoa (TIA) delivered a stronger financial performance in FY2025, with a net surplus of \$384,873—up 48% from the prior year's \$260,586. This improvement reflects continued focus on core revenue streams and prudent cost management.

A change in the mix of projects that TIA receives grant funding is reflected in both lower project revenue and project costs while having a largely neutral impact on the surplus year-on-year.

For a full copy of the financial statements, go to the MyTIA member zone: members.tia.org.nz

Income Analysis

Total income for the year was \$3.57 million, broadly in line with FY2024 (\$3.58 million). Notable growth was seen in membership fees, which increased by 18% to \$1.47 million, reflecting underlying growth in members businesses as they move up membership Tiers and new member acquisition. Secretariat and management fees remained stable at \$988,805, while investment income rose modestly by \$14,000 (15%) to \$108,816.

Expenditure Analysis

Total expenses reduced by 4% to \$3.18 million (FY2024: \$3.32 million). Employment costs remained the largest expenditure category at \$2.01 million, holding steady year-on-year.

Net Surplus and Financial Position

TIA's financial position remains robust. Accumulated funds rose to \$1.78 million (up from \$1.39 million), reinforcing long-term sustainability. Accounts receivable fell by \$217,000, resulting from more members paying their membership fee before 31 March 2025.

Conclusion

FY2025 reflects a solid year for TIA, with improved financial outcomes underpinned by increased membership support, and tight expenditure control. TIA is well positioned to invest in future initiatives while maintaining a strong financial foundation.

**TOURISM INDUSTRY AOTEAROA
STATEMENT OF FINANCIAL PERFORMANCE
FOR THE YEAR ENDED 31 MARCH 2025**

	2025	2024
	\$	\$
INCOME		
Membership Income		
Membership Fees	1,472,619	1,244,241
Other Income		
Secretariat & Management Fees	988,805	1,010,738
Interest & Dividends Received	108,816	94,773
Commission, Sponsorship, Event & Project Income	932,875	1,156,841
Trust Administration fee, rent and other income	63,005	78,388
Total Income	3,566,120	3,584,981
EXPENDITURE		
AGM & Meeting Expenses	58,159	40,080
Conferences & Subscriptions	19,085	17,812
Depreciation & Amortisation	11,427	12,241
Employment Expenses	2,009,499	1,992,469
Information Technology Expenses	140,664	169,325
Legal & Accounting Expenses	103,896	85,963
Membership Events	292,299	260,661
Office Expenses	56,155	49,606
Property & Occupancy Expenses	150,839	153,369
Projects & Research	249,542	453,373
Other Expenses	89,682	89,497
Taxation Expense	-	-
Total Expenses	3,181,247	3,324,396
NET SURPLUS/(DEFICIT) FOR THE YEAR	384,873	260,586

**TOURISM INDUSTRY AOTEAROA
STATEMENT OF FINANCIAL POSITION
AS AT 31 MARCH 2025**

	2025	2024
	\$	\$
ACCUMULATED FUNDS		
Balance at beginning of year	1,392,917	1,132,333
Net Surplus for year	384,873	260,586
TOTAL ACCUMULATED FUNDS	<u>1,777,792</u>	<u>1,392,917</u>
Represented by:		
CURRENT ASSETS		
Cash & Bank	670,752	1,040,823
Short Term Deposits	1,850,000	1,140,000
Accounts Receivable	454,851	671,914
Prepayments and other Current Assets	39,927	46,880
	<u>3,015,530</u>	<u>2,899,617</u>
CURRENT LIABILITIES		
Income in Advance	983,329	1,158,570
Accounts Payable	82,166	90,789
Employee Entitlements	101,193	93,862
Other Accrued Liabilities	52,997	42,158
GST Payable	79,235	134,091
FBT Payable	1,698	1,698
	<u>1,300,618</u>	<u>1,521,168</u>
NET WORKING CAPITAL	<u>1,714,912</u>	<u>1,378,449</u>
NON CURRENT ASSETS		
Intangible assets	11,574	0
Fixed Assets	51,308	14,468
	<u>62,882</u>	<u>14,468</u>
TOTAL NET ASSETS	<u>1,777,792</u>	<u>1,392,917</u>

Contact TIA

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