

Board Meeting Agenda



8.00 a.m. Wednesday 1 July 2026

Tapatahi Boardroom, Level 4 Aotea Centre, 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	Board Only Time, Vicki Salmon	To Discuss	T & C		
3	Confidential Minutes 22 May 2026 ¹ and 27 May 2026 and Action Tracker, Vicki Salmon	To Approve	T & C		
CE CONFIDENTIAL UPDATE					
4	CE Confidential Update ² , Nick Hill	To Note and Discuss	T & C	8.30 a.m.	45 mins
THREE-YEAR PLANS					
5	Annual Plan FY27 and Capital Plan FY27 ² , Justine White	To Approve	T & C	9.15 a.m.	45 mins
BREAK				10.00 a.m.	15 mins
WORKSHOP					
6	Auckland Arts Festival ² , Nick Hill	To Discuss	T	10.15 a.m.	45 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 27 May 2026, Vicki Salmon	To Approve	T & C		
STATEMENT OF INTENT					
9	Statement of Intent 26-29 Public Submissions: 1. Equal Justice Project	To Discuss	T & C	11.05 a.m.	35 mins
10	Statement of Intent 26-29 – Consideration of Shareholder Comments, Nick Hill	To Discuss	T & C		

¹ S7(2)(f)(i),(h),(i),(j) LGOIMA 1987

² S7(2)(f)(i),(h) LGOIMA 1987

Board Meeting Agenda

Item	Subject	Action	Trust/Co.	Start Time	Duration
CE REPORT AND PERFORMANCE REPORTS					
11	CE Report, Nick Hill 1. Financial Performance Report 2. Capital Programme Report ³ (RC) 3. Current Operational Risks ³ (RC)	To Note	T & C	11.40 a.m.	20 mins
PUBLIC MEETING CLOSED AND CONFIDENTIAL MEETING OPEN					
WORKING LUNCH				12.00 p.m.	30 mins
COMMITTEE UPDATES AND CIRCULAR RESOLUTIONS					
12	Board Committee Verbal Updates and Circular Resolutions, Vicki Salmon 1. Capital Projects Committee, Alastair Carruthers	To Note	T & C	12.30 p.m.	5 mins
APPROVAL PAPERS					
13	Museum of Technology and Transport ⁴ , Nick Hill	To Approve	T	12.35 p.m.	1 hour 30 mins
14	Group Shared Services – Galaxy Update ⁴ , Justine White and Lynn Strudwick	To Approve	T & C		
15	Auckland Stadiums, Nick Hill and James Parkinson 1. Go Media Stadium Tenant Framework ⁴ 2. North Harbour Stadium ⁴	To Approve	T		
16	TAU Capital Programme, Justine White, James Parkinson and Paul Tyler 1. Rarotonga Domain Mount Smart Masterplan ⁴ 2. Auckland Art Gallery Exterior Lighting ⁴	To Approve	T		
17	Colin Maiden Park ⁴ , Nick Hill	To Approve	T		
18	New Zealand Maritime Museum Head Lease and Licences ⁴ , Vincent Lipanovich	To Approve	T		

³ S7(2)(f)(i),(h) LGOIMA 1987

⁴ S7(2)(f)(i),(h),(i) LGOIMA 1987

Board Meeting Agenda



Item	Subject	Action	Trust/Co.	Start Time	Duration
NOTING PAPERS					
19	CRL Update ⁵ , Nick Hill	To Note	T & C	2.05 p.m.	25 mins
20	Health and Safety Report ⁶ , Lynn Strudwick and Pete Hayes	To Note	T & C		
	Close of Meeting			2.30 p.m.	

⁵ S7(2)(f)(i),(h) 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"> Salmon and Partners Ltd (Director and Shareholder) 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.
Jannah 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) JMW Trust (Trustee) 	<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) Carruthers Consulting Ltd (Director and Shareholder) Cornwall Park Trust Board and associated trusts (Chair) Netball New Zealand (Chair) Auckland University of Technology (AUT) Foundation (Trustee) Keir Trust (Trustee) 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 Tātaki Auckland Unlimited facilities.. Michael Hill International Violin Competition (Jury Chair) – the competition uses the Town Hall and Concert Chamber 3 to 6 June 2029. Spouse Peter Gordon and Homeland may do consulting work for Dan Clarke and Auckland Live from time to time.
Carol Cheng	Non-Executive Director	<ul style="list-style-type: none"> 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) 		

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) ● Ngāti Ruanui Holdings Limited (Director) ● Whangaparāoa College (Trustee) ● Māori Creative Foundation (Trustee) ● Hikuroa Whanaungatanga Charitable Trust (Chair) ● University of Auckland Māori Alumni (Trustee and Chair of Executive Committee) ● Sarcoma Foundation NZ (Board member) ● Child Cancer Foundation (Chair) 		

12-Month Work Programme

Month	Shareholder Accountability	Operations	Strategy & Business Focus	Board and Committee Meeting Dates
Jan-26	<ul style="list-style-type: none"> Financial reporting for the ½ Year ended 31 December 2025 Q2 Risk Report 	<ul style="list-style-type: none"> CEO Report H&S Report 	<ul style="list-style-type: none"> Cultural Sector Investment Model 	<ul style="list-style-type: none"> Board Meeting – 28 Jan (½Y Accounts) Remuneration Committee – 29 Jan
Feb-26	<ul style="list-style-type: none"> Q2 Performance Report 	<ul style="list-style-type: none"> CEO Report H&S Report 	<ul style="list-style-type: none"> Artificial Intelligence BC Western Springs Stadium EOI 	<ul style="list-style-type: none"> Māori Engagement Committee – 12 Feb Capital Projects Committee – 18 Feb Board Meeting – 25 Feb
Mar-26	<ul style="list-style-type: none"> Draft 2027 -2029 Statement of Intent 	<ul style="list-style-type: none"> CEO Report H&S Report Auditor engagement and fees 	<ul style="list-style-type: none"> Board Strategy Session – 16 March 2026 Board Risk Appetite Workshop – 16 March 2026 Artificial Intelligence BC 	<ul style="list-style-type: none"> Risk and Finance Committee – 18 Mar Board Meeting – 25 March
Apr-26	<ul style="list-style-type: none"> Q3 Risk Report to Council Q3 Performance Report Draft TAU SOI 2027-29 presented to Budget and Performance Committee 21 April TAU Q2 Performance Report to Council Apps. & Performance Review Committee 23 April 2026 	<ul style="list-style-type: none"> CEO Report H&S Report CCTR FY27 Investment Proposal 	<ul style="list-style-type: none"> Arts and Culture Report Auckland Events Overview Long Term Plan Update Māori Outcomes Governance Model 	<ul style="list-style-type: none"> Capital Projects Committee – 22 April Board Meeting – 29 April
May-26	<ul style="list-style-type: none"> TAU Q3 Performance Report to Council Apps. & Performance Review Committee 28 May 2026 	<ul style="list-style-type: none"> CEO Report H&S Report 	<ul style="list-style-type: none"> TAU Board and Tourism NZ Meeting City Centre and Waterfront Events Vision Workshop Destination Strategy Workshop Aotea Arts Quarter Workshop 	<ul style="list-style-type: none"> Risk and Finance Committee – 13 May Board Meeting – 27 May
Jun-26	<ul style="list-style-type: none"> Public Board meeting - shareholder feedback on SOI Annual Plan and Capital Plan FY26 Three Year Plan 	<ul style="list-style-type: none"> CEO Report H&S Report Annual insurance renewal 	<ul style="list-style-type: none"> MOTAT Mt Smart (Rarotonga) Domain Masterplan Auckland Arts Festival 	<ul style="list-style-type: none"> Capital Projects Committee – 17 June Board Meeting – 1 July (Public Board Meeting)

12-Month Work Programme

Month	Shareholder Accountability	Operations	Strategy and Business Focus	Board and Committee Meeting Dates
Jul-26	<ul style="list-style-type: none"> Final SOI FY2027-2029 approval Financial reporting for the year ended 30 June 2026 Q4 Risk Report to Council 	<ul style="list-style-type: none"> CEO Report H&S Report Māori Outcomes Report 	<ul style="list-style-type: none"> Destination section of Council Economic Development strategy workshop Te Wai Ōrea Western Springs precinct TAU Venue Audit & Analysis Council Direction Setting for the LTP document made available 	<ul style="list-style-type: none"> Risk and Finance Committee – 22 July Remuneration Committee – 30 July Board Meeting – 29 July
Aug-26	<ul style="list-style-type: none"> Q4 Performance Report TAUL and TAUT Annual Report Financial reporting for the year ended 30 June 2026 Climate Related Disclosures 	<ul style="list-style-type: none"> CEO Report H&S Report 2026 Board and Committee Meetings 		<ul style="list-style-type: none"> Capital Projects Committee – 12 July Risk and Finance Committee – 20 Aug (FY26 Statements) Board Meeting – 26 Aug
Sep-26		<ul style="list-style-type: none"> CEO Report H&S Report Māori Outcomes Report 	<ul style="list-style-type: none"> Proposed management response to LTP direction setting (if applicable) 	
Oct-26	<ul style="list-style-type: none"> Public Board meeting - performance against SOI targets for Year Ended 30 June 2026 Q1 Performance Report Q1 Risk Report to Council TAU Q4 Report to Council Apps. & Performance Review Committee 8 Oct 2026 	<ul style="list-style-type: none"> CEO Report H&S Report 		<ul style="list-style-type: none"> Capital Projects Committee – 14 Oct Board Meeting – 28 Oct (Public Board Meeting)
Nov-26	<ul style="list-style-type: none"> TAU Q1 Report to Council Apps. & Performance Review Committee 19 Nov 2026 	<ul style="list-style-type: none"> CEO Report H&S Report Māori Outcomes Report 	<ul style="list-style-type: none"> Draft Mayoral proposal for LTP 	<ul style="list-style-type: none"> Risk and Finance Committee – 11 Nov Board Meeting – 25 Nov
Dec-26		<ul style="list-style-type: none"> CEO Report H&S Report 		<ul style="list-style-type: none"> Capital Projects Committee – 9 Dec

12-Month Work Programme

Month	Shareholder Accountability	Operations	Strategy & Business Focus	Board and Committee Meeting Dates
Jan-27	<ul style="list-style-type: none"> Financial reporting for the ½ Year ended 31 December 2026 Q2 Risk Report 	<ul style="list-style-type: none"> CEO Report H&S Report Māori Outcomes Report 		<ul style="list-style-type: none"> Board Meeting – (TBC) (½Y Accounts) Remuneration Committee – (TBC)
Feb-27	<ul style="list-style-type: none"> Q2 Performance Report 	<ul style="list-style-type: none"> CEO Report H&S Report 	<ul style="list-style-type: none"> LTP public consultation 	<ul style="list-style-type: none"> Capital Projects Committee – (TBC) Board Meeting – (TBC)
Mar-27	<ul style="list-style-type: none"> Draft 2028 -2030 Statement of Intent 	<ul style="list-style-type: none"> CEO Report H&S Report Māori Outcomes Report Auditor engagement and fees 		<ul style="list-style-type: none"> Risk and Finance Committee – (TBC) Board Meeting – (TBC)
Apr-27	<ul style="list-style-type: none"> Q3 Risk Report to Council Q3 Performance Report Draft TAU SOI 2028-30 presented to Budget and Performance Committee (date TBC) TAU Q2 Performance Report to Council Apps. & Performance Review Committee (date TBC) 	<ul style="list-style-type: none"> CEO Report H&S Report CCTR FY27 Investment Proposal 		<ul style="list-style-type: none"> Capital Projects Committee – (TBC) Board Meeting – (TBC)
May-27	<ul style="list-style-type: none"> TAU Q3 Performance Report to Council Apps. & Performance Review Committee (date TBC) 	<ul style="list-style-type: none"> CEO Report H&S Report Māori Outcomes Report 	<ul style="list-style-type: none"> Final LTP decision-making and final Mayoral Proposal 	<ul style="list-style-type: none"> Risk and Finance Committee – (TBC) Board Meeting – (TBC)
Jun-27	<ul style="list-style-type: none"> Public Board meeting - shareholder feedback on SOI Annual Plan and Capital Plan FY27 Three Year Plan 	<ul style="list-style-type: none"> CEO Report H&S Report Annual insurance renewal 		<ul style="list-style-type: none"> Capital Projects Committee – (TBC) Board Meeting – (TBC) (Public Board Meeting)



Climate Leadership, Nature and Tourism: Reflections on the Draft Tātaki Auckland Unlimited Statement of Intent 2026–2029

Introduction

The Equal Justice Project (EJP) at the University of Auckland is a non-partisan pro-bono charity that utilises law students' legal training and knowledge to advocate for change in our community, including climate action.

We welcome the opportunity to provide this submission on the Draft Tātaki Auckland Unlimited (TAU) Statement of Intent 2026–2029.

Climate change is one of the defining challenges facing Tāmaki Makaurau Auckland. Rising temperatures, increasingly severe weather events, and growing pressure on infrastructure and natural systems will shape the region's future for decades. As Auckland's cultural, events, and destination agency, TAU is uniquely positioned not only to reduce its own environmental footprint but also to influence public behaviour, build community resilience, and contribute to wider systems change.

The draft SOI provides a strong foundation. Climate change is clearly recognised as a cross-cutting organisational priority, aligned with Te Tāruke-ā-Tāwhiri: Auckland's Climate Plan, and supported by TAU's Climate Change and Environment Strategic Plan (CCESP), and reflected across governance, planning, and operations. At the same time, there are opportunities to further strengthen TAU's leadership by enhancing visibility, measurability, and inclusion, particularly in relation to rangatahi, South Auckland communities, and emerging areas such as nature-based solutions and sustainable events. These reflections are offered in a constructive spirit to support TAU's efforts to strengthen the visibility, delivery, and long-term impact of its climate programme.

Strengths and Current Initiatives

A particularly positive feature of the SOI is its focus on practical implementation. Initiatives such as the installation of solar panels at Go Media Stadium demonstrate a clear transition toward renewable energy and emissions reduction. Similarly, ongoing work by property and decarbonisation teams to improve energy efficiency across TAU's facilities reflects a strong organisational commitment to lowering operational impacts.

TAU's participation in climate-related disclosure and transition planning is also encouraging, signalling a governance approach that considers climate change as a strategic and organisation-wide issue. These processes help identify risks and opportunities under future climate scenarios, strengthening long-term decision-making.

Community-based initiatives further illustrate TAU's ability to connect environmental and social outcomes. Programmes such as Cans for Kai, which redistributes resources through marae-based networks, demonstrate how waste reduction can be linked to food security and community wellbeing. Partnerships such as Kai Ika similarly reflect a broader, more holistic approach to sustainability.

Recent decisions around event delivery also highlight a growing focus on accessibility. The relocation of the Lantern Festival to Manukau Sports Bowl in 2023 has improved access for South Auckland communities, marking an important step toward a more regionally inclusive events strategy.

Opportunities to Strengthen Climate Leadership

While the SOI establishes a strong platform, TAU's climate leadership can be strengthened further.

One area is measurability and accountability. Although TAU has committed to emissions reduction, waste minimisation, and energy efficiency, there are relatively few climate-specific performance indicators in the SOI, with reporting focusing primarily on attendance, revenue, and visitor satisfaction. Introducing clearer climate metrics would strengthen transparency, support governance oversight, and ensure that TAU's climate commitments are visibly translated into outcomes. Without such measures, there is a risk that progress may be difficult to assess publicly, despite strong underlying efforts.

There is also significant potential to expand TAU's work in nature-based solutions and ecological resilience. This could be further enhanced given that TAU manages and influences several significant natural and cultural assets, including Auckland Zoo, Western Springs, the waterfront, and a range of public venues and event spaces.

Integrating biodiversity, ecological restoration, and environmental design across these assets would align strongly with broader climate and sustainability objectives. It would also strengthen the resilience and environmental performance of TAU's key sites over the long term. We understand that work is already underway to identify nature-based risks and opportunities across TAU's assets and services, which provides a strong foundation for further development in this area.

The proposed exploration of living roofs and other nature-based infrastructure within the Aotea Arts Quarter illustrates this potential. Green roof systems can attenuate stormwater, reduce urban heat effects, support biodiversity, and improve the environmental performance of buildings. In Auckland, where heavy rainfall events are becoming more frequent and severe, this type of infrastructure may become increasingly important. Integrating nature-based solutions into major precinct developments would align strongly with both climate adaptation and urban regeneration objectives.

TAU's events and tourism portfolio also presents a particularly important opportunity for climate leadership. As a signatory to the Glasgow Declaration on Climate Action in Tourism, there is a clear commitment to supporting the transition toward low-carbon tourism and developing climate-aligned strategies. The forthcoming Destination and Major Events Action Plan, alongside Auckland's Economic Development Strategy, provides a timely opportunity to embed climate leadership from the outset, rather than retrofitting sustainability into existing frameworks.

Climate action should not be viewed as a separate environmental issue sitting alongside economic development, but rather as a core component of Auckland's future prosperity and competitiveness. Increasingly, visitors, investors, and businesses are seeking destinations that demonstrate environmental leadership. If not embedded early, climate considerations may become more difficult to integrate into future events and destination strategies. Embedding sustainability into events, tourism, and destination marketing would help position Auckland as a leading sustainable city in the region.

Finally, there is merit in strengthening the focus on rangatahi and South Auckland communities within climate planning. Climate change does not affect all communities equally. South Auckland communities often face greater vulnerability to flooding, infrastructure disruption, and transport inequities. At the same time, rangatahi across Tāmaki Makaurau are highly engaged with climate issues and are already contributing through schools, community initiatives, and youth-led groups. While the SOI refers to engagement with all Aucklanders, young people are often positioned as participants in engagement processes, rather than being embedded within decision-making structures. Without more structured inclusion, there is a risk that youth perspectives are not fully reflected in long-term planning and delivery.

TAU's expanding presence in South Auckland, through venues and events, provides a strong foundation to build on. Further embedding rangatahi perspectives—particularly Māori and Pasifika youth—into programme design, community initiatives, and decision-making processes could strengthen both equity and effectiveness. Supporting youth participation enhances inclusivity while building long-term capability and community resilience.

Conclusion

Overall, the draft Statement of Intent represents a positive contribution to Auckland's climate response. It demonstrates genuine organisational commitment, strong alignment with Auckland's climate framework, and a growing portfolio of practical initiatives.

The next stage of leadership may involve building on this strong foundation, including through the ongoing development and upcoming update of the CCESP, by further enhancing measurability, integrating nature-based approaches, embedding climate leadership across tourism and events, and strengthening engagement with rangatahi and South Auckland communities.

As students and members of the Auckland community, we recognise and appreciate the work already underway. We offer these reflections in the spirit of supporting TAU in continuing to develop a climate programme that is not only effective but also visible, inclusive, and responsive to the needs of all present and future Aucklanders.

Equal Justice Project

Faculty of Law, University of Auckland

<http://equaljusticeproject.co.nz>

EMAIL: advocacy@equaljusticeproject.co.nz

Consideration of Shareholder Comments on Draft Statement of Intent 2026-29

Report to the Board of Tātaki Auckland Unlimited

Meeting date	1 July 2026
Author	James Robinson, Head of Strategy and Planning
Approved by	Nick Hill, CE
Purpose of paper	For Noting
Company and/or Trust paper	Company and Trust
Proposed resolution	That the Board: <ol style="list-style-type: none"> Note the proposed approach to responding to shareholder comments on the draft TAU Statement of Intent 2026-29 and provide feedback. Note that the changes proposed in this paper will be reflected in the final TAU SOI 2026-29, which will be circulated to the board for final review before final approval at the 29 July board meeting.

PURPOSE – Te Pūtake

The purpose of this paper is to consider a proposed approach to responding to shareholder comments on the draft Tātaki Auckland Unlimited (TAU) Statement of Intent (SOI) 2026-29.

BACKGROUND – He Whakamārama

On 4 June 2026, the TAU Chair received a letter from Mayor Wayne Brown providing shareholder comments on the draft TAU SOI 2026-29. The letter providing the comments is attached to this report (Attachment 2) and the draft TAU SOI 2026-29 submitted to Auckland Council on 1 April 2026 is available in the board resource centre.

As part of the statutory process of developing and finalising our SOI, TAU is required to hold a public board meeting to consider shareholder comments.

Management have reviewed the shareholder comments and developed a proposed approach for responding to each of the substantive comments provided (Attachment 3).

Following consideration of the shareholder comments and agreement on the proposed approach to responding to them, the proposed final TAU SOI 2026-29 will be circulated to the board in the week commencing 13 July for final review and feedback prior to approval at

the board meeting on 29 July. The final TAU SOI 2026-29 is due to Auckland Council by 31 July 2026.

FINANCIAL – Ngā take pūtea

Shareholder comments regarding alignment to LTP financials are addressed in Attachment 2.

RISK – Ngā Tūraru

Not applicable

LEGAL – Ngā take ture

The consideration of shareholder comments in a public board meeting is a statutory requirement of the Local Government Act.

CLIMATE CHANGE AND SUSTAINABILITY – Hurihanga Āhuarangi me te Toitūtanga

Not applicable – no shareholder comments related to climate change and sustainability activity.

MĀORI OUTCOMES – Ngā Aronga Māori

Separate feedback from Houkura was provided (Attachment 4), but was not formally incorporated into the shareholder comments letter from the Mayor. Houkura feedback has been reviewed and considered in collaboration with the Māori Outcomes team. For TAU, Houkura feedback was minimal and on balance it is felt that no changes are required to the SOI as a result of the feedback. Through the LTP process, TAU will review its measures related to Māori Outcomes with a view to considering measures that are more outcome and impact focussed.

MARKETING, COMMS, GROWTH & LEVERAGE – Whakatairanga, Pāpāho, Whanaketanga, me te huanga

Not applicable

RECOMMENDATION – Ngā Tūhunga

It is recommended that the Board:

1. **Note** the proposed approach to responding to shareholder comments on the draft TAU Statement of Intent 2026-29 and provide feedback.
2. **Note** that the changes proposed in this paper will be reflected in the final TAU SOI 2026-29, which will be circulated to the board for final review before final approval at the 29 July board meeting.

Written by:



James Robinson
**Head of Strategy and
Planning**

Reviewed by:



Justine White
Chief Operating Officer

Approved by:



Nick Hill
CE

ATTACHMENT SCHEDULE

Attachment 1	TAU Draft Statement of Intent 2026-2029 (RC)
Attachment 2	Auckland Council Shareholder Comments on Tātaki Auckland Unlimited draft Statement of Intent 2026-2029
Attachment 3	Proposed response to shareholder comments

DRAFT
Statement of Intent
2026 – 2029

1 April 2026

He Mihi

Ka tangi te manu kōrero!
Ka rongō te tangi kōrihi!
Ka wāwā mai rā ki roto i te
Wao-nui-a-Tāne! Tūturu whiti!
Whakamaua kia tina!
Haumie hui tāiki e!
E ngā mana, e ngā reo, e ngā
karangatanga maha o te motu,
taku hei iti nei, mā te hau e ripo hei
hari i ngā kupu whakamaanawa e.
Kei ngā mate tuatinitini o te motu
tangihia rā koutou. Haere ki te wā kāinga,
haere ki te kāinga tūturu.
Haere, haere, haere.
Tāmaki Makaurau Tāmaki Herenga
Waka, kei te mihi. Ngā Mana Whenua
me ngā waka ō ngā tai e whā,
e mihi ana.
E tuku mihi maioha tēnei ki ngā
Mataawaka ō te motu ko koutou
te puhariki ō te waka nei
Ki a koutou katoa ngā kaihoe
ō te waka nei mo ngā tangata katoa.
Tēnā koutou katoa.
Mā te mahi ngātahi e taea ai ngā taumata.
Nāku te rourou nāu te
rourou ka ora ai te iwi.
No reira noho ora mai,
Mauri ora.
– Nā te Poari o (Tātaki Auckland Unlimited)

The bird of speech sings its song. Hear the melancholy song resonate, sourced from the inner domain of Tāne. A permanent melancholy form. Fixed in alliance, yes fixed in alliance, gathered and woven together!

To all authorities, all voices, the many affiliations, greetings. Let the swirling wind carry esteemed salutations.

We lament the passing of loved ones throughout the land. Return to the home of all time. Farewell, farewell, farewell.

We acknowledge Mana Whenua and their tribal authority in Tāmaki Makaurau Auckland. We also mihi to Mataawaka who have made Auckland their home.

Sincere greetings to all those who decide which direction this waka takes. To you who strive to achieve the best results for all people. Greetings to you all.

We can achieve more by working together. With your basket and my basket, the people will thrive.

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Introduction

Tātaki has been through a period of significant change over the last few years, including structural changes, adjustments to our remit and funding cuts. Over 2025/26 we bedded in a range of changes resulting from the Mayor's CCO Reform, including transitioning our Economic Development function to the Council Group and taking greater responsibility for events across the Group which required adapting our structures and piloting new ways of working while still delivering strong results for Auckland and Aucklanders. Our strategy is sound and 2026/27 presents an opportunity to double down on our approach, further tighten our focus and sharpen our ways of working, as we continue to deliver on our purpose:

To enrich the cultural life and vibrancy of Tāmaki Makaurau Auckland

After a summer packed with shows, events, activations, exhibitions and sporting spectacle, Auckland has shown that it truly can be a city that is 'Always On'. And as disruption in the city centre gears down and opportunities like the New Zealand Convention Centre and the City Rail Link gear up, vitality is returning and we know Auckland has all the elements to be one of the world's great cultural destinations.

We will continue to make use of the lean and efficient, operating model implemented over the last few years to deliver our programmes and bring an increased focus on leveraging technology, data and Artificial Intelligence to drive further efficiencies and improve the quality of our services, providing value for money to Auckland's ratepayers.

As a member of the Council whānau we are committed to upholding our obligations to Te Tiriti o Waitangi and the vital role we play in building meaningful partnerships with Mana Whenua and Mataawaka – to advance delivery of Māori Outcomes, aligned to the Houkura *He Whenua Makaurau Schedule of Issues of Significance 2025-30* and articulated in *Te Mahere Aronga* (our refreshed Māori Outcomes Plan). Our work programmes will also continue to incorporate the council's response to climate change and be guided by *Te Tāruke-a-Tāwhiri: Auckland's Climate Plan*, including through the TAU *Climate Change and Environmental Strategic Plan and Climate Transition Plan*.

Our 2026/27 work programme continues to be delivered under our four major priority areas:

- attract, procure, curate, promote and deliver a programme of vibrant and engaging events, activations, exhibitions and experiences to ensure Auckland is 'always on'.
- care for, enhance and showcase the taonga and venues we have been entrusted with on behalf of all Aucklanders.
- build Auckland's reputation through initiatives such as the digital Discover Auckland platform to leverage the region as a global destination.
- positively engage all Aucklanders through our diverse programme of experiences, activations and events and our accessible taonga and places, engendering pride in Tāmaki Makaurau Auckland as a place to live, work and play.

Over the next year, we will respond to the specific priorities outlined in the mayor's December 2025 Letter of Expectation and specific Tātaki Auckland Unlimited expectations including:

- supporting council's strategic direction for economic development and working with council, government and the destination sector on a fresh plan for destination and major events in Auckland.
- continuing to implement our expanded events function to encompass all city-centre events and activations and reflect a more coordinated council events approach.
- continuing to work proactively with council staff and elected members on the development of a draft Stadium Network Investment Plan.
- continuing to lead Auckland's alliance of council-funded cultural organisations and working with council on a broader package of arts and culture sector changes.

Our operating results including visitation have been strong in recent years, and we aim to continue growing visitation at Auckland Art Gallery Toi o Tāmaki, Auckland Zoo, Auckland Live, Auckland Stadiums and the New Zealand Maritime Museum, and expanding the reach and diversity of our patronage.

We love Tāmaki Makaurau Auckland and this Statement of Intent for the period 2026-2029 sets out how we will work in partnership to ensure all Aucklanders benefit from the work we deliver on behalf of Auckland Council.

Vicki Salmon
Chair



Nick Hill
Chief Executive



Part I:

Strategic Overview

Roles and responsibilities

Tātaki Auckland Unlimited's purpose is to **enrich the cultural life and vibrancy of Tāmaki Makaurau Auckland**.

We do this through pursuing the following strategic outcomes:

Experiences and events	Inspirational experiences, activations and events drive and enhance Tāmaki Makaurau Auckland's unique identity, vibrancy and prosperity.
Taonga and places	Tāmaki Makaurau Auckland's taonga and places are looked after and enriched for the benefit of current and future generations.
Auckland's reputation	Tāmaki Makaurau Auckland is known and loved for what makes it unique and special.
All Aucklanders	We positively engage all Aucklanders through our diverse programme of experiences and events and our accessible taonga and places.

Tātaki Auckland Unlimited Limited delivers programmes and activities to help make Auckland a desirable place to live, work and visit. Tātaki Auckland Unlimited Limited also acts as the corporate trustee for charitable trust Tātaki Auckland Unlimited Trust which manages venues, collections and experiences.

Tātaki Auckland Unlimited is a substantive council-controlled organisation (CCO) of Auckland Council, including both the amalgamated company and the charitable trust. The specific charitable purposes for which the regional facilities and other assets and funds of Tātaki Auckland Unlimited Trust are held are set out in its trust deed as follows:

Charitable Purposes of the Trust:

- a) **Engaging the communities of Auckland:** support the vision of Auckland as a vibrant city that attracts world-class events and enhances the social, economic, environmental, and cultural well-being of its communities, by providing regional facilities throughout Auckland for the engagement of those communities (and visitors to Auckland) daily in arts, culture, heritage, leisure, sport and entertainment activities; and
- b) **Providing world-class regional facilities:** develop and maintain, applying a regional perspective, a range of world class arts, culture, heritage, leisure, sport and entertainment venues that are attractive both to residents of and visitors to Auckland.

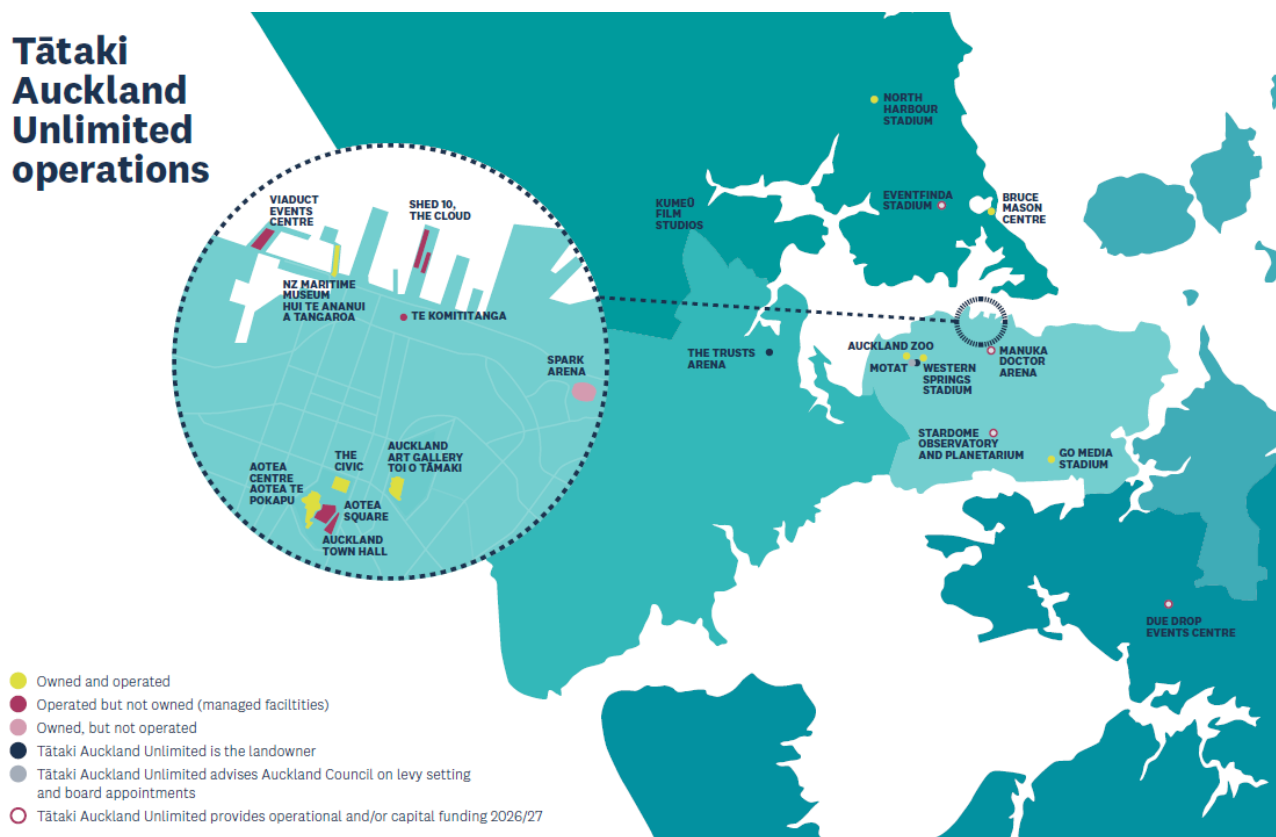
The Trust has been established, and is to be maintained, to promote the effective and efficient provision, development and operation of regional facilities throughout Auckland for the benefit of Auckland and its communities (including residents of and visitors to Auckland) and in particular the:

- c) **Development and operation of regional facilities:** to promote, operate, develop and maintain, and to hold and manage interests and rights in relation to, regional facilities throughout Auckland, and to promote and co-ordinate strategic planning in relation to the ongoing development and operation of such facilities;
- d) **Provision of high-quality amenities:** to provide, and to promote the provision of, high quality amenities at regional facilities throughout Auckland that will facilitate and promote arts, cultural, heritage, education, sports, recreation and leisure activities and events in Auckland which attract and engage residents and visitors; and
- e) **Prudent commercial administration:** to administer, and to promote the administration of, regional facilities throughout Auckland on a prudent commercial basis, so that such facilities are operated as successful, financially sustainable community assets.

The Trust's assets and funds must be managed and applied to advance these charitable purposes.

The facilities and related matters owned and/or managed by Tātaki Auckland Unlimited (TAU) are outlined and set out in the map below. A number of these facilities are also Auckland Council Strategic Assets¹ as identified in the 2022 Significance and Engagement Policy¹ and the CCO Accountability Policy.

Tātaki Auckland Unlimited operations



Owned and operated:

- Aotea Centre (including Kiri te Kanawa Theatre and Herald Theatre)
- Auckland Art Gallery Toi o Tāmaki (including the art collection)
- Auckland Zoo
- Bruce Mason Centre and Killarney St car park
- Go Media Stadium
- New Zealand Maritime Museum Hui Te Ananui a Tangaroa (including heritage vessels and collection)
- North Harbour Stadium
- The Civic
- Western Springs Stadium
- Viaduct Events Centre

Operated, but not owned (managed facilities):

- Aotea Square
- Te Komititanga
- Auckland Town Hall
- Shed 10
- The Cloud

Owned, and leased to a third party:

- Spark Arena (long-term lease to QPAM)

TAU is the landowner for the Museum of Transport and Technology (MOTAT) and The Trusts Arena. TAU also advises Auckland Council on levy setting and board appointments for MOTAT.

¹ The Auckland Council 2022 Significance and Engagement Policy identifies the Auckland Zoo, the Auckland Art Gallery (including the associated art collection) and the Auckland Council network of stadiums and venues as Strategic Assets.

TAU+

TAU+ is the term used to describe a collection of rights and obligations related to regional venues and facilities that TAU fulfils on behalf of the Council. TAU+ facilities are not directly owned, governed, or managed by TAU and the role that TAU plays for each TAU+ facility varies. Examples of these roles include providing operational funding, capital funding and providing advisory services. Facilities that will benefit over 2026/27 through TAU+ include:

- The Trusts Arena
- Due Drop Events Centre
- Eventfinda Stadium
- Stardome Observatory and Planetarium
- Manuka Doctor Arena - Tennis Auckland
- MOTAT

TAU+ facilities are legally underpinned by an Advisory Management Agreement that was agreed between the Council and RFA when the Auckland Council was established. Facilities covered by TAU+ funding may differ from year to year, but funding provided must be consistent with the purposes outlined in the TAUT charitable trust deed.

Auckland's Cultural Alliance

As part of an Auckland Council led process to tackle long-standing challenges and enhance collaboration across Auckland's cultural organisation landscape, a new alliance of Auckland's key cultural organisations has been convened to focus on achieving better outcomes through collaboration. The new alliance brings together the Auckland War Memorial Museum, MOTAT, Stardome, and Tātaki Auckland Unlimited (Auckland Art Gallery, the Maritime Museum and Auckland Zoo), to leverage shared resources and talent. This collaboration will lead to more efficient promotion and programming, coordinated advertising and marketing, the ability to tell a culturally cohesive Auckland story and the development of common KPIs that will improve understanding of how these assets contribute to our city and its diverse communities.






Providing for the community

The core purpose of TAU's activities is to enrich the cultural life and vibrancy of Tamaki Makaurau – including creating unique, engaging and educative experiences for Aucklanders and visitors to our city. Our programmes, exhibitions, events and activations are aimed at engaging and being accessible to as wide a community as possible. We build social cohesion, help provide wellbeing, provide lifelong learning opportunities, inspire our young people, tell our stories and connect Auckland's culture with the global community. Across this work, we are committed to kaupapa Māori approaches and delivering to Māori aspirations across our arts, culture, and visitor portfolios, guided by *Te Mahere Aronga*, our Māori Outcomes plan.

Access is a central principle. With the aim of addressing inequity and providing access to all Aucklanders, free and subsidised entry and programmes are provided across a broad range of our facilities, events and venues, where funding levels permit. In addition, our core services are further supported by conservation, research, industry and talent development, community outreach and wellbeing programmes, public engagement and educational activities across our organisation.

Response to council’s strategic objectives

The *Auckland Plan 2050* is Auckland Council’s roadmap to deliver on Auckland’s vision of a world class city where talent wants to live. It is a 30-year plan that is underpinned by a set of outcomes to achieve this vision. Tātaki Auckland Unlimited plays a critical part in delivering on plan outcomes, actions and targets as outlined below.

Auckland Plan Outcomes	How Tātaki Auckland Unlimited Contributes
 <p>Belonging & participation</p>	<ul style="list-style-type: none"> • Supporting the well-being of Aucklanders through the provision of experiences and events at our venues that contribute to enhancing the social, physical, mental and spiritual health and a shared sense of belonging for our diverse communities. • Offering venues and services that invite all Aucklanders to engage and enjoy arts, leisure, sports and entertainment events and activities. • Providing a range of subsidised events and exhibitions for the Auckland community both in and outside of our venues, as well as providing our venues for community use. • Recognising the importance of all aspects of accessibility across our venues, as reflected in affordability and physical accessibility.
 <p>Māori identity & well-being</p>	<ul style="list-style-type: none"> • Implementing our Māori outcomes plan for TAU, <i>Te Mahere Aronga</i>, aligned to the council’s framework <i>Tāmaki Ora 2025-27</i> and the strategic guidance of Hokura Independent Māori Statutory Board • Proudly showcasing and promoting toi Māori works, narratives and identity through our facilities, events and activations. • Increasing the prominence of te ao Māori and te reo Māori within TAU facilities. • Identifying and developing opportunities to support Mana Whenua and their kaitiakitanga responsibilities. • Showcasing and promoting Māori tourism attractions and experiences through Treasures of Tāmaki Makaurau.
 <p>Homes & places</p>	<ul style="list-style-type: none"> • Maintaining, with a regional perspective, a range of fit-for-purpose event venues that are attractive and accessible to the residents and businesses of the region and its visitors. • Framing proposals for investment in the cultural infrastructure of the future, in support of the <i>Auckland Plan 2050</i> aspirations. • Ensuring that venues – as public spaces are inclusive and accessible to our communities. – and that they continue to be increasingly climate resilient and are operated in an environmentally sustainable way.
 <p>Transport and access</p>	<ul style="list-style-type: none"> • Advocating to and collaborating with Auckland Transport and the council to enable enhanced public access to our facilities and events. • Ensuring our venues and events continue to support viable alternatives to private vehicles for visitors
 <p>Environment and cultural heritage</p>	<ul style="list-style-type: none"> • Supporting local and international wildlife conservation and learning programmes at Auckland Zoo and associated advocacy, training, research and well-being initiatives for our communities. • Sharing and conserving the stories of New Zealand’s seafaring people and their maritime history through the New Zealand Maritime Museum. • Developing, sharing and conserving the visual art of New Zealand, and the Auckland Art Gallery international collections for future generations. • Providing opportunities for the cultural sector at all levels through Auckland Live, and providing Aucklanders with engagement, connection, participation and inspiration through creative and cultural experiences. • Addressing climate change and environmental impacts throughout TAU’s internal operations, in line with the goals of <i>Te Tāruke-ā-Tāwhiri</i>, <i>Auckland’s Climate Plan</i> and TAU’s <i>Climate Change and Environment Strategic Plan</i>. The environment focus area includes climate resilience, net zero emissions, responsible water use, and zero waste.



Opportunity &
prosperity

- Offering learning and training programmes for young people and current professionals across our facilities and venues.
- Growing visitor expenditure across the Auckland visitor economy through destination marketing and management activities.

Alignment with other Auckland Council strategies and plans

Other Auckland Council strategies and plans to which the work of TAU is most aligned are outlined below.

Tātaki Ora 2025-27, Auckland Council's Māori Outcomes Performance Measurement Framework

Our Achieving Māori Outcomes Plan, *Te Mahere Aronga*, is aligned with both our internal strategic framework and Tātaki Ora 2025-27, Auckland Council's strategy and planning framework. Our individual and collective effort upholds the proverb of the region – Te pai me te whai rawa o Tātaki – Tātaki a place of abundance and wealth.

Te Tāruke-ā-Tāwhiri, Auckland's Climate Plan

TAU supports and implements actions across a number of the priorities of the climate plan. Through our *Climate Change and Environment Strategic Plan* and *Climate Transition Plan*, TAU has outlined actions to contribute to the council group's emissions reduction target of 50 per cent by 2030, and net zero emissions by 2050 – and to ensure we are preparing our organisation for the impacts of climate change. In alignment with the Long Term Plan, across everything we do, we look for opportunities to mitigate and adapt to the effects of climate change.

Toi Whīteki Arts and Culture Strategic Action Plan

TAU works with the council and the cultural sector to deliver arts and cultural experience for Aucklanders, build collaboration across the sector and increase audience reach and impact.

Economic Development Strategy (in development)

TAU works with the council to lead on the delivery of destination focussed content (including major and business events) within the Economic Development Strategy (currently in development).

Thriving Communities Strategy Ngā Hapori Momoho

TAU's work aligns with a range of the objectives of the Thriving Communities Strategy, in particular so more Aucklanders can access and participate in the things they care about, and growing community and intercultural connection so all Aucklanders feel as though they belong.

City Centre Masterplan/Action Plan

TAU will work with partners and the wider council group to reactivate the city centre, through initiatives designed to drive maximum value and leverage the council's existing investment into central city infrastructure projects such as City Rail Link and the delivery of the City Centre Masterplan. This includes advancing work on the Aotea Arts Quarter, and leading on actions assigned within the City Centre Action Plan, including those related to development of the nighttime economy, major events, destination marketing, place branding and cultural organisations.

Infrastructure Strategy

TAU's key 'Cultural and Economic' infrastructure assets are now incorporated into the Auckland Council Infrastructure Strategy which is part of the 2024-2034 Long Term Plan. The strategy sets out current asset condition and criticality, our current and future target asset management maturity and our most likely scenario for capital investment over the next 30 years.

TAU is committed to working across the council whānau to ensure there is clarity on the strategic direction set by council, and the associated expectations on us to deliver. Over 2026/27 TAU will continue to work closely with council on the re-setting of strategy and policy as it relates to stadiums, arts and culture, destination and events.

Nature and scope of activities

The framework below outlines the nature and scope of Tātaki Auckland Unlimited’s activities as they align to our purpose and the strategic outcomes we are seeking.

Our purpose

Enriching the cultural life and vibrancy of Tāmaki Makaurau Auckland

The strategic outcomes we are seeking

<p>Experiences and events</p> <p>Inspirational experiences, events and activations drive and enhance Tāmaki Makaurau Auckland’s unique identity, vibrancy and prosperity.</p>	<p>Taonga and places</p> <p>Tāmaki Makaurau Auckland’s taonga and places are looked after, accessible and enriched for the benefit of current and future generations.</p>	<p>Auckland’s reputation</p> <p>Tāmaki Makaurau Auckland is known and loved for what makes it unique and attractive.</p>	<p>All Aucklanders</p> <p>We positively engage all Aucklanders through our diverse programme of experiences and events and our accessible taonga and places.</p>
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How our activities align to our outcomes

<ul style="list-style-type: none"> • Exhibitions • Concerts • Major events • Business events (conferences, conventions, exhibitions) • Sporting events • Delivered cultural festivals • Performing arts • Natural heritage • City centre events and activations • Destination management 	<ul style="list-style-type: none"> • Capital programmes and operations for Auckland Live-operated venues and facilities, Auckland Zoo, Auckland Stadiums, Auckland Art Gallery and New Zealand Maritime Museum • MOTAT, Stardome and Auckland War Memorial Museum collaboration • Aotea Arts Quarter and Western Springs precinct developments • Wildlife/environmental/heritage and visual arts conservation 	<ul style="list-style-type: none"> • Auckland place brand • Destination marketing and promotion • Event and activation marketing and promotion • Cultural organisation marketing and promotion • Cultural organisation accreditation and quality assurance programmes • Activities that enhance our social licence to operate • Film-friendly Auckland • Discover Auckland 	<ul style="list-style-type: none"> • Youth and educational programmes • Community and public programming, • Nature connectedness and wellbeing programmes • Outreach programming • Cultural heritage and festivals • Transport and accessibility initiatives • Digital/virtual experiences • Using data to evolve and better meet the needs of diverse audiences
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Our cross-cutting commitments

<p>Audience and customer centric</p> <p>We focus on achieving great outcomes for our customers and our diverse communities, by listening and responding to their needs. This includes visitors to our facilities, Auckland residents and businesses and international visitors and delivery partners. Every interaction counts.</p>	<p>Māori outcomes</p> <p>We understand and deliver our commitments under Te Tiriti o Waitangi through <i>Te Mahere Aronga</i>, our Achieving Māori Outcomes plan.</p> <p>We embed Māori Outcomes across TAU’s core portfolios, ensuring visibility, access and opportunity are reflected in delivery.</p>	<p>Climate change and environmental sustainability</p> <p>Our people are empowered to embed climate and environment in decision-making. We prepare and respond to climate change, reduce greenhouse gas emissions, and protect and enhance natural resources.</p> <p>We aim to achieve zero waste</p>	<p>Social enterprise</p> <p>We seek a balance of commercial and social outcomes. Growing non-rates revenue, and operational efficiency underpin our investment in social good outcomes, such as well-being, equity and accessibility.</p>
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Our enablers

<p>People, culture, health and safety</p>	<p>Digital and technology</p>	<p>Governance, data and information</p>	<p>Operational support</p>
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Alignment with the Auckland Council Long Term Plan 2024-34

Tātaki Auckland Unlimited will report against the *Auckland Council Long Term Plan 2024-34* measures detailed below. These are a subset of our full suite of Key Performance Indicators which are contained in the Performance Outlook in Part 2 of this Statement of Intent. These measures and targets will be reviewed through the Long-term Plan 2027-37 development process.

Long Term Plan 2024-34 Measures	Targets		
	2026/27	2027/28	2028/29
Ticketed attendance at Auckland Live, Auckland Zoo, Auckland Art Gallery, New Zealand Maritime Museum and Auckland Stadiums venues and events ² .	2.21m	tbc ³	tbc
The net promoter score for TAU's audiences and participants ^{4,2} .	45	45	45
The percentage of operating expenses funded through non-rates revenues ² .	60% ⁵	60%	61%
The number of programmes, initiatives and events contributing to the visibility and presence of Māori in Tāmaki Makaurau Auckland ² .	50	55	55
The contribution to regional GDP from major events and business events attracted or supported ⁶ .	\$45m	tbc	tbc

² Tātaki Auckland Unlimited Trust measures.

³ Targets for 2027/28 and beyond will be reviewed through the Long-Term Plan 2027-37 process.

⁴ Net promoter score is an index ranging from -100 to 100 that measures the willingness of customers to recommend a product or service to others.

⁵ Additional City Centre Targeted Rate (CCTR) funding in 2026/27 and beyond has impacted TAU's ability to significantly increase the share of expenses funded through non-rates sources over time. Excluding CCTR funding the 2026/27 target would be 64%.

⁶ Contribution to regional GDP targets for 2027/28 and beyond are highly dependent on the level of funding available to attract and support major events in these years and will be reviewed through the Economic Development Strategy and Long-Term Plan 2027-37 processes.

Approach to governance

Tātaki Auckland Unlimited Board

TAU has a strong governance structure in place that will oversee the delivery of this Statement of Intent and our strategy. The TAU Board currently has in place the following sub-committees:

- Risk and Finance Committee
- Remuneration Committee
- Capital Projects Committee
- Māori Engagement Committee.

In addition, the Auckland Art Gallery Advisory Committee reports to the TAU Board and provides support and insights in this specialised field. Further, a Destination Partnership Programme Advisory Group (which includes TAU Board representation) was established in 2023/24 to support and advise the board on expenditure of the Destination Partnership Programme funding. The board regularly reviews these committees and groups to ensure they provide the appropriate governance arrangements for TAU to achieve its objectives.

Working in partnership with the council group

Auckland Council works in partnership with its CCOs. The agreed approach to governance is outlined within the CCO Accountability Policy and the *Auckland Council: Statement of Expectations of substantive council-controlled organisations July 2021*, which sit alongside this Statement of Intent and forms part of the annual binding agreement between Auckland Council and TAU. TAU, including both Tātaki Auckland Unlimited Limited and Tātaki Auckland Unlimited Trust, will adhere to the common expectations for CCOs' contribution to the council's objectives and priorities outlined in the CCO Accountability Policy.

TAU will engage appropriate elected members on significant activity to promote Auckland. In addition, we will continue to engage with all elected members (including local boards on a case-by-case basis) and relevant communities of Auckland to maintain relationships.

Further, TAU will maintain relationships at governance and management level with Houkura Independent Māori Statutory Board (Houkura) and continue to be guided by the *He Whenua Makaurau Schedule of Issues of Significance 2025-30*, prepared by Houkura, as we develop our work programmes.

Working in partnership with Mana Whenua and Mataawaka⁷ in Tāmaki Makaurau

TAU is committed to working in partnership with Mana Whenua and Mataawaka. Including building strong governance level relationships, identify mutual opportunities for collaboration and support participation in decision making.

We will continue to build Māori responsiveness capability and capacity within TAU and monitor, report and share insights.

Capital programme and asset management

The Capital Projects Committee assists the TAU Board in performing its responsibilities and oversight regarding planning and management of capital projects – including capital expenditure strategy and planning, reviewing major capital works projects, capital works policies and monitoring and compliance.

TAU has implemented a programme to raise capability, which includes participation in the council's annual infrastructure strategic alignment process, with provision of Asset Management Plan information annually. TAU aligns investment decisions (across asset management and asset planning) to its strategic direction and also to the ten principles of the Auckland Council "Better Value Projects" programme, to enable better decision-making across our asset portfolio.

⁷ See Local Government (Auckland Council) Act 2009

Climate-related disclosures

TAU contributes to the preparation of a compliant group climate statement to ensure the council meets its reporting and record-keeping obligations as a climate reporting entity under the Financial Markets Conduct Act 2013, including preparing and maintaining proper climate-related disclosure records and engaging with audit assurance over group emissions disclosures. As part of the ACG climate-related disclosure regime TAU has undertaken climate transition planning, which assesses how future climate change scenarios impact our climate risks and opportunities and where we need to adapt and build organisational resilience over time. The Risk and Finance Committee has responsibility for overseeing management of climate-related risks and opportunities.

Health, safety and well-being

We have shared ownership of health, safety and well-being that is integrated into everything we do. We put the health, safety and welfare of our people, our visitors and the people of Auckland first, making this a great place to work, visit and live.

Ka tiaki tātou kia āhuru, kia ora tonu tatou – ‘We look after our safety and well-being’.

TAU empowers its people with the right training, information, knowledge and experience to successfully achieve our health and safety requirements. We promote visible safety leadership and continuous improvement. We maintain a strong health and safety culture that aims to ensure our employees and visitors are able to go home without harm each day from our workplaces, venues and experiences.

Our commitment is: ‘Home without harm. Everyone. Every day’. This has been emphasised for our people and visitors as New Zealand adapts our ever-changing environment and establishes new protocols required to operate safely.

The Risk and Finance Committee assists the TAU Board in reviewing, monitoring and making recommendations, regarding TAU’s Safety Management Framework. Health and safety matters including policies are presented, reviewed and approved at board level, enabling the TAU Board to meet its overall accountability in these areas.

Acquisition of shares

TAU will consult Auckland Council before purchasing or otherwise acquiring shares in any company or other organisation.

Public meetings and open agendas

Auckland Council CCOs are required to hold two public meetings a year (Local Government (Auckland Council) Act 2009). The first of these meetings is to consider prior year performance against Statement of Intent targets, and the second is to consider shareholder comments on the draft Statement of Intent for the following year.

To ensure our activities on behalf of Aucklanders are transparent, all TAU Board meetings include an open agenda section which the public and media are welcome to observe. We are committed to holding as much business as is practical in these open sessions. In addition, members of the public are welcome to attend the two statutory meetings (as outlined in the table below) where they may, at the discretion of the TAU Board Chair, make submissions to the TAU Board on the primary agenda item at those meetings:

Purpose of Public Meeting	Date	Form of Public Notification
Consider prior year performance against SOI targets	August 2026	Public notice, <i>New Zealand Herald</i> and www.aucklandunlimited.com
Consider shareholder comments on draft SOI for Tātaki Auckland Unlimited Limited for 2027-2028	June 2027	Public notice, <i>New Zealand Herald</i> and www.aucklandunlimited.com

Part 2:

Statement of Performance Expectation (2026/27)

Introduction

This Statement of Performance Expectation section sets out Tātaki Auckland Unlimited's key deliverables over the 2026/27 financial year. This statement is directed by the strategy outlined in Part I (Nature and Scope of Activities) which positions TAU to meet the expectations of the council and Aucklanders.

Aligning to common expectations

In delivering the following work programme, TAU will align to the expectations as set out in the Mayor's *Letter of Expectation for Statement of Intent 2026-29*. In summary, these are as follow:

Delivering year three of the Long-term Plan 2024-2034

TAU will work positively and collaboratively with the council to deliver against year three of the LTP investment commitments. This includes contributions to the group savings target, on top of other savings targets agreed through previous plans and decisions, as well as delivering on work programme commitments. Our final SOI (including financial information and performance measures) will be aligned with the final Annual Budget 2026/2027 and the strategic priorities contained within.

Preparation for the Long-term Plan 2027-2037

TAU will provide input as requested on strategic advice and options development (as applicable) for Long-term Plan 2027-37 preparation, including assessing strategic alignment and spatial investment priorities.

As part of this, TAU will continue to work with the council's Infrastructure Strategy and Asset Management System teams on the development of asset management plans. TAU has updated and delivered its draft asset management plans (AMPs) as outlined in the 2025/2026 Letter of Expectation, and AMPs will be updated alongside the Long-term Plan 2027-2037 development as appropriate.

Group shared services

TAU will continue to participate in the Group Shared Services (GSS) board. TAU acknowledges the importance of a group view to ensure that Aucklanders are getting the best value where possible.

Planning, delivery and paying for growth

TAU recognises that coordinating investment in infrastructure across the council group is important to ensure delivery for Auckland's growth. TAU plans and investment will be aligned with the Future Development Strategy as appropriate, and TAU will work with the Auckland Urban Development Office on coordinated and effective group planning and delivery and the achievement of the council's urban development outcomes – particularly as they relate to critical areas such as the city centre and waterfront.

Effective spending

TAU will continue to focus on value for money initiatives, delivering better value projects and collaborating with the council on reviewing design standards, increasing the focus on benefits and place-based investment, and group procurement rules.

Upholding te Tiriti o Waitangi derived obligations

TAU is aligned with Auckland Council Group's commitment to upholding obligations derived from Te Tiriti o Waitangi and to achieving better outcomes for Māori. TAU will share this commitment and contribute to its delivery, including through (but not limited to):

- aligning with the council Tāmaki Ora Māori Outcomes Strategy and Performance Measurement Framework 2025 – 2027, particularly through our Achieving Māori Outcomes (AMO) plan, *Te Mahere Aronga*.
- reporting on the delivery of *Te Mahere Aronga*, as part of our Quarterly Performance Report. This reporting will include Key Performance Indicators (KPIs) to track progress over time as appropriate.
- building strong partnerships with mana whenua and mataawaka and advancing Iwi Ora (iwi wellbeing) and Te Hapori Ora (whānau and community wellbeing). This includes aligning with Council's Mana ki te Mana approach to Māori engagement, where relationships take precedence over issues or projects. This approach respects the unique mana motuhake of each iwi and mataawaka entity by prioritising their needs and aspirations.

- working collaboratively with Ngā Mātarae to progress the shared outcomes across Auckland Council namely Whai Rawa Ora (economic wellbeing and a focus on sustainable procurement), Te Hapori Ora (opportunities for young people particularly rangatahi Māori), Tūāpapa Hononga and Tūāpapa Hāngai (mana ki te mana approach to engagement with Māori, and Māori Outcomes staff engagement and connections).
- working collaboratively with Ngā Mātarae and other Māori Outcomes specialists across the council group to take a whole of-council-group approach to delivering outcomes for Māori. This includes continuing to participate in council-led activities and hui such as the Tāmaki Ora Programme Delivery Board (or any internal governance equivalent).

Quality advice to local boards

TAU will provide timely, delivery-focused, quality, concise advice to all elected members and ensure local boards are engaged early on projects and decisions directly impacting their local area. This supports the 'More Empowered Local Boards' approach, consistent with the council's shared governance model.

Climate change

TAU will continue to be guided by *Te Tāruke-ā-Tāwhiri: Auckland's Climate Plan* and through TAU's *Climate Change and Environment Strategic Plan* and *Climate Transition Plan* by incorporating climate change considerations (whole of life greenhouse gas emissions and resilience), adaptation and mitigation into work programmes funding processes and decision-making.

City centre

TAU will work with the council and partners to support a vibrant, clean, safe, and welcoming city centre and maximise opportunities arising from the City Rail Link and the New Zealand International Convention Centre openings in 2026, as well as any refresh of the City Centre Master Plan.

How we will deliver: one-year work programme

TAU will deliver a work programme for 2026/27 focussed around the priority projects and key deliverables outlined in the table below.

Experiences and events: Inspirational experiences and events drive and enhance Tāmaki Makaurau Auckland’s unique identity, vibrancy and prosperity.
Priority Projects
<p>Auckland events programme</p> <p>TAU will continue to lead the consolidation and promotion of council family events under the umbrella of <i>Auckland Council Events</i>, reframing Auckland as an <i>Always On</i> events city. This includes implementing an expanded role in coordinating Matariki and Waitangi Day events, city centre events and activations, venue and booking management, and programming and content curation of Aotea Square and Te Komititanga. TAU will also contribute to work looking at how the council group approaches public spaces in the city centre, which includes opportunities to be more flexible and creative with how we view their use to ensure a vibrant and active city centre, that include activations of public spaces to make a safer and more welcoming environment and increase the number of people visiting and using public amenities. This programme also covers the delivery of Year 2 of the 6-year City Centre Attraction Programme, funded by the city-centre targeted rate.</p> <p>Alliance of Auckland’s council funded cultural organisations</p> <p>TAU will continue its leadership role in the alliance of council-funded organisations currently comprising Auckland War Memorial Museum, MOTAT, Stardome, and Tātaki Auckland Unlimited (Auckland Art Gallery, the Maritime Museum and Auckland Zoo), This collaboration supports outcomes and efficiencies across the sector by implementing shared metrics for transparency, coordinating programming and marketing (e.g. Matariki), exploring shared services (e.g. storage), and aligning strategic direction with the council and other funders. TAU will report regularly to the council on progress with the Alliance’s work programme.</p> <p>In addition to leading the alliance, TAU will work collaboratively with council on a wider programme of arts and culture sector changes led by the Deputy Mayor that will review potential legislative changes and the broader role of council in the arts and culture sector.</p>
Specific deliverables for 2026/27
<ul style="list-style-type: none"> • Deliver <i>Forever Tomorrow: Chinese Art Now</i> and <i>Picasso: Designed by Paul Smith</i> at Auckland Art Gallery Toi o Tāmaki. • Deliver the <i>Dinosaur Discovery Track</i> at Auckland Zoo. • Deliver Moana Auckland, New Zealand’s Ocean Festival 2027. • Deliver Lantern, Pasifika and Diwali festivals over 2026/27. • Coordinate integrated Auckland Matariki and Waitangi Day celebrations over 2026/27. • Support a portfolio of major events within the region which over 2026/27 will include: <ul style="list-style-type: none"> ○ New Zealand Fashion Week ○ All Blacks vs Ireland and vs Australia ○ Barfoot and Thompson Runaway Auckland Marathon ○ ASB Classic ○ Sail GP 2027 ○ 2027 Ocean Race ○ State of Origin • Deliver a programme of events and public realm activations as part of Year 2 of the City Centre Attraction Programme, supported by city-centre targeted rate.

Taonga and places: Tāmaki Makaurau Auckland’s taonga and places are looked after, accessible and enriched for the benefit of current and future generations.

Priority Projects

Stadium investment plan

TAU and council seek to enhance the contribution that the Auckland stadium network makes to Auckland’s cultural and economic vibrancy, which includes improving the financial sustainability, utilisation, long-term planning and efficiency of the network. This is reflected in the Stadium Network Investment Objectives adopted by council in March 2025. TAU will continue to support council’s strategic direction as expressed through these objectives, including earlier council decisions relating to a future single stadium operator. TAU will also continue supporting the council in developing a draft Stadium Network Investment Plan to clarify the baseline renewal requirements for each venue, as well as opportunities for optimisation, which need to be aligned with the network’s long-term strategic direction.

Aotea Arts Quarter

The Aotea Arts Quarter is the arts, cultural and civic heart of Auckland Tāmaki Makaurau. It is home to many significant and much-loved heritage buildings and venues including The Civic, the Auckland Town Hall, the Auckland Art Gallery, The Aotea Centre and Aotea Square. As such it is the central city destination for live entertainment and performing arts. With the opening of the City Rail Link Waihorotiu Station in late 2026, the Aotea Arts Quarter is expected to receive a significant boost of foot traffic and activity. TAU will lead work with Auckland Council Group, including the AUDO, precinct partners and the private sector to advance development of the Aotea Arts Quarter. This will include mana whenua engagement, brand and identity development, stake-holder communication and engagement, master-planning, programming and maintenance to ensure the area can leverage the anticipated increase in patronage and activity and build its reputation as an internationally renowned cultural district.

Western Springs Precinct

The Western Springs Precinct encompasses the area incorporating Auckland Zoo, Western Springs Park, MOTAT, Western Springs Stadium and surrounds. Western Springs is an important destination in Auckland. There are common issues, dependencies, and opportunities for collaboration across the different facilities and activities. These range from the increasing challenge to “make space for water”, maintain and renew old shared physical infrastructure, and ensure there is transport access to make better use of a unique, iconic, green location in the heart of Auckland, as the city intensifies. Tātaki is working with Healthy Waters, MOTAT, Watercare, Auckland Transport and the Council Group to ensure the topographical, ecological, cultural and community foundations of the precinct are understood, strengthened, and inform the way the park, the zoo, MOTAT and the stadium are managed and developed over time.

Specific deliverables for 2026/27

- Continue to operate North Harbour Stadium while supporting the consideration of the long-term vision for its future (stage 2) and any final decisions made through the LTP 2027-2037 process.
- Continue to deliver the Heritage Conservation Plan outcomes at the Auckland Town Hall and Civic Theatre.
- Work with Auckland Council to refine proposed development within the Aotea Arts Quarter.
- Work with Auckland Council’s Heritage team and the AUDO to investigate the development and scheduled renewal programme for the Auckland Waterfront.
- Continue the Aotea Centre weathertightness, renewals and upgrades programme (incl Herald Theatre).
- Commence development of the Bruce Mason Centre Masterplan.
- Work with key stakeholders to co-design a masterplan for the Western Springs Precinct
- Continue delivery of the Auckland Zoo physical site renewals programme including commencing the next stage of the Zoo Masterplan (Stage 3, Projects 1 and 2).
- Progress agreed development options for Western Springs Stadium
- Complete the masterplan for Mt Smart Precinct and continue Go Media Stadium renewals and upgrades.

Auckland's reputation: Tāmaki Makaurau Auckland's is known and loved for what makes it unique and special

Priority Projects

Economic Development Strategy and Destination and Major Events Action Plan

TAU will work with the council's Economic Development Office, which will be leading the development of a new Economic Development Strategy. Destination and major events is a key component of the economic development strategy, and in collaboration with TAU, the EDO will provide direction on the council group's role in this area. Working within the EDO's framework, TAU will leverage its expertise, experience and relationships to lead work on developing a destination and major events action plan for the region. TAU will co-design the regional action plan with Auckland Council, government and Tourism New Zealand to ensure the Auckland region is properly understood as a destination nationally and internationally and benefits from government investment. As part of this work, TAU will provide advice and facilitation support to the Mayor's Tourism Forum (established in May 2025).

Specific deliverables for 2026/27

- Further develop and refine *Discover Auckland*, Auckland's digital shopfront for Aucklanders and visitors, as an AI enabled and accessible source of information to build Auckland's reputation aligned to the place brand, increase visitation and spend in Auckland. This includes further development of its dedicated Events section to meet Aucklander and visitor needs for event information and experiences
- Embed and amplify the use of the *Auckland Council Events* brand for events the Council group funds and supports.
- Deliver marketing and communications in support of Year 2 of the City Centre Attraction Programme, supported by city-centre targeted rate.

All Aucklanders: We positively engage all Aucklanders through our diverse programme of experiences and events and our accessible taonga and places.

Specific deliverables for 2026/27

- Provide dedicated learning and educational programmes (formal and informal) and design custom experiences and events aimed at engaging and inspiring our rangitahi.
- Deliver Auckland Zoo's 'Wellbeing in nature' programme providing free Zoo access for underserved communities .
- Continue to advance audience development strategies, aligned to programming, including for Māori, Pacific peoples, Asian audiences and young people.
- Continue to deliver bespoke accessibility initiatives to enhance experiences for our audiences
- Implement the Māori Performing Arts Strategy for Auckland Live.
- Develop a consistent, holistic future thinking approach to accessibility and disability across venues, events, activations and experiences including the development of an action plan

Cross-cutting commitments

Audience and customer-centric

- Continue to implement the TAU Customer Strategy.
- Continue organisational roll out the TAU Customer Relationship Management (CRM) system.
- Implement ongoing enhancements to customer facing systems that improve the customer experience.
- Undertake ongoing development of the TAU Customer Experience Insight Programme.
- Enhance use of data and insights to drive decision making, including enabling staff to make use of predictive and AI tools as appropriate.

Māori outcomes

- Embed Māori Outcomes across TAU's core portfolios, including Major Events, Destination and Cultural Partnerships, ensuring visibility, access and opportunity are reflected in delivery.
- Implement our refreshed Māori Outcomes Plan *Te Mahere Aronga*, aligned to the refreshed *Tamaki Ora 2025-27* framework.
- Continue to strengthen relationships and partnerships with Mana Whenua groups to support their aspirations including governance level relationships.
- Embed the TAU Māori engagement framework.
- Continue to champion the TAU social procurement plan to identify and use Māori vendors across the business.

Climate change and sustainability

- Refresh the *TAU Climate Change and Environment Strategic Plan (CCESP)* to incorporate priorities from the *Climate Transition Plan* developed in FY 25/26 and account for organisational changes, and to integrate appropriate nature-related issues and opportunities.
- Continue to implement the key priority actions across:
 - Climate resilience: Continue to use an evidence-based approach to understand, consolidate, and manage TAU's short and long-term physical and transition climate-related risks and opportunities.
 - Net zero emissions: Measure and reduce TAU's operational greenhouse gas emissions, including switching from fossil fuels to clean energy, reducing energy use and supporting low-carbon transport options. Working with ACG, continue to strengthen our scope 3 emissions reporting and management.
 - Zero waste: Ensure best practice waste management and provide education and networks to foster behaviour change and collaboration.
 - Responsible water use: Build a more accurate picture of water use across TAU sites and venues and take action to improve water efficiency.
- Empowered organisation: Continue to build accountability and capability around climate change and sustainability across TAU and embed it in decision-making and procurement processes. Working with Auckland Council Group, build understanding and development of financial impact pathways to support long-term planning and visibility of avoided costs
- Enabling the broader transition: Leverage our cultural, tourism and influencing roles to support.

Social enterprise

- Seek to maintain a balance of commercial and community outcomes.
- Continue to grow non-rates revenue and deliver operational efficiency to enhance investment in social good outcomes.
- Maximise current revenue opportunities.
- Develop new products, pricing and services using data and digital capability.
- Work in partnership with the private sector to build corporate sponsorship, community grant, and philanthropic support, develop industry funding mechanisms and explore public private partnerships.
- Continue to partner with central government on programmes to support cultural outcomes for Tāmaki Makaurau Auckland.

Key capital projects and milestones

The table below sets out the key proposed and current TAU Board-approved capital projects and programmes we will undertake over 2026/27 (as at 1 July 2026) including 2026/27 LTP budget and the number of key milestones we expect to achieve over the year. Key projects are those with an actual or estimated total budget in excess of \$1 million. Milestones are defined as moving between key stages in the project management framework (e.g. from planning to delivery). Some projects/programmes will remain in the same phase all year (e.g. planning). These have been displayed as no change in milestone during the year. The list of projects below is subject to change during the year as new projects are approved and existing projects are potentially reprioritised to ensure that all capital expenditure by TAU remains right-sized and cost-effective.

Project/Programme	2026/2027 Capex Budget (\$m)	Number of milestones in 2026/2027
Zoo Masterplan Stage 3 progression – Project 1 and 2 and zone renewals		
Western Springs precinct development		
Stadium renewals and upgrades		
Aotea Arts Quarter investment including Aotea Centre weathertightness and HVAC programme, renewals and upgrades (incl. Herald Theatre) and Town Hall heritage conservation outcomes, renewals and upgrades		
Waterfront development initiatives (incl the Cloud and Shed 10)		
Security transformation, operational upgrades and camera renewals		
Civic Theatre Heritage Conservation Plan outcomes, renewals and upgrades		
Bruce Mason Centre masterplan development and renewals		
Digital		
TAU+		
Venue wide renewals (e.g.: standardising electrical, passive fire, HVAC and lifts)		
Other non-key capital projects (predominantly smaller scale renewals)		
Total	77.4	

Better Value Projects principles

The TAU board acknowledges the vital role it plays in ensuring that all expenditure (capital and operational) delivers maximum value to Aucklanders. TAU will apply the principles of the “Better Value Projects” programme when considering spending proposals and making decisions regarding capital and operational expenditure, and welcomes the introduction of these rules, aimed at delivering smarter spending across council.

The principles – which have been incorporated into TAU’s project management framework and templates are:

- Early problem definition and robust value assessment – *are we solving the right problem?*
- Rightsizing our investment – *are we investing the right amount?*
- Increase use of standard designs – *can we use standardised designs?*
- Setting maximum prices - *have we set cost limits?*
- Factor in past supplier performance - *are we choosing the best suppliers?*
- Focus on local suppliers – *are we leveraging local suppliers?*
- Streamline processes and remove barriers - *can we simplify processes and remove barriers?*
- Manage consultation and consultancy carefully - *are we managing consultation and consultancy costs?*
- Independent assessment - *have we independently reviewed the project?*
- Continuous value assessment - *are we still getting value at every stage?*

TAU will provide case studies of projects when requested to the Value for Money Committee and report to council on their progress including learnings and improvements.

Our facilities and functions

Tātaki Auckland Unlimited manages four cultural organisations – Auckland Art Gallery Toi O Tāmaki, Auckland Zoo, New Zealand Maritime Museum and Auckland Stadiums – plus Auckland Live and Conventions. Venues and facilities operated by these organisations are much loved by Aucklanders, and we continue to maintain them to ensure they work efficiently and effectively together, for the benefit of Tāmaki Makaurau Auckland. In addition, we support the destination sector, including events and activations across Tāmaki Makaurau in a range of ways.

Outlined below are the outcomes we are seeking for Auckland through our venues, facilities and functions, the budgeted costs of providing each, and operational metrics to assist in tracking performance. The metrics below are not considered organisational key performance indicators and will not be reported formally as part of our annual reports. We will continue to develop operational metrics for our venues, facilities and functions and report on these through our regular Quarterly Performance Reporting to Auckland Council.

AUCKLAND ART GALLERY TOI OTĀMAKI

Auckland Art Gallery Toi o Tāmaki holds New Zealand’s most extensive collection of national and international art. Through the presentation of exhibitions, public programmes and thought leadership, the Gallery is a catalyst for creative practices and ideas. Auckland Art Gallery:

- Drives an engaging exhibition programme.
- Manages the building and its art collections including curating, research, conservation, external loans and an exhibition programme.
- Delivers public access, education and outreach programmes to engage broad and diverse audiences with art and ideas.
- Supplements its funding by attracting revenue through retail, advancement, admissions to paid exhibitions, cafe, events and other commercial services that complement the visitor experience.
- Partners with others across the arts sector including organisations, communities and benefactors to maximise the impact of the art collection and our programmes.
- Builds organisational capability and resilience to extend the impact of our work in the community and in people’s lives, including strengthening our relationship with te ao Māori.

Budget (\$m)

Operating revenue	
Operating expenditure	
Net cost of service	
Capital budget	
% opex funded through non-rates revenue	
Net cost of service per patron	

Operational metrics

Total attendance	
Ticketed attendance	
Number of children	
Total annual membership	
Net Promoter Score (NPS)	
No. of programmes contributing to presence/visibility of Māori	



Auckland Zoo is a leading wildlife conservation science organisation, and an internationally accredited zoo with a growing global reputation for innovation and sector leadership. The Zoo’s mission is to “Bring people together to build a future for wildlife”. The Zoo’s Strategic Roadmap sets out the organisation’s commitments and goals that progress the delivery of this mission and move towards Auckland Zoo’s vision of: “A future where people value wildlife and species are safe from extinction.”

Seven commitments reflect the Zoo’s strategic priorities as a community focused cultural organisation in Tāmaki Makaurau Auckland, and as a modern wildlife conservation science organisation in Aotearoa New Zealand. The seven commitments are:

- Ensuring positive welfare outcomes through excellence in care
- Enhancing the well-being of our communities
- Nurturing a lifelong connection with nature
- Taking action for wildlife in the wild
- Learning, training, research and embedding science in all that we do
- Strengthening our relationship with te ao Māori
- Evolving our organisation sustainably

The Zoo listens to the communities it serves to foster authentic relationships & create inspiring & meaningful experiences that nurture connections with nature. It offers experiences & activities that help promote a sense of belonging, that enhance social, physical, mental and spiritual wellbeing that help to make people feel better about the world and that build understanding of the collective responsibility for the care of te taiao.

Budget (\$m)

Operating revenue	
Operating expenditure	
Net cost of service	
Capital budget	
% opex funded through non-rates revenue	
Net cost of service per patron	

Operational metrics

Total attendance	
Ticketed attendance	
Number of children	
Active annual passes	
Total active members	
Net Promoter Score (NPS)	
No. of programmes contributing to presence/visibility of Māori	



New Zealand Maritime Museum is a heritage institution established as Auckland Maritime Museum on Hobson Wharf in 1993. It received its national title in 1996. It holds and exhibits the largest maritime collection in New Zealand, demonstrating our nation’s strong links to the sea, and aspires to explore and unite people with the sea.

New Zealand Maritime Museum:

- Aims to provide rewarding, enjoyable and unique discovery experiences to Aucklanders of all ages in the area of national, regional and local maritime heritage.
- Preserves, presents, interprets and celebrates its collection of vessels, artefacts, documents and displays in a way that stimulates interest.
- Is a place of learning and understanding, telling the story of our ocean, coastal and harbour seafaring from the earliest Polynesian explorers to the present day.

Budget (\$m)

Operating revenue	
Operating expenditure	
Net cost of service	
Capital budget	
% opex funded through non-rates revenue	
Net cost of service per patron	

Operational metrics

Total attendance	
Ticketed attendance	
Number of children	
Net Promoter Score (NPS)	
No. of programmes contributing to presence/visibility of Māori	



Auckland Stadiums delivers engaging and memorable experiences for the benefit of Auckland's people, communities and visitors through a diverse range of sport and live entertainment in its stadiums. Integrated management of three of the four main stadiums in Auckland's network enables safe and enjoyable events delivered in a cost-effective way, driven by industry leading expertise.

Auckland Stadiums:

- Showcases sports events, concerts, and music festivals in its venues.
- Supports high-performance sport organisations through the provision of appropriate training and administration facilities.
- Ensures the portfolio of stadia assets are managed to ensure prudent and efficient use of limited capital funding.
- Provides facilities for a significant community sport programme for schools, regional sports organisations, and local clubs.

Budget (\$m)

Operating revenue	
Operating expenditure	
Net cost of service	
Capital budget	
% opex funded through non-rates revenue	
Net cost of service per patron	

Operational metrics

Total attendance	
Ticketed attendance	
Number of children	
Net Promoter Score (NPS)	



AUCKLAND LIVE

**AUCKLAND
CONVENTIONS**
venues & events

Auckland Live is the leader in performing arts, culture, entertainment, festivals, events and activations in Tāmaki Makaurau Auckland, and is Aotearoa New Zealand's largest performing arts organisation. Auckland Conventions Venues & Events manages a diverse portfolio of Auckland's most sought after and unique venues for business events of all types (meetings, conferences, conventions and exhibitions), including venue spaces from across TAU (e.g. Auckland Art Gallery, Auckland Zoo, Auckland Stadiums) and our partner organisations (e.g. MOTAT Aviation Hall).

These impressive venues and public spaces (including Aotea – Te Pokapū | Aotea Centre, Aotea Square, Te Komitanga, Auckland Town Hall, The Civic, Bruce Mason Centre, Shed 10, Viaduct Events Centre and The Cloud) are stages for presenting a programme of live arts, entertainment and events for the enjoyment, inspiration and benefit of Aucklanders and visitors, every day.

Whether it's an international musical at The Civic, a conference at the Aotea Centre, family friendly shows at the Bruce Mason Centre, a gala dinner at the Viaduct Events Centre or a major festival in Aotea Square, Auckland Live and Auckland Conventions, Venues and Events take pride in welcoming Aucklanders and visitors, and providing them with memorable experiences.

Budget (\$m)

Operating revenue	
Operating expenditure	
Net cost of service	
Capital budget	
% opex funded through non-rates revenue	
Net cost of service per patron	

Operational metrics

Total attendance	
Ticketed attendance	
Number of children	
Net Promoter Score (NPS)	
No. of programmes contributing to presence/visibility of Māori	

Destination (including events)

Tātaki Auckland Unlimited supports the sustainable growth of the destination sector in Tāmaki Makaurau in a number of ways.

As the Regional Tourism Office (RTO) and Convention Bureau for Auckland, Tātaki performs a number of functions under the umbrella term, “Destination Management”. This includes:

- promoting Auckland locally, domestically and internationally as an attractive place to visit for holiday visitors and business event delegates.
- working with local board areas (where tourism is prominent) and local tourism operators to develop and promote sustainable new and existing tourism experiences (including Māori tourism experiences).
- Partnering with government, neighbouring regions and operators to ensure a coordinated approach to destination management, including understanding regional supply and demand dynamics.

In addition, and complimentary to our RTO role, Tātaki also supports the Auckland events ecosystem at a number of levels:

- **Event programming and promotion across the region:** Through the CCO Reform process, TAU was asked to coordinate the programming and promotion of events for the benefit of the group (and region). This is a new role for TAU, and a role that has not previously been undertaken at a regionwide scale. The delivery model for this new role will have been established and will be rolled out over 2026/27.
- **Hosted events:** These events are delivered by a third party but are hosted by TAU in our venues and facilities – in particular, Auckland Live venues and Auckland Stadiums. Hosted events include cultural, sporting and business events. These events deliver outcomes for attendees, Aucklanders and the Auckland economy. They also deliver commercial returns for TAU through the use of our venues.
- **Major and business events:** These sporting, cultural and business events are delivered by a third party but supported by TAU either through bidding support, direct sponsorship, facilitation, activation, leverage and marketing or other in-kind support. The level of support provided by TAU is determined based on event outcomes delivered for Auckland, including economic, social and cultural outcomes and available funding. Some major and business events are hosted in our venues (as above), but the focus of major events is on social and economic returns for Auckland.
- **Regional events:** Events delivered by TAU on behalf of the council are the annual Diwali, Lantern and Pasifika festivals, and Moana Auckland: New Zealand’s Ocean Festival. In addition, as part of the CCO Reform process, TAU will coordinate Matariki and Waitangi Day celebrations on behalf of the council group for the first time in 2026/27. These events are delivered primarily to achieve social outcomes through bringing Aucklanders and visitors together to enjoy world-class celebrations and events.
- **City centre events and activations:** Also as part of the CCO Reform process, TAU was tasked with delivering all (council) city centre activity and being primarily responsible for (council) activations in the city centre. This includes delivery of the venue and booking management, programming and content curation of both Aotea and Te Komititanga Squares, and delivering a City Centre Attraction Programme, funded through the city centre targeted rate. TAU will work across the council group to roll out this new approach over 2026/27.

Budget and metrics related to hosted events are predominantly covered through the Auckland Stadiums and Auckland Live sections above. As such, information below is for major and business, regional and city-centre events only.

Major events

Key major events

All Blacks vs Ireland	July 2026
New Zealand Fashion Week	August 2026
Asia-Pacific Amateur Golf	October 2026
All Blacks vs Australia	October 2026
Barfoot and Thompson Runaway Auckland Marathon	November 2026
ASB Classic	January 2027
Sail GP 2027	February 2027
The Ocean Race 2027	March 2027
Mānuka Phuel SYNTHONY	March 2027
State of Origin	May 2027

Operational metrics

Contribution to regional GDP	\$45m
Visitor nights	240,000

Delivered and coordinated events

Our delivered events include three of the largest cultural festivals in the country and an umbrella festival (Moana Auckland) that aggregates and encompasses a range of events delivered by others.

Delivered and coordinated events

Matariki	July 2026
Auckland Diwali Festival	October 2026
Waitangi Day	February 2027
Auckland Lantern Festival	February 2027
Moana Auckland – New Zealand’s Ocean Festival	February-March 2027
Pasifika Festival	March 2027

Operational metrics

Estimated attendance	300,000
Attendee satisfaction	80%

DRAFT

Performance outlook

Tātaki Auckland Unlimited will report on its performance against the key performance indicators below through its regular quarterly reporting to Auckland Council. As part of this reporting, TAU will also report on its progress against our Māori Outcomes Plan, *Te Mahere Aronga*.

Key performance indicators

Key Performance Indicator	2024/25 Actual	2025/26 Forecast	Targets		
			2026/27	2027/28	2028/29
Experiences and Events					
Ticketed attendance at Auckland Live, Auckland Zoo, Auckland Art Gallery, New Zealand Maritime Museum and Auckland Stadiums venues and events. (LTP measure, TAUT)	2.29m	2.16m	2.21m	tbc ⁸	tbc
Percentage of customer complaints resolved within 10 working days. (TAUT)	96%	80%	80%	80%	80%
The contribution to regional GDP from major events and business events ⁹ attracted or supported. (LTP measure, TAUL)	\$89.3m	\$40m	\$45m ¹⁰	tbc	tbc
Benefit - Cost Ratio (BCR) of major events investment. (TAUL)	New measure	>1.15	>1.15	>1.15	>1.15
Taonga and Venues					
The net promoter score for TAU's audiences and participants. ¹¹ (LTP measure, TAUT)	57	42	45	45	45
Percentage change in greenhouse gas emissions against 2018/19 baseline (Scope 1 and 2 only) ¹² . (TAUT) (Baseline: 2472 tCO ₂ e)	+2.7%	-20% (1977 tCO ₂ e)	-27% (1804 tCO ₂ e)	-35% (1607 tCO ₂ e)	-42% (1434 tCO ₂ e)
The percentage of operating expenses funded through non-rates revenues ¹³ . (LTP measure, TAUT)	56%	60%	60% ¹⁴	60%	61%

⁸ Targets for 2027/28 and beyond will be reviewed through the Long-Term Plan 2027-37 process.

⁹ Business events include business meetings, conferences, conventions and exhibitions.

¹⁰ Contribution to regional GDP targets for 2027/28 and beyond are highly dependent on the level of funding available to attract and support major events in these years and will be reviewed through the Economic Development Strategy and Long-Term Plan 2027-37 processes.

¹¹ Net promoter score is an index ranging from -100 to 100 that measures the willingness of customers to recommend a product or service to others.

¹² In addition to reporting change in Scope 1 & 2 emissions, we will also continue to report on Scope 3 greenhouse gas emissions and actions to reduce these, consistent with the Auckland Council group approach.

¹³ Tātaki Auckland Unlimited Trust measure only.

¹⁴ Additional City Centre Targeted Rate (CTTR) funding in 2026/27 and beyond has impacted TAU's ability to significantly increase the share of expenses funded through non-rates sources over time. Excluding CTR funding the 2026/27 target would be 64%.

Percentage of milestones completed as per TAU Board agreed capital programme. (TAUT)	91%	80%	80%	80%	80%
Percentage of critical TAU assets in acceptable (fair to very good) condition. (TAUT)	97.1%	95%	95%	95%	95%
Percentage of goods and services spend on diverse suppliers (Māori suppliers, Pacific Peoples suppliers, Social Enterprise Suppliers). (TAUT)	New measure	8.0%	8.0%	8.5%	8.5%
Auckland's Reputation					
Discover Auckland website (www.aucklandnz.com) sessions ¹⁵ .(TAUL)	New measure	2.5m	2.6m	2.7m	2.8m
All Aucklanders					
Percentage of Auckland residents surveyed who consider that TAU programmes, events and exhibitions enrich their lives. (TAUT)	76%	72%	72%	72%	72%
The number of children participating in educational experiences through TAU venues and facilities. (TAUT)	175,533	150,000	150,000	150,000	150,000
The number of programmes, initiatives and events contributing to the visibility and presence of Māori in Tāmaki Makaurau. (LTP measure, TAUT)	101	45	50	55	55
TAU Auckland Live and conventions venue utilisation. (TAUT)	New measure	70%	70%	70%	70%

Developing our indicator framework

TAU will continue to refine its indicator framework to ensure our KPIs reflect the impact of the work we do and inform all key stakeholders of the effectiveness of our activities. In particular, we will continue to investigate how technology can help us measure and report the breadth and depth of our reach and impact more effectively and efficiently. We will continue to align our KPIs with our strategic framework outcomes and ensure appropriate targets are in place.

¹⁵ A website session is a period of user activity on a website, encompassing all interactions within a defined timeframe. It begins when a user arrives at the website and ends after a period of inactivity, or when the user leaves the site. Sessions are a key metric for understanding user behaviour and website engagement.

Consolidated financial statements

The following summary of financial information supports the delivery of the strategic deliverables and performance targets for Tātaki Auckland Unlimited. TAU operates a diverse business model with external revenue earned from commercial activities such as admission charges, venue hire, event-related services, and property rental.

As part of the Auckland Council group, TAU will continue to demonstrate value for money across all expenditure, provide transparency on operating expenditure and maintain a strong focus on managing sensitive expenditure.

The financial information provided in this *Statement of Intent 2026-2029* has been adjusted for CPI. This will be updated each year to reflect the cyclical and volatile nature of TAU's external revenue, to balance to the operational funding received from Auckland Council. Financial data is actuals for 2024/25, Annual Plan for 2025/26 as per the FY25-28 SOI and forecasts based on the Long-Term Plan for 2026/27, 2027/28 and 2028/29, adjusted to account for:

- additional Māori Outcome successful funding grants of \$3.36m (from the Māori Outcomes Fund) for the three years from FY25 to FY27 (which was not confirmed until post the LTP approval)
- The expected FY25 financial results and some minor categorisation changes which include those resulting from the detailed FY26 operating budget process run as part of the Annual Planning process
- the removal of the Economic Development functions of Tātaki Auckland Unlimited for 2025/26 and subsequent years. This transfer of function to Auckland Council was made on 30 June 2025.

These changes impact on the Long-Term Plan anticipated net direct expenditure and therefore anticipated Auckland Council ratepayer funding to TAU. The tables below include deferred programme expenditure as applicable.

Consolidated Financial Information for Tātaki Auckland Unlimited¹⁶

Tātaki Auckland Unlimited Operating Budget

Financial year ending 30 June	2024/2025 Actual ¹⁷	2025/2026 Annual Plan	2026/2027 Forecast	2027/2028 Forecast	2028/2029 Forecast
NET DIRECT EXPENDITURE / (INCOME)	90.0	85.8	91.4	92.0	90.5
Direct Revenue (\$m)					
Fees and user charges	60.7	63.3	65.9	67.3	68.6
Operating Grants and subsidies	14.6	4.8	23.2	3.7	3.9
Other direct revenue	38.1	34.1	27.7	26.5	30.6
TOTAL REVENUE	113.4	102.2	116.8	97.5	103.1
Direct Expenditure (\$m)					
Employee benefits	94.1	91.3	96.6	96.9	99.3
Grants, contributions and sponsorship	11.9	9.2	15.0	8.3	8.5
Other direct expenditure	97.7	87.5	96.6	84.3	85.9
TOTAL EXPENDITURE	203.7	188.0	208.2	189.5	193.7
Other key operating lines (\$m)					
Operational funding from Auckland Council	90.0	84.3	91.4	92.0	90.5
Funded from Reserves		1.5	-	-	-
Capital funding from Auckland Council	69.5	73.9	77.4	69.7	
Depreciation and amortisation		56.9	69.5	68.3	66.1

¹⁶ A breakdown of Operating and Capital Budgets for Tātaki Auckland Unlimited Limited and its trust operations, Tātaki Auckland Unlimited Trust are contained in Appendix 1.

¹⁷ 2024/25 Actual and 2025/26 Annual Plan numbers have been restated to align with Auckland Council categorisation between Operating Grants and Subsidies and Other Revenue in order to facilitate comparison between years.

Tātaki Auckland Unlimited Māori Outcomes Expenditure

Financial year ending 30 June	2024/2025 Actual	2025/2026 Annual Plan	2026/2027 Forecast	2027/2028 Forecast	2028/2029 Forecast
Māori Outcomes Programme	2.0	2.0	2.0	2.0	2.0

Tātaki Auckland Unlimited Operating Budget by Operating Divisions

Financial year ending 30 June	2024/2025 Actual	2025/2026 Annual Plan	2026/2027 Forecast	2027/2028 Forecast	2028/2029 Forecast
Revenue (\$m)					
Economic Development ¹⁸	28.7	--			
Destination & Major Events	7.8	8.7			
Auckland Art Gallery	5.2	9.3			
Auckland Zoo	16.6	21.7			
NZ Maritime Museum	3.5	4.7			
Auckland Stadiums	14.5	15.8			
Auckland Live & Conventions	34.9	37.2			
TAU+ (on behalf of Auckland Council)	2.1	4.5			
Other	0.3	0.3			
TOTAL REVENUE	113.5	102.2			
Expenditure (\$m)					
Economic Development	33.1	-			
Destination & Major Events	33.2	34.3			
Auckland Art Gallery	25.8	28.3			
Auckland Zoo	31.9	37.0			
NZ Maritime Museum	9.2	9.8			
Auckland Stadiums	16.5	19.1			
Auckland Live & Conventions	45.5	46.9			
TAU+ (on Behalf of Auckland Council)	4.5	8.1			
Other	3.8	4.5			
TOTAL EXPENDITURE	203.5	188.0			
Net cost to serve (\$m)					
Economic Development	4.3	-			
Destination & Major Events	25.4	25.6			
Auckland Art Gallery	20.6	19.0			
Auckland Zoo	15.3	15.3			
NZ Maritime Museum	5.7	5.1			

¹⁸ The Economic Development functions of Tātaki Auckland Unlimited were transferred to Auckland Council on 30 June 2025, therefore are excluded for 2025/26 and outyears

¹⁹ 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.

Auckland Stadiums	2.1	3.3		
Auckland Live & Conventions	10.6	9.7		
TAU+ (on behalf of Auckland Council)	2.4	3.6		
Other	3.5	4.2		
TOTAL COST TO SERVE	90.0	85.8		

Tātaki Auckland Unlimited Capital Budget

Financial year ending 30 June	2024/2025 Actual	2025/2026 Annual Plan	2026/2027 LTP	2027/2028 LTP	2028/2029 LTP
TOTAL CAPITAL EXPENDITURE	69.5	73.9	77.4	69.7	53.9
To meet additional demand	1.1	1.4	1.7	3.1	1.4
To improve the level of service	8.4	10.1	7.9	6.0	8.6
To replace existing assets	60.0	62.4	67.8	60.6	43.9
TOTAL CAPITAL FUNDING					
Sources of capital expenditure					
Capital funding from Auckland	69.5	73.9	77.4	69.7	53.9

Other financial information

Current value of assets	The value of Tātaki Auckland Unlimited Trust's assets at 30 June 2025 was \$2,010.1 million, based on the year end accounts (non-current assets only). The value of Tātaki Auckland Unlimited Limited's assets at 30 June 2025 was \$0.5 million, based on the year end accounts (non-current assets only).
Accounting policies	Tātaki Auckland Unlimited's accounting policies are consistent with those of the Auckland Council group. A summary of our significant accounting policies can be found in Appendix 3 of this document.
Financial reporting	Tātaki Auckland Unlimited's financial reporting to council will be in accordance with requirements of the Public Benefit Entity International Public Sector Accounting Standards.
Major Events Underwrite	In August 2025 Auckland Council agreed to a major event underwrite facility available to TAU over the next two years valued at \$30m, valid for events within a 10-year period. When seeking to utilise the underwrite, TAU staff will seek early formal endorsement from the Group Chief Financial Officer, as a prudential check on the council's financial exposure, before seeking approval from the TAU board.

	2025/26 Annual Plan	2026/27 Forecast	2027/28 Forecast	2028/29 Forecast
Asset sales (\$m)	NA	NA	NA	NA
Shareholder equity ratio	95%	95%	95%	95%

Appendix 1: Detailed Financial Statements

Financial information for Tātaki Auckland Unlimited Limited

Tātaki Auckland Unlimited Limited Operating Budget

Financial year ending 30 June	2024/2025 Actual	2025/2026 Annual Plan ²⁰	2026/2027 Forecast	2027/2028 Forecast	2028/2029 Forecast
NET DIRECT EXPENDITURE / (INCOME)	32.8	31.2			
Direct revenue (\$m)					
Fees and user charges	3.2	2.1			
Operating grants and subsidies	10.2	-			
Other direct revenue	23.2	18.5			
TOTAL REVENUE	36.6	20.6			
Direct expenditure (\$m)					
Employee benefits	24.1	19.3			
Grants, contributions and sponsorship	10.6	7.8			
Other direct expenditure	34.7	24.7			
TOTAL EXPENDITURE	69.4	51.8			
Other key operating lines (\$m)					
Operational funding from Auckland	32.8	29.7			
Funded from reserve		1.5			
Capital funding from Auckland		-			
Depreciation and amortisation		-	-	-	

Tātaki Auckland Unlimited Limited Capital Budget

Financial year ending 30 June	2024/2025 Actual	2025/2026 Annual Plan	2026/2027 Forecast	2027/2028 Forecast	2028/2029 Forecast
TOTAL CAPITAL EXPENDITURE		-			
To meet additional demand		-			
To improve the level of service		-			
To replace existing assets		-			
TOTAL CAPITAL FUNDING		-			
Sources of capital expenditure					
Capital funding from Auckland		-			
Subsidies and grants – capex	-	-			

²⁰ The Economic Development functions of Tātaki Auckland Unlimited were transferred to Auckland Council on 30 June 2025, therefore are excluded for 2025/26 and outyears

Financial information for Tātaki Auckland Unlimited Trust

Tātaki Auckland Unlimited Trust Operating Budget

Financial year ending 30 June	2024/2025 Actual	2025/2026 Annual Plan	2026/2027 Forecast	2027/2028 Forecast	2028/2029 Forecast
NET DIRECT EXPENDITURE / (INCOME)	57.4	54.6			
Direct revenue (\$m)					
Fees and user charges	57.5	61.3			
Operating grants and subsidies	4.4	4.8			
Other direct revenue	15.0	15.5			
TOTAL REVENUE	76.9	81.6			
Direct expenditure (\$m)					
Employee benefits	70.0	72.0			
Grants, contributions and	1.3	1.4			
Other direct expenditure	63.0	62.8			
TOTAL EXPENDITURE	134.3	136.2			
Other key operating lines (\$m)					
Operational funding from Auckland Council	57.4	54.6			
Capital funding from Auckland Council	69.5	73.9			
Depreciation and amortisation	74.7	56.9			

Tātaki Auckland Unlimited Trust Capital Budget

Financial year ending 30 June	2024/2025 Actual	2025/2026 Annual Plan	2026/2027 Forecast	2027/2028 Forecast	2028/2029 Forecast
TOTAL CAPITAL EXPENDITURE	69.5	82.8	77.4	69.7	53.9
To meet additional demand	1.1	1.4	1.7	3.1	1.4
To improve the level of service	8.4	10.1	7.9	6.0	8.6
To replace existing assets	60.0	62.4	67.8	60.6	43.9
TOTAL CAPITAL FUNDING	69.5	73.9	77.4	69.7	53.9
Sources of capital expenditure					
Capital funding from Auckland	69.5	73.9	77.4	69.7	53.9

Appendix 2: Forecast Financial Statements

Forecast Financial Information for Tātaki Auckland Unlimited Limited

Tātaki Auckland Unlimited Limited Forecast Statement of Comprehensive Revenue and Expenses

Financial year ending 30 June (\$m)	2024/2025 Actual	2025/2026 Annual Plan ²¹	2026/2027 Forecast	2027/2028 Forecast	2028/2029 Forecast
REVENUE					
Service and other revenue	65.948	50.255			
Interest Revenue	0.019	-			
Total revenue	65.967	50.255			
EXPENDITURE					
Personnel costs	23.407	19.291			
Depreciation and amortisation	1.931	0.047			
Finance costs	0.001	-			
Other expenses	42.541	32.417			
Total expenditure	67.880	51.755			
(Deficit) / surplus before tax	(1.913)	(1.500)			
Income tax benefit	-	-			
Surplus / (deficit) from continuing operations	(1.913)	(1.500)			
Surplus / (deficit) after tax	(1.913)	(1.500)			
(DEFICIT)/ SURPLUS IS ATTRIBUTABLE TO:					
Equity holders of Tātaki Auckland Unlimited Limited	(1.913)	(1.500)			
TOTAL COMPREHENSIVE REVENUE AND EXPENSE FOR THE YEAR IS ATTRIBUTABLE TO:					
Equity holders of Tātaki Auckland Unlimited	(1.913)	(1.500)	-	-	

Note: Tax effects have not been included in the original SOI budget

Tātaki Auckland Unlimited Limited Forecast Statement of changes in equity

Financial year ending 30 June (\$m)	2024/2025 Actual	2025/2026 Annual Plan	2026/2027 Forecast	2027/2028 Forecast	2028/2029 Forecast
Opening Balance 1 July	14.631	13.242²²			
COMPREHENSIVE REVENUE AND EXPENSE					
Surplus / (deficit) for the year	(1.913)	(1.500)	-	-	
Transfer from Accumulated funds	-	-	-	-	
Transfer to Restricted reserves	-	-	-	-	
Balance as at 30 June	12.718	11.742			

²¹ The Economic Development functions of Tātaki Auckland Unlimited were transferred to Auckland Council on 30 June 2025, therefore are excluded for 2025/26 and outyears

²² Opening equity has been adjusted to reflect the Economic Development function transfer on 30 June 2025

Tātaki Auckland Unlimited Limited Forecast Statement of Financial Position

As at 30 June (\$m)	2024/2025 Actual	2025/2026 Annual Plan ²³	2026/2027 Forecast	2027/2028 Forecast	2028/2029 Forecast
ASSETS					
CURRENT ASSETS					
Cash and cash equivalents	0.242	0.290			
Trade and other receivables	32.672	25.279			
Total current assets	32.914	25.569			
NON-CURRENT ASSETS					
Property, plant and equipment	4.906	0.339			
Intangible assets	0.001	0.006			
Non-current - Accrued income	-	-			
Total non-current assets	4.907	0.345			
Total assets	37.821	25.914			
LIABILITIES					
CURRENT LIABILITIES					
Trade and other payables	20.046	10.012			
Employee entitlements	1.735	1.530			
Provisions	1.512	1.600			
Total current liabilities	23.293	13.142			
NON - CURRENT LIABILITIES					
Trade and other payables	1.050	0.980			
Provisions	0.176	-			
Deferred tax liabilities	0.584	0.050			
Total non-current liabilities	1.810	1.030			
Total liabilities	25.103	14.172			
Net assets	12.718	11.742			
EQUITY					
Share capital	-	-			
Contributed equity	4.377	3.626			
Accumulated surplus / (deficit)	1.381	1.616			
Restricted reserve	6.960	6.500			
Total equity	12.718	11.742			

²³ The Economic Development functions of Tātaki Auckland Unlimited were transferred to Auckland Council on 30 June 2025, therefore are excluded for 2025/26 and outyears

Tātaki Auckland Unlimited Limited Forecast Statement of cash flows

Financial year ending 30 June (\$m)	2024/2025 Actual	2025/2026 Annual Plan ²⁴	2026/2027 Forecast	2027/2028 Forecast	2028/2029 Forecast
CASH FLOWS FROM OPERATING ACTIVITIES					
Interest received	0.020	-	-	-	
Receipts from council funding, customers and other services	71.779	53.418			
Payments to suppliers and employees	(71.715)	(49.596)			
Goods and services tax (GST) received from / (paid to) IRD	(0.039)	(3.746)			
Other cash flows from operating activities	-	-			
Net cash from operating activities	0.045	0.076			
CASH FLOWS FROM INVESTING ACTIVITIES					
Disposals / (purchases) of property, plant and equipment	-	-			
Other cash flows from investing activities	-	0.001			
Net cash from investing activities	-	0.001			
CASH FLOWS FROM FINANCING ACTIVITIES					
Other cash flows from financing activities	(0.001)	-			
Net cash from financing activities	(0.001)	-			
Net increase/(decrease) in cash and cash equivalents	0.044	0.077			
Cash and cash equivalents at the beginning of the period	0.198	0.213			
Cash and cash equivalents at end of the year	0.242	0.290			

²⁴ The Economic Development functions of Tātaki Auckland Unlimited were transferred to Auckland Council on 30 June 2025, therefore are excluded for 2025/26 and outyears

Forecast Financial Information for Tātaki Auckland Unlimited Trust

Tātaki Auckland Unlimited Trust Forecast Statement of Comprehensive Revenue and Expenses

Financial year ending 30 June (\$m)	2024/2025 Actual	2025/2026 Annual Plan	2026/2027 Forecast	2027/2028 Forecast	2028/2029 Forecast
Revenue					
Commercial revenue	63.667	74.725			
Finance income	0.498	0.500			
Total revenue from exchange	64.165	75.255			
Philanthropic and Other revenue	9.698	5.979			
Government subsidies	-	0.348			
Auckland Council funding	142.004	128.541			
Total revenue from non-exchange transactions	151.702	134.868			
Total revenue	215.867	210.093			
Expenditure					
Employee benefits	65.393	72.061			
Depreciation expense	54.045	55.432			
Amortisation expense	0.900	1.500			
Finance expenditure	0.516	0.300			
Other expenses	65.127	63.879			
Total expenditure	185.981	193.172			
Surplus from continuing operations	29.886	16.921			
Surplus after tax attributable to:					
Tātaki Auckland Unlimited Trust	29.886	16.921			
Other comprehensive income					
Gain on property and art revaluations	-	-			
Total other comprehensive income	-	-			
Total comprehensive income after tax	29.886	16.921			

Note: Gains on revaluations of land, buildings and artworks are not budgeted

Tātaki Auckland Unlimited Trust Forecast Statement of changes in equity

Financial year ending 30 June (\$m)	2024/2025 Actual	2025/2026 Annual Plan	2026/2027 Forecast	2027/2028 Forecast	2028/2029 Forecast
Opening Balance 1 July	2,224.345	2,245.809			
Total comprehensive revenue and expenses for the year	29.886	16.921			
Owner transactions					
Contribution to restricted reserves	-	-			
Movement in restricted equity	(0.781)	-			
Balance as at 30 June	2,253.450	2,262.730			

Tātaki Auckland Unlimited Trust Forecast Statement of Financial Position

As at 30 June (\$m)	2024/2025 Actual	2025/2026 Annual Plan	2026/2027 Forecast	2027/2028 Forecast	2028/2029 Forecast
ASSETS					
CURRENT ASSETS					
Cash and cash equivalents	28.413	17.659			
Receivables	34.221	43.414			
Prepayments	3.062	4.106			
GST receivable	0.187	0.339			
Other financial assets	-	-			
Inventories	1.291	1.574			
Total current assets	67.174	67.092			
NON-CURRENT ASSETS					
Property, plant and equipment	1,713.994	1,714.832			
Artwork collections	556.338	559.109			
Heritage and cultural assets	3.905	4.080			
Intangible assets	2.403	2.923			
Other financial assets	0.523	0.533			
Receivables	0.700	0.720			
Total non-current assets	2,277.863	2,282.197			
Total assets	2,345.037	2,349.289			
LIABILITIES					
CURRENT LIABILITIES					
Payables	76.969	71.401			
Borrowings and other financial liabilities	0.269	0.269			
Employee entitlements	7.504	7.673			
Provisions	0.488	0.859			
Total current liabilities	85.230	80.202			
NON - CURRENT LIABILITIES					
Borrowings and other financial liabilities	6.357	6.357			
Derivative financial instruments	-	-			
Total non-current liabilities	6.357	6.357			
Total liabilities	91.587	86.559			
Net assets	2,253.450	2,262.730			
EQUITY AND RESERVES					
Contributed capital	1,053.532	1,053.532			
Accumulated surplus / (deficit)	286.495	243.349			
Restricted equity	4.361	4.941			
Asset revaluation reserves	909.062	960.908			
Total equity	2,253.450	2,262.730			

Tātaki Auckland Unlimited Trust Forecast Statement of cash flows

Financial year ending 30 June (\$m)	2024/2025 Actual	2025/2026 Annual Plan	2026/2027 Forecast	2027/2028 Forecast	2028/2029 Forecast
CASH FLOWS FROM OPERATING ACTIVITIES					
Receipts from Auckland Council funding	142.004	128.541			
Receipts from commercial and philanthropic revenue	72.345	76.243			
Receipts from third parties held in relation to future events	9.219	9.200			
Government subsidies received	-	0.348			
Net GST received / (paid)	(0.352)	(0.281)			
Interest revenue	0.498	0.500			
Payments to suppliers and employees	(139.781)	(139.741)			
Interest paid	(0.529)	(0.300)			
Net cash from operating activities	83.404	74.510			
CASH FLOWS FROM INVESTING ACTIVITIES					
Loan repayments received	(0.015)	-			
Proceeds from sale of asset	-	-			
Purchase of property, plant and equipment	(77.487)	(71.853)			
Purchase of intangible assets	-	(2.000)			
Net cash from investing activities	(77.502)	(73.853)			
CASH FLOWS FROM FINANCING ACTIVITIES					
Distributions to / (from) restricted reserves	(0.781)	-			
Net cash from financing activities	(0.781)	-			
Net increase/(decrease) in cash and cash equivalents	5.121	0.657			
Cash and cash equivalents at the beginning of the period	23.292	17.002			
Cash and cash equivalents at end of the year	28.413	17.659			

Appendix 3: Summary of Significant TAU Accounting Policies

Tātaki Auckland Unlimited Trust (TAUT) and Tātaki Auckland Unlimited Limited (TAUL) are council-controlled organisations of Auckland Council.

The primary objective of Tātaki Auckland Unlimited (TAU) is to provide services and facilities to the Auckland community for social benefit rather than to make a financial return. Accordingly, the TAU has designated itself as a public benefit entity (PBE) and applies New Zealand Tier 1 PBE Accounting Standards. These standards are based on International Public Sector Accounting Standards (IPSAS), with amendments for the New Zealand environment.

Basis of preparation

The forecast financial statements are presented in New Zealand dollars (NZD), which is the functional currency of each of TAU's entities and are rounded to the nearest million dollars unless otherwise stated. All items in the prospective financial statements are stated exclusive of Goods and Services Tax (GST), except for receivables and payables which include GST.

The forecast financial statements have been prepared on a going concern basis and the accounting policies applied are consistent with those used for the year ended 30 June 2026.

Significant accounting policies

Accounting policies that are considered critical to the portrayal of TAU's financial condition and results, and contain judgements, estimates and assumptions about matters that are inherently uncertain have been included in the notes to these financial statements. These accounting policies are consistent with those applied in the comparative information.

TAU's significant accounting policies are largely consistent at each entity level. Where certain significant policies differ due to the specific nature of certain operations, these have been detailed separately below.

Revenue recognition

Revenue is comprised of exchange and non-exchange transactions. Exchange transaction revenue arises when one entity receives assets or services, or has liabilities extinguished, and directly gives approximately equal value in exchange.

Non exchange transaction revenue arises from transactions without an apparent exchange of approximately equal value. Non exchange revenue includes grants, subsidies and sponsorship.

Revenue is measured at the fair value of consideration received or receivable. The specific accounting policies for significant revenue are explained below:

Funding from Auckland Council

Funding is recognised as revenue upon entitlement based on the eligibility of expenditure in accordance with the Long-Term Plan and Auckland Council Annual budget setting process.

Grants and sponsorships received

Council, government, and non-government grants and sponsorships are received as assistance for specific purposes and these grants or sponsorships usually contain restrictions on their use. They are recognised as revenue when they become receivable unless there is an obligation to return the funds if conditions of the grant or sponsorship agreement are not met. If there is such an obligation, the grants or sponsorships are initially recorded as grants or sponsorships received in advance and recognised as revenue when conditions of the contract are satisfied.

Lease and license to occupy

Rental revenue from operating leases and licence to occupy agreements are recognised as revenue on a straight-line basis over the lease and agreement term.

Provision of services

Provision of services are recognised in the accounting period in which the services are rendered, by reference to completion of the specific transaction assessed on the basis of the actual service provided as a proportion of the total services to be provided.

Goods or services revenue

Revenue from the sale of goods or services is recognised when a product is sold, or service is provided to the customer. The recorded revenue is the gross amount of the sale, including credit card fees payable for the transaction. Such fees are included in other expenses.

Interest revenue

Interest revenue is recognised on a time proportion basis using the effective interest method.

Sources of revenue are consistent with prior periods

Entrance and admission fees *(specific to Tātaki Auckland Unlimited Trust)*

These are recognised on an accrual basis in the period that the corresponding event occurs, on completion of that event.

Donations and bequests *(specific to Tātaki Auckland Unlimited Trust)*

These are recognised when physically received or when it is probable that a reliably measurable amount will be receivable.

Gifted artwork *(specific to Tātaki Auckland Unlimited Trust)*

Where a physical asset is gifted to TAUT or acquired by TAUT for nil consideration or at a subsidised cost, the asset is recognised at fair value and the difference between the considerations provided, and the fair value of the asset is recognised as revenue. The fair value of the donated assets is determined as follows:

- For new assets, fair value is usually determined by reference to retail price of the same or similar asset at time of receipt of asset.
- For used assets, fair value is usually determined by reference to market information for assets of a similar type, condition and age.

Property, plant and equipment

Accounting policy *(specific to Tātaki Auckland Unlimited Limited)*

Property, plant and equipment consists of fitout for leased premises, plant and machinery, computer equipment, furniture, fittings and equipment and capital work in progress.

Initial recognition

Property, plant and equipment is shown at cost, less accumulated depreciation and impairment losses, if any.

Additions

The cost of an item of property, plant and equipment is recognised as an asset if, and only if, it is probable that future economic benefits or service potential associated with the item will flow to TAUL, and the cost of the item can be measured reliably.

Plant and equipment are recognised at cost. Where an asset is acquired at no cost, or for a nominal cost, it is recognised at fair value as at the date of acquisition.

Disposals

Gains and losses on disposals are determined by comparing the proceeds with the carrying amount of the asset. Gains and losses on disposals are reported net in the surplus or deficit in the statement of comprehensive revenue and expense.

Depreciation

Depreciation on all property, plant and equipment, is provided on a straight-line basis at rates that will write off the cost of the assets to their estimated residual values over their useful lives. The residual value and remaining useful life of an asset is reviewed, and adjusted if applicable, at each financial period end. The useful lives of major classes of assets have been estimated as follows:

<i>Class of asset depreciated</i>	<i>Estimated useful life (years)</i>
Leased assets	1 - 14
Plant & machinery	1 - 15
Furniture, fittings & equipment	1 - 14
Computer equipment	1 - 8

Capital work in progress

Capital work in progress is recognised at cost less impairment and is not depreciated. The total cost of a project is transferred to the relevant asset class on its completion and then depreciated.

Carrying amount

An asset's carrying amount is written down immediately to its recoverable amount if the asset's carrying amount is greater than its estimated recoverable amount.

Accounting policy (specific to Tātaki Auckland Unlimited Trust)

Property, plant and equipment consists of land and buildings, plant and machinery, computer equipment, furniture, fittings and equipment, motor vehicles, roads and civil structures, and capital work in progress

Initial recognition

Property, plant and equipment is shown at cost, less accumulated depreciation and impairment losses, if any.

Subsequent measurement

PPE are measured at cost or fair value, less accumulated depreciation and impairment losses.

Revaluation

Revaluations of PPE are accounted for on a class of asset basis. Land and buildings are revalued with sufficient regularity to ensure their carrying amount does not differ materially from fair value and at least once every five years. All other asset classes are carried at depreciated historical cost.

The carrying values of revalued assets are assessed annually to ensure they do not differ materially from the assets' fair values. If there is a material difference, then the off-cycle asset classes are revalued.

The net revaluation results are credited or debited to other comprehensive income and are accumulated to an asset revaluation reserve in equity for that class of asset. Where this would result in a debit balance in the asset revaluation reserve, this balance is not recognised in other comprehensive income but is recognised in the surplus or deficit. Any subsequent increase on revaluation that reverses a previous decrease in value recognised in the surplus or deficit will be recognised first in the surplus or deficit up to the amount previously expensed and then recognised in other comprehensive income. Depreciation rates are adjusted on building revaluations.

Additions

The cost of an item of PPE is recognised as an asset if, and only if, it is probable that the future economic benefits or service potential associated with the item will flow to TAUT and the cost of the item can be measured reliably.

Work in progress

Work in progress is recognised at cost less impairment and is not depreciated. The total cost of a project is transferred to the relevant asset class on its completion and then depreciated.

Disposals

Gains and losses on disposals are determined by comparing the proceeds on disposal with the carrying amount of the asset. Gains and losses on disposals are reported net in the surplus or deficit. When revalued assets are sold, the amounts included in asset revaluation reserves in respect of those assets are transferred to retained earnings.

Depreciation

Land is not depreciated. Depreciation is provided on a straight-line basis on all PPE other than land, at rates that will write off the cost (or valuation) of the assets to their estimated residual values over their useful lives. The useful lives and associated depreciation rates of major classes of assets have been estimated as follows:

Asset class	Useful life	Rate
Buildings	3 - 100 years	(1.0% - 33.3%)
Plant and machinery	1 - 39 years	(2.6% - 100%)
Office equipment	1 - 25 years	(4.0% - 100%)
Computer equipment	3 - 8 years	(12.5% - 33%)
Motor vehicles	4 - 10 years	(10.0% - 25%)
Roads and civil structures	3 - 68 years	(1.4% - 33%)

The residual value and useful life of an asset is reviewed, and adjusted if applicable, at each financial reporting date.

An asset's carrying amount is written down immediately to its recoverable amount if the asset's carrying amount is greater than its estimated recoverable amount.

Depreciated replacement cost

Critical assumptions in estimating depreciated replacement cost for the revaluation of certain PPE are the estimated replacement cost of subject assets, estimated optimisation rates of subject assets and estimated remaining useful life of those assets.

Estimating useful lives and residual values of PPE

At each balance date, TAUT reviews the useful lives and residual values of its PPE. Assessing the appropriateness of useful life and residual value estimates requires TAUT to consider a number of factors such as the physical condition of the asset, expected period of our use of the asset, and expected disposal proceeds from the future sale of the asset.

An incorrect estimate of the useful life or residual value will affect the depreciable amount of an asset, therefore affecting the depreciation expense recognised in the surplus or deficit and the asset's carrying amount. TAUT minimises the risk of this estimation uncertainty by:

- physical inspection of assets
- asset replacement programmes
- review of second-hand market prices for similar assets
- analysis of prior asset sales

There are no restrictions over the title over any item of PPE. No items of PPE are secured as security for liability.

Revaluation of land and buildings

TAUT revalues land and buildings on a five-year cycle unless the fair value assessment requires revaluation of the entire class of land and buildings. These assets are valued at either market value or depreciated replacement cost.

Valuation assumptions

The key assumption used in the valuation is market value (land) and ODRC (buildings).

Fair Value

The fair value for each asset class for TAUT is represented by the net book value. The fair value of assets not valued during the financial period has been assessed and is not materially different from the net book value.

Impairment

Assets are assessed for indicators of impairment at each financial period. Where an asset's carrying value exceeds its recoverable value (being the greater of fair value less cost to sell or value in use), the asset is written down to its recoverable value, with losses recognised in profit or loss.

Work in progress

Capital work in progress is recognised at cost less impairment and is not depreciated. The total cost of a project is transferred to the relevant asset class on its completion and then depreciated.

Artwork

Accounting policy – specific to Tātaki Auckland Unlimited Trust

TAUT's fine artwork collections are classified according to the national and cultural significance of the items held and comprise of the following collection based on each collection's applicable criteria:

- the moderate significance collection
- the considerable significance collection
- the substantial significance collection

Public artworks are largely those on display at the Aotea Centre.

Revaluation of artwork collections

TAUT collections are recorded at cost or revaluation. Valuations of the fine art collection held at the Auckland Art Gallery are programmed annually to ensure each class of collection is valued at least once every three years. Acquisitions to collections between revaluations are recorded at cost or at fair value if donated.

As the fine art collections have an indefinite life and are not of a depreciable nature, depreciation is not applied to the collections.

The valuation of each of the artwork collections are completed on a three-year cycle as follows.

- Items in the moderate significance collection are individually revalued by internally by Auckland Art Gallery, in the first year of the revaluation cycle.
- Items in the considerable significance collection are individually revalued by Auckland Art Gallery staff with the revaluation methodology was externally verified by Coupland Art (Auckland) in the second year of the revaluation cycle.
- Items in the substantial significance collection are individually revalued by Sotheby's (London), and Coupland Art (Auckland), in the third year of the revaluation cycle.

The fair values of artworks are determined by reference to observable prices in an active market and recent transactions on arm's length terms.

Public artwork has been recognised at fair value on acquisition. The collection largely comprises artwork attached to buildings or commissioned for specific display areas and is not revalued due to the limited market for these pieces.

Historical and cultural collections

Accounting policy – specific to Tātaki Auckland Unlimited Trust

Historical and cultural collection assets comprise New Zealand's maritime history held at the New Zealand Maritime Museum. These collections are kept in trust for the nation

Heritage and cultural assets are carried at cost with any new collection items recognised at cost as additions to the collection, or in the case of donated collection items at fair value on acquisition. Due to the nature of the collection no depreciation will be recognised; however, an impairment assessment is completed each reporting period

Provisions

Accounting policy

Provisions are recognised in the statement of financial position where the group has a present legal or constructive obligation as a result of past events, and where it is probable that an outflow of resources will be required to settle the obligation, and the amount can be estimated reliably.

Provisions are measured at the present value of the expected future cash outflows required to settle the obligation. The increase in the provision due to the passage of time is recognised as a finance cost in surplus or deficit.

Borrowings

Accounting policy

Borrowings are initially recognised at face value plus transaction costs and are subsequently measured at amortised cost using the effective interest method.

Foreign currency borrowings are translated into NZD using the spot rates at balance date. Foreign exchange gains and losses resulting from the settlement of borrowings and from translation are recognised in the surplus or deficit.

Cash and cash equivalents

Accounting policy

Cash and cash equivalents include cash on hand, deposits held on call with financial institutions, other short term highly liquid investments with original maturities of six months or less that are readily convertible to known amounts of cash and subject to an insignificant risk of changes in value, and bank overdrafts.

Ticketing bank account – specific to Tātaki Auckland Unlimited Trust

TAUT operates the ticketing bank account for the deposit of box office ticket sales received from the ticket service provider. Funds are held in this bank account until settlement occurs for performance of shows. These funds are held in trust on behalf of event promoters until settled and do not form part of Auckland Council set off arrangements

Arts Development Fund – specific to Tātaki Auckland Unlimited Trust

This represents funds held within an Arts Development Fund, which are treated and disclosed separately. An Arts Development Trust Deed governs the use of this fund.

Restricted cash balances – specific to Tātaki Auckland Unlimited Trust

In accordance with the Local Government Act 2022, TAUT operates a restricted bank account. This bank account is used for the deposit of ticketing box office funds and is accordingly considered to be restricted funds

Contingencies

Accounting policy

A contingent liability is a possible or present obligation that arises from past events but is not recognised because an outflow of resources is not probable or inability to measure reliably.

A contingent asset is a possible asset that arises from past events, and whose existence will be confirmed only by one or more uncertain future events not wholly within the control of the entity.

TAU does not recognise contingent liabilities and contingent assets in the financial statements due to their uncertainty or because they cannot be reliably measured. However, they are disclosed as follows:

- Contingent liabilities are disclosed unless the possibility that these will crystallise is remote; and
- Contingent assets are only disclosed when it is probable that they will crystallise.

Contingent liabilities and assets are assessed continually to ensure that developments are appropriately reflected in the financial statements

4 June 2026

Vicki Salmon
Chair
Tātaki Auckland Unlimited

Via email v.salmon@extra.co.nz

Tēnā koe Vicki

Shareholder comments on the draft Tātaki Auckland Unlimited Statement of Intent 2026-2029

Thank you for providing the draft Statement of Intent 2026-2029 (SOI) for Tātaki Auckland Unlimited (TAU). The Governing Body considered it at its 2 June 2026 meeting. As context for this discussion a copy of the full report can be found here at item [8.4](#).

Below are shareholder comments common to all CCOs and following that the shareholder comments specific to TAU.

I would like to thank you and the board for your work on the draft SOI.

General shareholder comments to all CCOs

i) Alignment to final 2026/2027 Annual Plan

All CCOs in the final SOIs should ensure all financial information, including forecast financial statements are completed and reflect Annual Plan 2026/2027 decisions. Where applicable, this should include completion of capital programme budgets and milestones, aligned to the final Annual Plan 2026/2027.

All CCOs should ensure that all performance measure targets are fully populated in the final SOIs and that measures and targets reflect those in the Long-term Plan 2024-2034, or explain why the target has been modified.

In developing the final SOI, CCOs should consider and respond to feedback provided by Houkura, which has been provided separately to each CCO.

Specific shareholder comments for Tātaki Auckland Unlimited

ii) Destination and major events action plan

The draft SOI reflects TAU's commitment to work with the council's Economic Development Office on the development of a new Economic Development Strategy (EDS), of which destination and major events will be an important component. The draft SOI states TAU will lead work on the development of a destination and major events action plan for the region, and that TAU will co-design the regional plan with council, Government and Tourism New Zealand. The recently announced Auckland Regional Deal also reflects a commitment to a Crown-Council destination and major events strategy.

In the final SOI TAU should reflect that the destination and major events action plan will take its strategic direction from the draft EDS. The final SOI should reflect that approval of the final action plan, which is expected to have a delivery and implementation focus, will be sought from the Governing Body or appropriate council committee after the final EDS has been adopted.

iii) Cultural festivals and other events leverage and coordination

As noted in your 2026/2027 letter of expectations, TAU successful implementation of an expanded role in event activity is expected to remove duplication, open up spaces, extend the duration of event programmes and improve the experience for Aucklanders and visitors. Examples of this could include longer Lunar New Year or Diwali event programmes.

The final SOI should reflect a commitment from TAU to explore opportunities for how the cultural festivals and other significant events could be leveraged and coordinated to support wider council group activities and priorities. This might include for example working with the council on opportunities aligned to visiting Mayoral delegations from key international markets and showcasing Auckland's sectors of competitive advantage where relevant.

iv) Clarifications on the nature and scope of activities

The draft SOI has a revised structure in the one-year work programme section. Content previously covered under 'Ongoing Operations' has been removed and replaced by 'Priority Projects.'

While the 'Priority Projects' sections largely reflects activity the council has requested through the letter of expectations, the draft SOI now lacks a succinct and complete upfront summary of ongoing core activities and functions. Some of this detail is included in the 'Our facilities and functions' section near the end of the document but is not reflected in the table in the 'nature and scope of activities' section.

In the final SOI TAU should update and expand the table in the 'nature and scope of activities' section to better reflect the ongoing core activities and functions. For example, this could include the addition of Screen Auckland, public realm programming and the Auckland events calendar.

v) Improving the operation of the consolidated speedway model at Waikaraka Park

On 30 March 2026 (after the TAU Board had approved the draft SOI for submission to the council), the Governing Body resolved to endorse the revised option 2 (Western Springs Bowl) as the preferred option for the future of Western Springs Stadium (GB/2026/1470).

The Governing Body also requested staff work with the Auckland Open Wheel Speedway Club, the Auckland Stock & Saloon Car Club, and other relevant stakeholders to continue to improve the operation of the consolidated speedway model at Waikaraka Park. This is to realise the aspiration of a sustainable, high-quality motorsport venue for Auckland successfully hosting all classes of speedway. The Governing Body requested a report back by the end of 2026 on progress and any recommended refinements.

In the one-year work programme section of the final SOI, TAU should reflect that it will, in partnership with the council, contribute to the continued improvement of the operation of the consolidated speedway model at Waikaraka Park in line with the Governing Body resolution.

vi) Inclusion of the Future Development Strategy

The draft SOI section 'alignment with other Auckland Council strategies and plans' is missing the inclusion of the Future Development Strategy (FDS). The FDS is a key tool for coordinating and aligning the council's infrastructure planning and investment decisions with the timing and sequencing of growth. Spatial priorities identified in the FDS are used to inform the Long-term Plan, Infrastructure Strategy and other relevant plans and strategies.

In the final SOI TAU should include the FDS in the list of other Auckland Council strategies and plans, with a statement on how TAU's work aligns with the strategy's strategic outcomes and spatial priorities.

Council staff will work closely with your staff to ensure these shareholder comments are clear, and to relay any feedback from the Governing Body 2 June meeting that relates to performance or operational issues, or issues of detail or wording.

I look forward to receiving the final SOI by 31 July 2026.

Ngā mihi

A handwritten signature in blue ink that reads "Wayne Brown".

Wayne Brown
MAYOR OF AUCKLAND

Copy to: Deputy Mayor Desley Simpson, Lead Councillor Tātaki Auckland Unlimited
Councillor Greg Sayers, Chair, Budget and Performance Committee
Phil Wilson, Chief Executive, Auckland Council
Nick Hill, Chief Executive, Tātaki Auckland Unlimited
Justine White, Chief Operating Officer, Tātaki Auckland Unlimited

Attachment 2: Proposed response to shareholder comments

Feedback	Proposed Response
General shareholder comments to all CCOs	
Alignment to final 2026/2027 Annual Plan	
<p>1. All CCOs in their final SOIs, should ensure all financial information, including forecast financial statements, are completed and reflect 2026/27 Annual Plan decisions. Where applicable, this should include completion of capital programme budgets and milestones, aligned to the final 2026/27 Annual Plan.</p>	<p>All financials in the final SOI will reflect final 2026/27 Annual Plan decisions.</p> <p>Capital programme budgets and milestones presented in the final SOI will be completed in alignment to the 2026/27 Annual Plan and the annual capital plan presented to the board.</p>
<p>2. All CCOs should ensure that all performance measure targets are fully populated and that measures and targets reflect those in the LTP, or explain why the target has been modified.</p>	<p>All targets will be fully populated. Targets relating to major event activity will differ to those in the LTP due to uncertainty related to future major events funding. This has been discussed and agreed with Auckland Council.</p>
<p>3. In developing the final SOI, CCOs should consider and respond to feedback provided by Houkura which has been provided separately to each CCO.</p>	<p>Houkura feedback has been reviewed and considered in collaboration with the Māori Outcomes team. For TAU, Houkura feedback was minimal and on balance it is felt that no changes are required to the SOI as a result of the feedback. Through the LTP process, TAU will review its measures related to Māori Outcomes with a view to considering measures that are more outcome and impact focussed.</p>
Specific shareholder comments for Tātaki Auckland Unlimited.	
Destination and Major Events Action Plan	
<p>4. In the final SOI, TAU should reflect that the destination and major events action plan will take its strategic direction from the draft EDS.</p>	<p>Further commentary will be added to reflect alignment of the destination and major events action plan with the strategic direction set out in the Economic Development Strategy.</p>
<p>5. The final SOI should reflect that approval of the final action plan, which is expected to have a delivery and implementation focus, will be sought from the Governing Body or appropriate council committee after the final EDS has been adopted.</p>	<p>Further commentary will be added, confirming that political approval will be sought for the destination and major events action plan.</p>

Cultural festivals and other events leverage and coordination	
<p>6. The final SOI should reflect a commitment from TAU to explore opportunities for how the cultural festivals and other significant events could be leveraged and coordinated to support wider council group activities and priorities. This might include for example, working with the council on opportunities aligned to visiting Mayoral delegations from key international markets, and showcasing Auckland’s sectors of competitive advantage where relevant.</p>	<p>Further commentary will be added to highlight the development of a leverage programme in relation to events that will support wider regional and council group activities (e.g. showcasing sectors of competitive advantage or leveraging groups/clusters of event activity)</p>
Clarifications on the nature and scope of activities	
<p>7. The final SOI, TAU should update and expand the table in the ‘nature and scope of activities’ section to better reflect the ongoing core activities and functions. For example, this could include the addition of Screen Auckland, public realm programming and the Auckland events calendar.</p>	<p>The ‘Nature and Scope of Activities’ table on Pg. 11 will be expanded to capture a more fulsome range of ongoing core activities and functions under each of our four strategic outcome areas.</p>
Improving the operation of the consolidated speedway model at Waikaraka Park	
<p>8. In the one-year work programme section of the final SOI, TAU should reflect that it will, in partnership with council, contribute to the continued improvement of the operation of the consolidated speedway model at Waikaraka Park in line with the Governing Body resolution.</p>	<p>Additional content will be added to reflect the work that is already underway through the Auckland Stadiums team working with Auckland Council to contribute to the improvement of the operation of the consolidated speedway model at Waikaraka Park.</p>
Inclusion of the Future Development Strategy	
<p>9. In the final SOI, TAU should include the FDS in the list of other Auckland Council strategies and plans with a statement on how TAU’s work aligns with the strategy’s strategic outcomes and spatial priorities.</p>	<p>The Future Development Strategy will be added as one of the council plans and strategies that we align to with a focus on city-centre and waterfront development.</p>

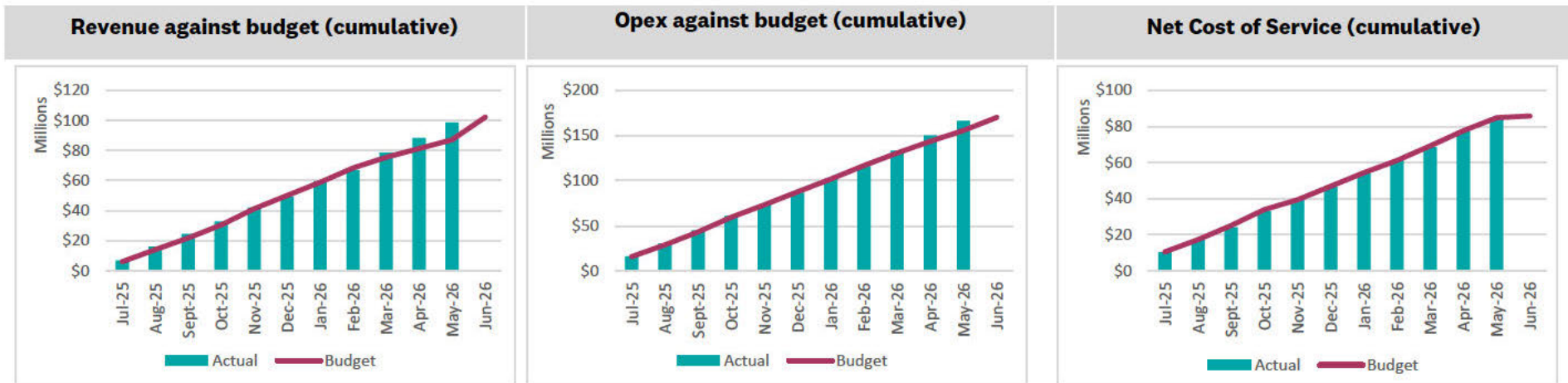
Chief Executive Report

Report to the Board of Tātaki Auckland Unlimited, 1 July 2026

1. Introduction

- Auckland FC's A-League Grand Final triumph at Go Media Stadium on 23 May was a historic moment for the club, the venue and the city. TAU was proud to play a crucial behind-the-scenes role in the occasion and the celebrations that followed the club's victory, which included erecting a temporary grandstand, enabling a total crowd of 28,374 fans. TAU also worked at pace to support Auckland FC by creating a family friendly match-day fan zone in Takutai Square, Britomart; and then to facilitate a victory bus parade down Queen Street the following day. Thousands of supporters turned out, reflecting a recent poll where 57 per cent of respondents said Auckland FC is shaping the city's identity.
- TAU's Facilities Services tīma was named Facilities Management Team of the Year at the 2026 Ngā Tohu a Facilities Management Association of New Zealand Awards, held on 28 May. This is a significant national accolade celebrating the people who help keep Aotearoa's built environment safe, sustainable and thriving. The judges highlighted the team's "culture of empowerment, diversity and shared intelligence" as well as their "genuine passion for their profession, portfolio and teammates".
- Auckland Zoo's Dinosaur Discovery Track opened 10 June, featuring 20 animatronic replicas of 15 different species from the Cretaceous and Jurassic periods (200-66 million year ago). Following the success of last year's winter activation, it offers an immersive educational experience and supports the Auckland Zoo's focus on creating engaging, accessible visitor experiences that connect people with wildlife and conservation.
- MEETINGS 2026, New Zealand's largest business events showcase, was held in Tāmaki Makaurau Auckland from 16 - 18 June at the New Zealand International Convention Centre (NZICC). More than 600 buyers, including buyers from Australia, Southeast Asia, China, India, Japan and North America, met with more than 250 exhibitors from 18 regions. Auckland Convention Bureau (ACB) hosted six famils for MEETINGS, including the Host City Famil for 150 people, as well as groups from Australia, China, South-East Asia, India and North America. A new public transport pass was launched at MEETINGS 2026 and is a joint initiative of Auckland Transport and ACB. The Hui Pass is designed specifically for business events delegates, aiming to make it easier for visitors to move around the city while supporting more sustainable travel.
- Auckland Council Events, in collaboration with Ngāti Tamaoho, is proud to deliver Matariki Festival 2026 for the first time — with more than 100 free or low-cost events, exhibitions and workshops across Tāmaki Makaurau from 4 to 19 July. As part of the festival season, Auckland's leading cultural organisations have united to deliver a region-wide programme of events, experiences and activities that celebrate connection, reflection and wellbeing. The coordinated programme is a joint initiative of TAU-operated Auckland Art Gallery Toi o Tāmaki, New Zealand Maritime Museum Hui Te Ananui a Tangaroa, and Auckland Zoo alongside Tāmaki Paenga Hira Auckland War Memorial Museum, the Museum of Transport and Technology (MOTAT), and Te Whatu Stardome Observatory and Planetarium.

2. Finance update



Revenue is **above budget** by 13% at the end of May

Opex is **above budget** by 7% at the end of May

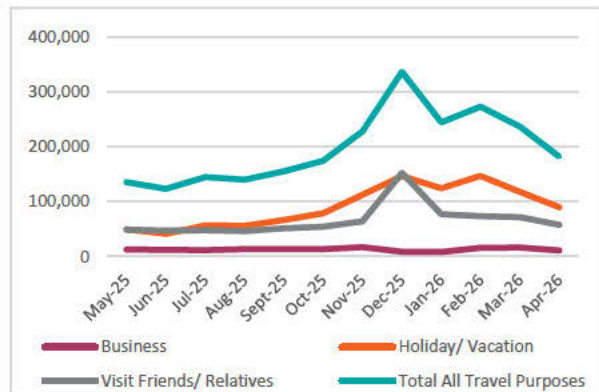
Net cost of service is **In line with budget** at the end of May

3. Cultural organisations at a glance

	ATTENDANCE				NET PROMOTER SCORE		NET COST TO SERVE PER PATRON		
	Total	Ticketed	%Share	% of YTD Target	YTD	Target	YTD ¹	Target	Variance
Auckland Art Gallery	483,876	133,906	6%	102%	63.3	45	\$38.67	\$36.55	+\$2.12
Auckland Zoo	773,693	773,693	34%	99%	69.2	45	\$15.62	\$17.73	-\$2.11
NZ Maritime Museum	176,890	106,755	5%	135%	60.7	45	\$26.58	\$33.84	-\$7.26
Auckland Stadiums	863,752	572,313	25%	111%	38.2	20	\$3.30	\$4.23	-\$0.93
Auckland Live	1,488,592	636,653	28%	109%	56.1	40	\$5.60	\$9.34	-\$3.74
Auckland Conventions	223,391	23,619	1%	NA	NA	-			
TOTAL	4,021,195	2,246,939	100%	107%	58.0	40	\$11.97	\$16.06	-\$4.10

4. Auckland destination dashboard

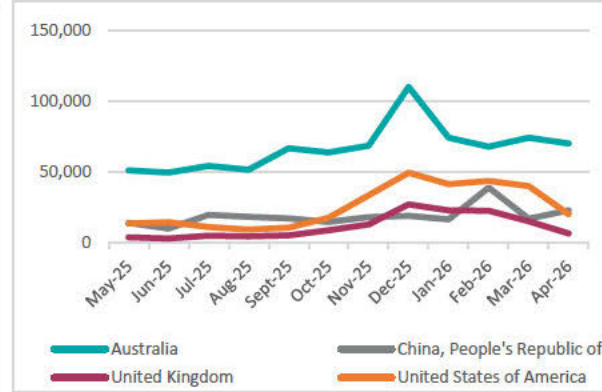
Visitor arrivals into Auckland Airport by purpose (to April)



There were 182,132 international visitor arrivals in April, **4.9% higher** than in April 2025. In the year to April, there were 2.4m international visitor arrivals, **4.7% higher** than the previous 12 months.

*Source: Stats NZ Infoshare

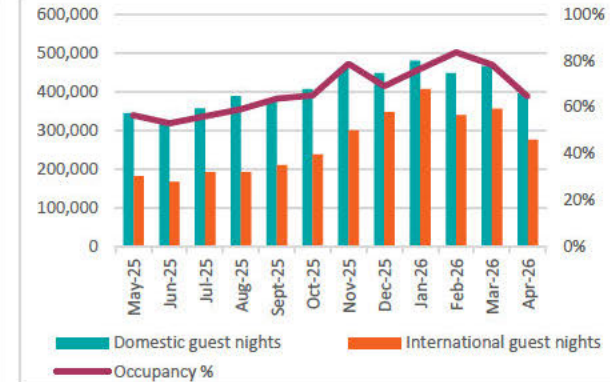
Visitor arrivals into Auckland Airport by key markets (to April)



There were 70,308 Australian visitors in April, **1.4% higher** than in April 2025. In the year to April, there were 804,585 Australian visitors, **4.4% higher** than the previous 12 months.

*Source: Stats NZ Infoshare

Commercial visitor nights in Auckland (to April)



In April, there were 670,700 total guest nights in commercial accommodation, **11% higher** than April 2025. Occupancy rates in April (65%) were **higher** than the same month last year (62%).

*Source: Accommodation Data Programme

Monthly spend in Auckland: International vs domestic (to April)



In April, domestic tourism spend in Auckland was \$499.6m (**10.5% higher** than April 2025) and international spend was \$598.0m (**26.7% higher** than April 2025).

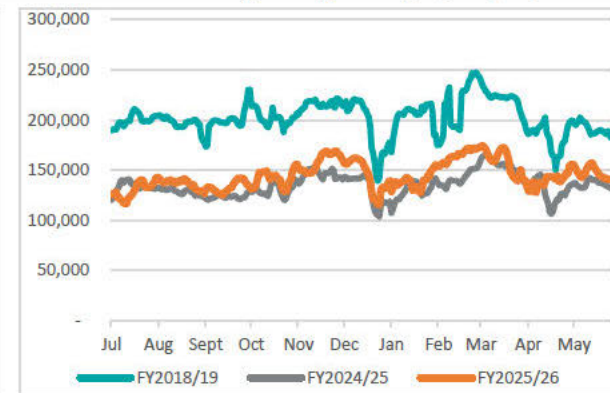
*Source: MBIE

Visitor (non-Aucklander) electronic card spend in Auckland Region and City Centre*



Visitor spend across the region was 4.0% higher in April 2026 than April 2025, but in the city centre was 12.4% lower. City centre share of regional visitor spend decreased from 29% in April 2025 to 25% in April 2026. *Source: Marketview

City centre pedestrian counts 7-Day rolling average (to April)*



At the end of May, the 7-day rolling average city centre pedestrian count was 140,729, **6.5% higher** than the same time last year, and **23.0% lower** than the same time in 2019.

*Source: Heart of the City

5. Statement of Intent delivery

Experiences and Events

Auckland Live (Performing Arts)

Presenter services

May delivered a very strong performance across Auckland Live venues, with total presenter services attendance of [REDACTED]

Key highlights included:

- Marlon Williams expanded from one to two sold-out shows, and Fat Freddy's Drop extended from one to three sold out shows, and *Homebrew* sold out at Auckland Town Hall.
- The *Comedy Festival Gala* returned to Aotea Centre with a broadcast on Three, alongside standout performances from *Eddie Izzard* and Auckland Live-supported *Laser Kiwi*.
- The *Aotearoa Music Awards* successfully returned to The Civic Theatre, with a broadcast on RNZ; the music industry response was highly positive, with multiple acknowledgements on stage of the significance of returning to the venue.
- *Auckland Writers Festival (AWF)* delivered its biggest ever ticket sales across its 27-year history (+15 per cent attendance in 2025, [REDACTED] across the whole festival).
- *Aotearoa Art Fair* recorded a [REDACTED] delivering its largest event to date across all three floors of the Viaduct Events Centre.

Performing arts & producing teams

- Sector development and audience growth were supported through new work and partnership activity, including *Laser Kiwi's Everybody Know* [REDACTED] and initiatives such as *Plot Twist* with AWF and Q Theatre, *Massive Nui Ensemble*, and development work with *Proudly Asian Theatre*, enabling new work creation, youth pathways, and diverse audience reach.
- Ongoing programme diversity continued through the *Morning Melodies* series, with the *Aotango Quintet* attracting [REDACTED], alongside broader activity detailed in the All Aucklanders section.
- All six tours of The Civic sold out [REDACTED], reflecting sustained public interest in TAU's heritage assets.
- *RBG: Of Many, One*, a collaboration with Auckland Theatre Company, played to [REDACTED] capacity and reached more than [REDACTED] attendees. It received critical acclaim and demonstrated what partnerships can achieve for Auckland audiences.

Public realm and city centre

- Strong programme delivery and audience reach across month, with only two non-activation days and up to five sites activated daily, supported by high-profile activations including *Auckland Writers Festival Aotea Square Hub*, *Aotearoa Art Fair Sculpture Trail*, *NZ Music Month* and *Africa Day*, driving city centre activity.
- Reach exceeded expectations, achieving [REDACTED] including Airship Orchestra mentioned last month, with additional uplift pending from ongoing installations.
- Diverse, multi-scale programming was demonstrated through NZ Music Month, which combined large-scale city activations with intimate, participatory experiences. In Te Komitanga, this included the Mighty pop-up tiny theatre (supporting 42 NZ Musicians, VosperTron dance activations, lyric projections on the Waitemata Station façade), and musician-focused lightboxes, creating broad access while energising the city centre.

Marketing and Communications

- Auckland Live's **average ticket price was \$72 In May**, with **22 new events (38 performances)** released and **3730 new subscribers** added.
- Marketing **supported 41 commercial clients**, including the Live Nation Auckland Winter Series, Fat Freddy's Drop (three sold out shows), Marlon Williams (two sold out shows), and Morning People's 10th Anniversary, alongside eight major presenters and festivals such as Auckland Writers Festival (170 events), NZ International Comedy Festival, & *Juliet*, and *Heathers the Musical*.
- Delivered **nine performing arts** and **seven public realm campaigns**, including Auckland Live Cabaret Festival, *Laser Kiwi*, *Dog Man the Musical*, NZ Music Month, and *RBG: Of Many, One*.
- **Digital performance was strong**, with return on ad spend reaching \$17.73 per \$1 on TikTok and \$7.59 per \$1 through the always-on Google Search.
- The **Marketing Campaigns and Content & Channel** teams completed capability development through a Meta offsite and a Google Ads workshop, strengthening campaign strategy and creative execution.
- Comms **secured coverage** for NZ Music Month (RNZ, Newstalk ZB), Winter Light Cathedral (NZ Herald), and Mighty by Night.
- Provided **comms support** for **Matariki KI Te Manawa** (including PR agency management) and **Cabaret Festival** (including Daniel Clarke's 95bFM briefing and speaking notes).

Major Events

Cultural Festivals

- **Matariki Festival 2026** programme is live, and marketing is underway, this includes the Matariki Festival, Matariki ki te Manawa and Ngāti Whātua Ōrākei's own delivery programme. The Mayor's office, Houkura and city centre stakeholder group have been briefed, updates were well received.

Investment

- Targeted leverage and activation planning is underway for the next six to nine months including, NZ International Football Festival, NZ Fashion Week, BNZ Auckland Diwali Festival and 100 Years of Unity through Sport, New Year's Eve and ASB Classic.

- TAU has provided investment support into the NZ Event Association conference, Eventing the Future at NZICC on 4-5 August.
- Event evaluation results received in June:

Prospecting and bidding

For a comprehensive view of upcoming events, including proposed 'Underwrite' events, refer to Appendix 4: TAU Calendar and Appendix 5: Major Events Pipeline.

Marketing & Communications

- Comms and media **support delivered for major event announcements** (David Nyika vs Floyd Masson; NZ International Football Festival women's game), including speech notes for the Mayor and Deputy Mayor, resulting in positive coverage and council attribution.
- Extensive **comms** preparations and pre pitching for the **Matariki Festival 2026** is underway.
- Matariki Festival 2026 programme** and initial marketing campaign launched mid-month ahead of early July opening; NZME's Flava confirmed as media partner in continuation of a prior relationship.
- Marketing and Content & Channels teams progressing promotion of a **sports event cluster** (mid-July to mid-August), including All Blacks/Black Ferns tests, World Series of Darts, and NZ Football Festival.
- T20 World Cup Bid document and video being finalised.

- NZFW destination leverage video due to film first week of July and push in to Australian market – targeted media have been briefed.
- Football Festival activation ideas in progress with event and PR agency 818.

Business Events

Auckland Conventions Venues and Events (ACVE)

- ACVE actualised 36 business events with 24,154 attendees.
- Total Gross Revenue to ACVE venues from business events was [REDACTED] Total ACVE Revenue (venue hire+ AV +commission) was [REDACTED] Net contribution revenue was [REDACTED] gross margin.
- ACVE YTD Gross revenue including catering is [REDACTED] FY26 Total Revenue actualised is [REDACTED]
- FY26 YTD ACVE FC Revenue (top line) is [REDACTED] versus a year-end budget of [REDACTED] exceeded top line budget [REDACTED]
- ACVE contracted 27 business events with a venue hire total of [REDACTED] The business received 80 new opportunities for a value of [REDACTED]
- ACVE is collaborating with ACB on two MEETINGS events, an Australian buyers' dinner at Auckland Art Gallery and a breakfast for 200 buyers on the Kiri Te Kanawa stage.

Marketing & Communications

- Google Ads performance** improved in May, with **cost per enquiry decreasing 13.54 per cent** to \$88.06 (from \$101.86 in April), reflecting Dentsu's recommendations implemented by the Content and Channels team.
- LinkedIn performance** remained strong, with the top post generating 1073 organic impressions and 120 engagement clicks.
- Supported Richard Dodds **interview with Mice NET** to secure "Auckland Conventions, Venues and Events: Growth, relevance, driving economic impact and meeting the market in Auckland" story.

Auckland Convention Bureau (ACB)

- See table below for notable results.



- The Auckland Convention Bureau Business Events Delegate Offer programme has reached 71 partner offers available for delegates to take up to explore Auckland.

Marketing & Communications

- **TRENZ delivered successfully** with marketing support across out-of-home and airport advertising, stakeholder comms, stand and venue assets and promotion of Iconic Auckland Eats promotion at the conference farewell celebration.
- Preparations for **MEETINGS 2026** completed, including hosting eight trade media on a famil (CRL visit), Hui Pass launch, tradeshow stand activation, “Dressing the City” OOH, content capture (video and photography), partner assets, and curated buyer gift packs with Auckland Art Gallery.
- Secured **post-famil media coverage in Boardroom Global** (“Why Auckland’s moment has arrived,” featuring Ken Pereira) and **TTG Asla** (“Responsible evolution,” featuring Karen Thompson-Smith).
- Developed **speaking notes** for Nick Hill and Desley Simpson for MEETINGS 2026.

Destination Management (Including Māori Tourism)

- **TRENZ 2026:**
 - Successfully positioned Tāmaki Makaurau Auckland at the centre of New Zealand’s international tourism trade industry, marking the event’s return to Auckland for the first time since 2017. Hosted at NZICC, the event welcomed approximately 1200 delegates, including more than 370 international travel buyers from 27 countries, generating more than 16,000 business appointments and an estimated \$3+million in direct economic impact for Auckland.
 - Focus was on telling the story of the revitalised visitor offering, new world-class event infrastructure and diverse tourism experiences through TAU’s extensive buyer and media familiarisation programmes.
 - The addition of the **International Media Marketplace (IMM)**, held in New Zealand for the first time, further amplified Auckland’s global profile and created long-term opportunities to grow international visitation, trade partnerships and tourism export revenue.
 - **Tiaki Promise Mural** launched ahead of TRENZ – providing a highly visible demonstration of Auckland’s commitment to manaakitanga, sustainability and cultural storytelling. The 450 m2 artwork adjacent to the NZICC will be visual to all delegates to the venue and is to become part of the **Te Paparahi Toi Māori**.
- **Māori Tourism Development Programme:** hosted five pākihi Māori at a Pathway to Trade Readiness learning workshop and walk through tour of TRENZ.
- **Tourism Trade Toolkit** has been launched to support Auckland tourism businesses to grow capability, become trade ready and better connect with high-value sectors such as golf, cruise and business events.
- **Nighttime Economy, Auckland by Night:** The second series of The Nocturnalists series ran for 12 weeks from April to June. An ‘always on’ series featuring the city’s best nighttime storytellers. Final post campaign report is due, but early data shows increased engagement and growth on Series One, exceeding The Spinoff’s benchmarking.
- **Nocturnalists in motion**, a video series started in June, working with content specialist, WabiSabi, to deliver 20 unique nighttime stories about the city centre at night, an authentic longform video series to supplement Visit Auckland’s content, working with key partners and stakeholders to showcase the city’s best nighttime experiences. This content is available for use by partners to feature on their channels and supports growth of The Nocturnalists movement.
- **Night Mayors:** Auckland by Night is in partnership with the Night Mayors Collective, a series of eight events across the year, featuring Auckland’s tastemakers – those who influence the richness of the city at night. Night Mayors special event at Darklight working with Angus Muir and Auckland Live, followed by Streetside in partnership with Britomart as part of the Auckland Writers Festival.
- **Nighttime Instigators:** A group spanning the city’s precinct leaders and hospitality specialists, continues to work as one ecosystem, including AT, Britomart, KBA, Sky City, HOTC, Auckland Live, Precinct Property and EDO working on the Thursday Night Revival series, Matariki, Scoops in the City, Nocturnalists, live music, Weds Night Student Night and city-wide activation for student graduation.

- **Student Economy Growth:** Working with AUT and the University of Auckland to bring back Graduation Processions on Queen Street. Starting in December, this includes a ‘Degrees of Graduation’ citywide activation working with DPP partners, hospitality and AT to deliver graduation accommodation packages, special menus and ‘town and gown’ zones within the city centre.

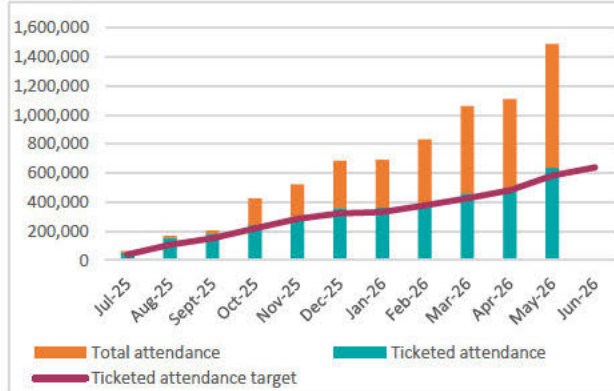
- **Food Destination Story:** Michelin Event, TAU is the event partner with NZICC for the New Zealand launch of the Michelin Guide.
- **Cuisine Magazine Partnership:** TAU is strengthening the connection to Auckland’s food story via a partnership with Cuisine Magazine, starting with the Cuisine Good Food Awards, with TAU sponsoring Chef of The Year. This includes a food-themed editorial series, drawing on all aspects of Auckland’s food scene, in six issues of the magazine and growing Auckland’s reputation in the food tourism sphere.

Marketing and Communications

- Delivered comprehensive comms support for the **Iconic Eats 2026 launch**, generating 47 media placements across print, online, and radio, reaching a 2.92 million audience and \$293k AVE. Post-campaign reporting has progressed well, with a debrief completed on 9 June and ongoing coordination to gather slides, data, and channel performance insights.
- Extensive comms support for the **Tiaki Promise Mural and TRENZ 2026**, achieving \$350,000+ AVE, a 4.35 million audience reach, and strong positive coverage for Auckland and TAU.

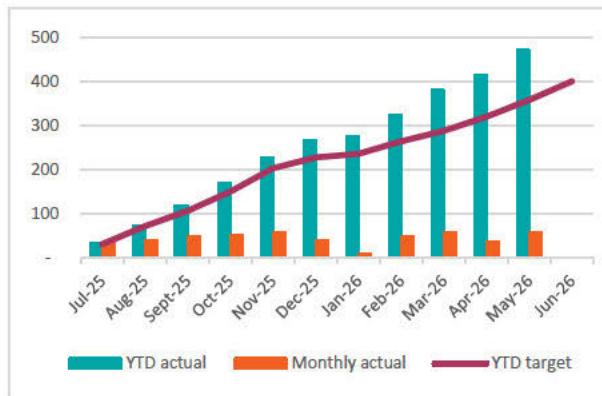
KPI RESULTS

Performing Arts: ticketed and total attendance (cumulative)



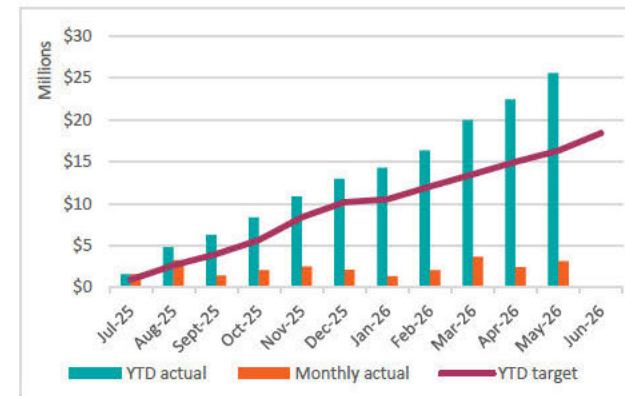
Performing Arts' YTD ticketed attendance is **above target** at 636,653

Performing Arts: number of events



The number of Performing Arts events held YTD (472) is 32% **above the YTD target** of 358

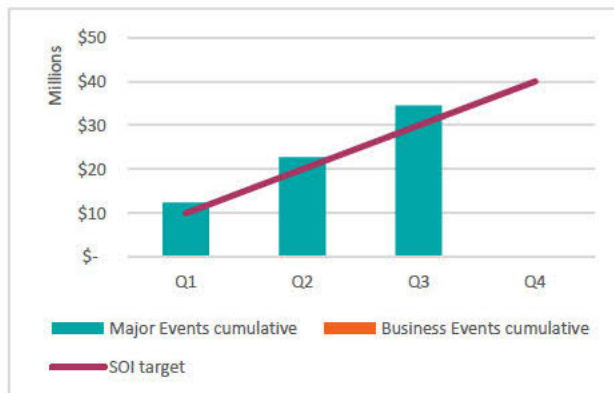
Performing Arts: YTD Revenue



Performing Arts' YTD revenue is 57% **above budget** - \$25.6m against a budget of \$16.3m. This includes CCTR funding which was unbudgeted at the start of the year.

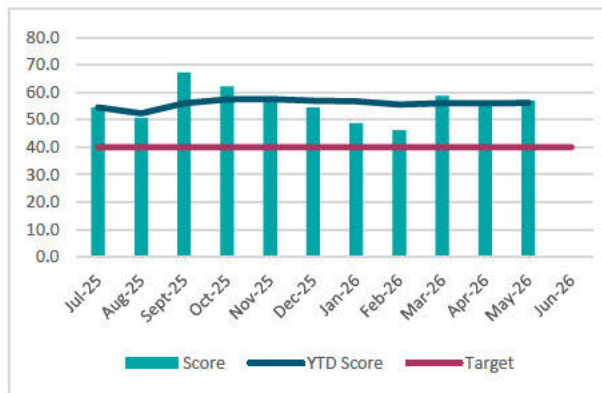
Includes Director Performing Arts, Performing Arts and Presenter Services sub-units.

Major events and business events: contribution to regional GDP



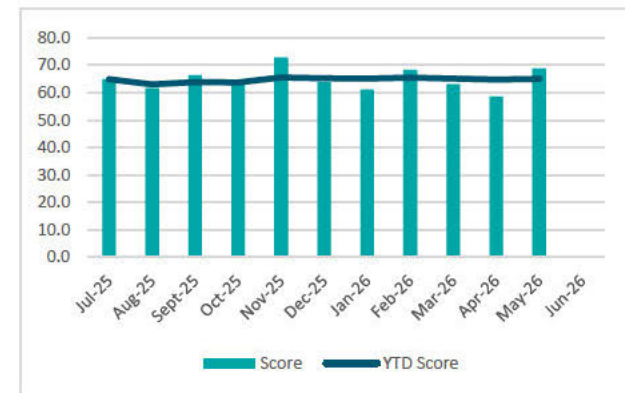
Q3 results are **above target** based on the results for 22 out of 35 events year to date.

Performing Arts: Venue NPS



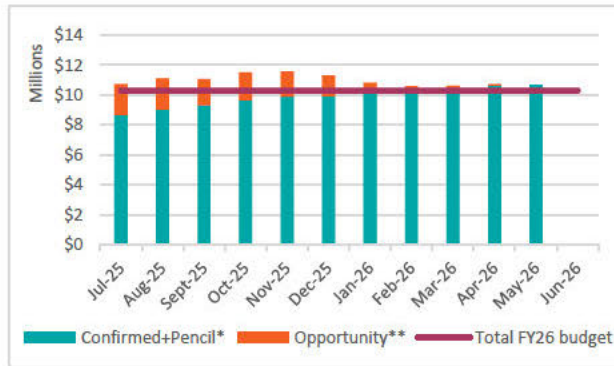
Performing Arts' YTD venue NPS score is **above target** at 56.1

Performing Arts: Event NPS



Performing Arts' YTD event NPS score is 65.0

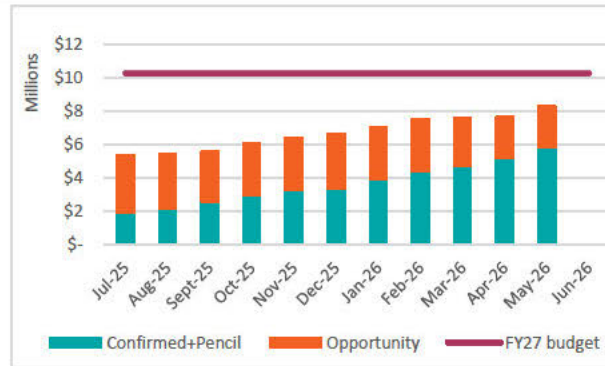
ACVE: FY2025/26 Forecast YE Revenue vs Budget



At \$10.7m, confirmed events are tracking above target against the FY2025/26 budget. Aotea Centre comprises 24% and Viaduct Events Centre comprises 36% 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). Net revenue does not include catering invoices.*

ACVE: FY2026/27 Forecast YE Net Revenue vs Budget



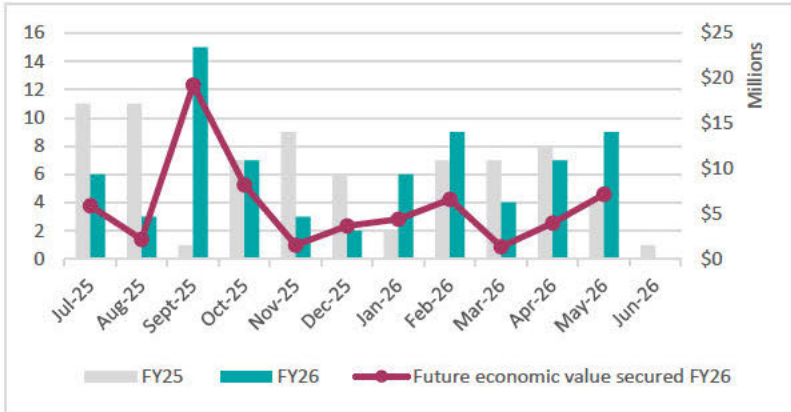
ACVE FY2026/27 budgeted venue revenue is \$10.3m. Based on current bookings, \$5.8m of this revenue is confirmed, 56% of budget. A further \$2.5m of opportunities are in the pipeline.

ACVE: number of events (cumulative)



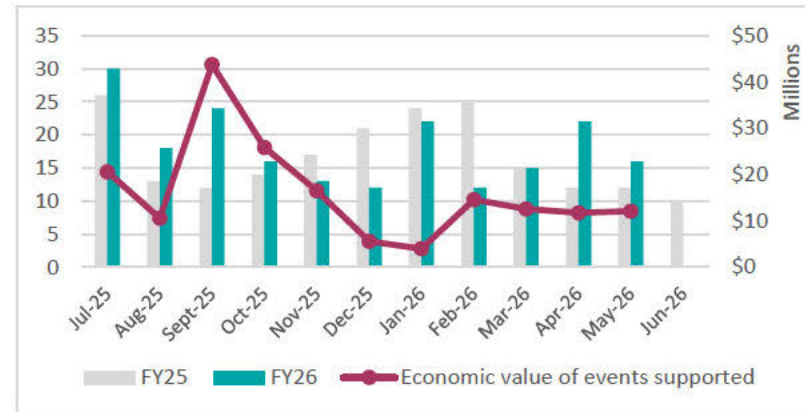
The number of ACVE events held YTD (350) is above the YTD target of 321.

Auckland Convention Bureau: business events secured



ACB helped to secure **8 new business events** for Auckland in May with an estimated economic value of **\$7.2m** in future economic benefit for the region. The events are due to take place through to 2028.

Auckland Convention Bureau: new opportunities supported



ACB generated or assisted with **16 new business event opportunities** for Auckland in May, with dates through to 2030 and an estimated economic value of **\$12.1m** if all are secured.



Taonga and places

Auckland Zoo

- **May visitation was 63,508** - the second highest May visitation on record and 16.4 per cent above budget. **YTD visitation is 773,963** - 1.2 per cent below budget.
- **May revenue from all sources was \$1.16m**, 8.4 per cent above budget. **YTD revenue is \$14.6m**, 5.4 per cent below budget.
- The Zoo's flock of kororā raised and fledged a chick for the first time in many years. It's very rare to breed this sensitive species in human care in New Zealand and this recent success reflects the ever-evolving approaches of our bird team in providing excellence in husbandry.
- After thousands of hours of husbandry by dedicated staff, numerous expeditions and engagements with iwi, collaborators, and partners, the **final translocation of wētāpunga** was completed, totalling more than 8000 animals since the project began. This milestone marked the culmination of more than a decade of work, successfully establishing populations of wētāpunga across multiple islands in the Hauraki Gulf and the Bay of Islands.
- The **Dinosaur Discovery Track** installation began in mid-May following delivery of 20 full size animatronic dinosaurs. The track opened 10 June.
- **Teacher Professional Development programme - sponsored by Mazda:** The Zoo hosted its first Teacher Professional Development workshop in May. The day brought together expertise from across the Zoo, alongside hands-on, experiential learning opportunities grounded in real fieldwork skills, with aspects of mātauranga Māori in some of the workshops. The participants are now working with Zoo Conservation Learning Facilitators to develop and roll out a conservation project at their school.
- Construction on the **Masterplan Infrastructure and Enabling Works** project is well underway. Significantly, landowner consent has been granted to begin works on upgrading the deteriorating chain link fence along the **boundary of Te Wai Ōrea Western Springs Park**. The replacement fence will meet all compliance requirements, deliver improved pest-deterrence and provide some excellent interpretative opportunities along this important interface with Te Wai Ōrea.

Marketing & Communications

- **Dinosaur Discovery Track campaign** launched 2 June ahead of its 10 June opening, alongside promotion of Dinosaur Nights and Lights (mid-June), with a second paid phase planned for the July school holidays.
- Supported **Cultural Sector Alliance marketing** for **Matariki education bookings** and public programmes.
- Progressed campaign planning for an augmented service position, focusing on Auckland Zoo as a **conservation storyteller**, starting with endemic lizards (skinks and geckos).
- Secured **47 media mentions** in May, including a double-page feature in Your Ex magazine, a live cross on Breakfast TV, coverage tied to David Attenborough's 100th, and expert commentary on Three News on moa de-extinction.
- Aired five episodes of **Wild Heroes Series 4** on Three/ThreeNow, supported by regular promos.
- Provided internal and external comms support for the **Auckland Zoo masterplan**, including updated comms plans and staff communications.

Auckland Art Gallery Toi o Tāmaki

- **Visitor experience:** visitation in May was **38,778, -2 per cent of target**. YTD total visitation remains ahead of target at **484,760 (93.2 per cent of annual target)**. **FY2025/26 target:** 520,000. **Projected FY2025/26 visitation:** 528,301. *Forever Tomorrow: Chinese Art Now* opened on 1 May: 280 attendees at the opening event, 5145 visits in its first month, and visitation building across the period. Public programmes are supporting visitor engagement, with 309 at Music of the Month, on the Gallery's highest visitation day of the month (1859 visitors). Education participation increased 12 per cent compared to April, reflecting strong engagement from school audiences. Member engagement was enhanced with the launch of a six-week art history lecture series, attracting more than 100 in-person attendees per session as well as events for the 100 year celebration marking Gottfried Lindauer's life.
- **Exhibitions & Collections:** *Forever Tomorrow: Chinese Art Now* opened 1 May, including eight exhibiting artists from China. The opening weekend events included: a Mandarin-only Artist Panel Talk (2 May) for 76 visitors and a Mandarin-language (3 May) with 90 attendees. Six Curatorial Tours for external groups, including AAG Foundation and Contemporary Benefactors, during May. *Forever Tomorrow* media coverage increased after the exceptional *New Zealand Herald/Viva* coverage in April, with stories in Radio NZ in English and Mandarin, curator interviews with bFM, Chinese TV Channel 33, the Spinoff, *Art Guide Australia* and *NZ Listener*. Ending May with

a high note, international arts media *Ocula Magazine* listed *Forever Tomorrow* as one of 10 exhibitions globally to be seen in June. *Louise Bourgeois: In Private View* closed 17 May. A free exhibition for over eight months, it achieved an outstanding 91,343 visits. *Safety in Numbers: Colin McCahon's Dark Equations* closed 10 May. *In Trust for Tomorrow: The Greg J Moyle Foundation Bequest* opened 23 May with an evening with the donor. The new iteration of *The Robertson Gift - Facing Modernity: Degas to Picasso* opened to large and enthusiastic crowds at Shepparton Art Museum in Victoria, Australia on 23 May. Curator Dr Sophie Mathiesson represented the Gallery at the opening events. *Taimoana | Coastlines: Art in Aotearoa* refresh of works began 25 May, resulting in rolling opening across spaces in June.

- **Māori Outcomes:** Working across teams to standardise Te Reo Māori translation requirements through the development of a new audio Te Reo Māori Style Guide. Collaborating with Public Programmes on new Art Hiko public offerings. Karakia for Opening of the Greg Moyle Gift Exhibition.

Wayfinding project advanced to stakeholder review of developed design concepts

- **Research, Library & Archives:** Assisting Tautai Gallery with a corporate records archival project. New Lindauer 100 Research Library Display Case exhibition.
- **Publishing:** TAU Digital and Content & Channels collaboration with the Gallery launched the New Gallery website to positive feedback. May *Art Toi* published. Application for Creative New Zealand funding submitted for a series of medium-scale publications on toi Māori and Pacific art.
- **Gallery shop:** *Forever Tomorrow* merchandise, top items by revenue were the catalogue and Bonnie Wong's mini print. Launched a new Whanake Te Toi / May the Arts Proser bracelet with concept support from the Kaupapa Māori team. Visual refresh of the online store highlights NZ makers, collection merchandise, and elevates the Gallery's brand values.
- **Advancement & Business Development:** Awarded for Collection drawing and painting conservation projects. Finalised Picasso exhibition sponsorship contract. Renewed in-kind sponsorship partnership for two TAU Board and AAG donor and member tours/events of *Forever Tomorrow* show throughout May. Auckland Art Gallery Foundation approved \$500,000 support to Gallery for FY2026/27.
- **Public Programmes (PP) & Tourism: 1059 visitors engaged in May.** Showcased main tour products at TRENZ and hosted a famil for TRENZ delegates at the Gallery. Crystal Chen performance for Music of the Month attracted an audience of 309.
- **Membership:** Total of Renewal rate of May, up from in the last three months, due to opening *Forever Tomorrow*. Five events including two lectures in new lectures attracted in revenue. Total event revenue = against target of Total revenue = against target of against target. Membership sales below *Forever Tomorrow* business case target but conversion is strong considering low overall visitation exhibition visitors are Members or Member Guests. Members Plus promotion resulted in and tier growth to
- **Curatorial:** The book, *Mark Adams: He Kohinga Whaakahua | A Survey* was a finalists in the Illustrated Non-Fiction category of the 2026 Ockham New Zealand Book Awards (13 May). Two new exhibitions, new Lindauer online website and events for the Lindauer centenary event were launched on 13 June.

Marketing & Communications

- The *Forever Tomorrow: Chinese Art Now* marketing campaign performing strongly, with all channels live across out-of-home (OOH), print, digital, social, radio, and search in NZ and Australia; digital activity delivering 4.3 million impressions and 15,000+ clicks across social, NewsCorp, and Google.
- Generated **261 organic media mentions** in May (13 million reach), driven by *Forever Tomorrow*, Australian coverage of *Facing Modernity* (Shepparton Art Museum), and reactive media coverage of the hoax bomb threat.
- Comms supported the opening of the **Greg Moyle exhibition**, securing coverage in *Sunday Star Times/The Post* on hidden paintings.

New Zealand Maritime Museum (NZMM)

- In line with traditional seasonality, NZMM weekday visitation has dropped off during the week, reflecting the overall reduction in international visitor numbers. Weekend visitation, which is largely local, remains steady.
- Pou Kapu Creations Trust and the New Zealand Traditional Boat Building School, NZMM's partner organisations at the Percy Vos Yard, offered workshops to the public for the first time, which were well attended. The first NZMM vessel maintenance work was also undertaken at the Vos Yard – with a successful scarfing of the Breeze topmast, and maintenance on the Ted Ashby spars – significantly, prior the Vos Yard project this would have been undertaken at a commercial yard at a cost to NZMM. Vos Yard also saw its first commercial vessel restoration project, with space being let to the Classic Yacht Charitable Trust.
- Artefacts from across the Pacific have started to arrive for the upcoming major NZMM exhibition: *Our Ocean of Islands*, focussed on traditional maritime practice throughout the Pacific. Many of these objects are being personally delivered by knowledge holders and sessions regarding traditional practice are being offered at the same time. The exhibition is intended to open in August.
- NZMM has received multiple requests for institution-to-institution MOUs, with the initial approaches made to NZMM by MFAT. These include maritime heritage institutions in India, France, and Tahiti. Once draft agreements are written these will be bought to TAU Board for approval, with the Indian MOU first to the board schedule for June.
- NZMM was represented at the recent Museums Aotearoa Leaders Forum hosted by Auckland Zoo, with the Director presenting on the work of the Cultural Sector Alliance.

Marketing & Communications

- Delivered a **targeted campaign** to Auckland **active seniors**, driving visitation and reinforcing free entry for residents, using Meta, radio, NZ Herald online, and Grey Power print channels.

Auckland Stadiums

- May was a busy month across the three stadia with 243 event days attracting 111,277 attendees. This included 12 football matches at Go Media Stadium across both the OFC Pro-League and the A-League as well as three Moana Pasifika matches at North Harbour Stadium. North Harbour Stadium accounted for 66 per cent of the event days, followed by Go Media Stadium at 20 per cent. Go Media Stadium accounted for 48 per cent of attendees with North Harbour Stadium at 35 per cent. Year to date, total attendance is 892,465 – up 11 per cent on YTD May last year. Year to date, Go Media Stadium accounts for 64 per cent of attendance.
- Auckland FC's A-League season concluded with their inaugural championship win in front of a sold-out crowd at Go Media Stadium on 23 May. All three finals series games were delivered well and very positive feedback was received from the APL following the grand final with their Head of Events noting the collaboration, flexibility, and professionalism from the Auckland Stadiums team that played a huge role in the success of the event.
- Go Media Stadium was a finalist in the Environmental Sustainability category of the NZ Sport and Recreation Awards held at NZICC on 8 June. While the award was won by Yachting NZ, the selection as a finalist was further acknowledgement of the significance of the solar panel project, which continues to drive environmental and financial benefits for TAU.
- Post Malone's 21 October concert at Go Media Stadium, as part of his BIG ASS World Tour, was announced on 21 May [REDACTED]
- AUSX Supercross has been confirmed for North Harbour Stadium on 31 October. Previously held at Go Media Stadium prior to Covid, it promises to be a high-profile event providing an opportunity for good crowd numbers (supported by temporary seating) with the additional attraction of the top NZ rider being from the North Shore.

Marketing & Communications

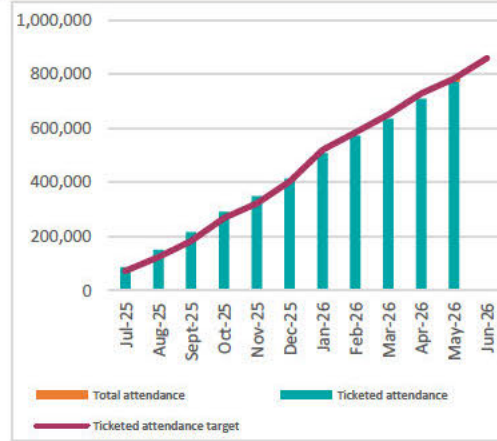
- Marketing activity driving sales and awareness for **11 sport events** at Go Media and North Harbour stadiums, including Auckland FC's historic playoff success, Moana Pasifika's final three matches and five OFC Pro League match days.
- Announcement of **AUSX supercross event** at North Harbour Stadium and **Post Malone concert** at Go Media Stadium.
- Comms and marketing planning for **Western Springs Bowl brand launch** next month.

Film studios


- KFS handover completed 31 May, this marks the exit of TAU from the studio business.

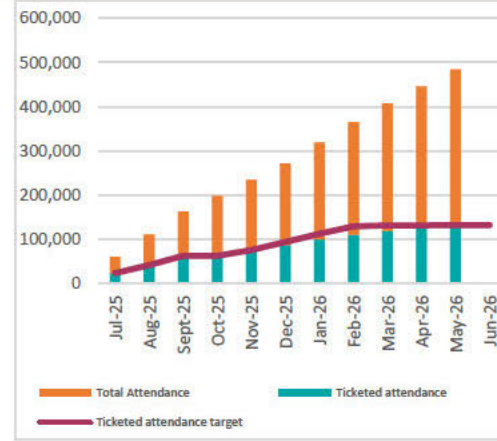
KPI RESULTS

Auckland Zoo: ticketed and total attendance (cumulative) 




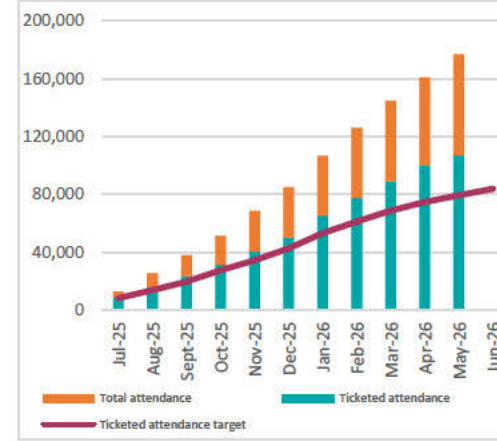
The Zoo's YTD ticketed attendance is **below target** at 773,693

Auckland Art Gallery: ticketed and total attendance (cumulative) 




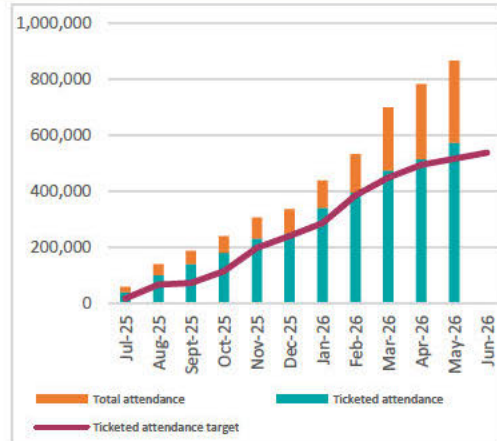
The Gallery's YTD ticketed attendance is **below target** at 133,906

NZ Maritime Museum: ticketed and total attendance (cumulative) 




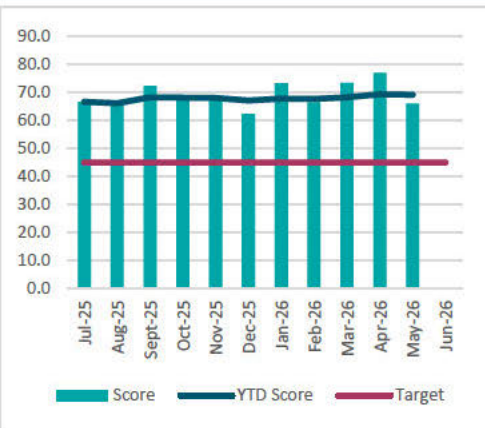
The Museum's YTD ticketed attendance is **above target** at 106,755

Auckland Stadiums: ticketed and total attendance (cumulative) 




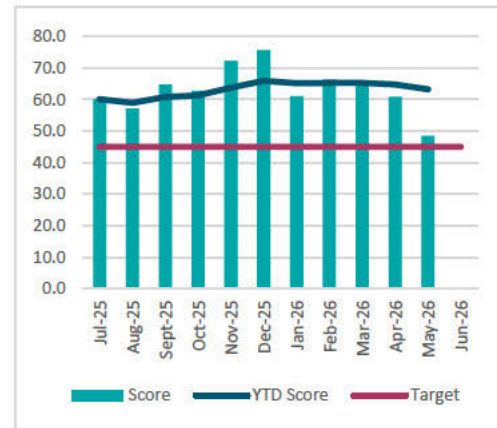
Auckland Stadiums' YTD ticketed attendance is **above target** at 572,313

Auckland Zoo: Venue NPS 




The Zoo's YTD NPS score is **above target** at **69.2**

Auckland Art Gallery: Venue NPS 



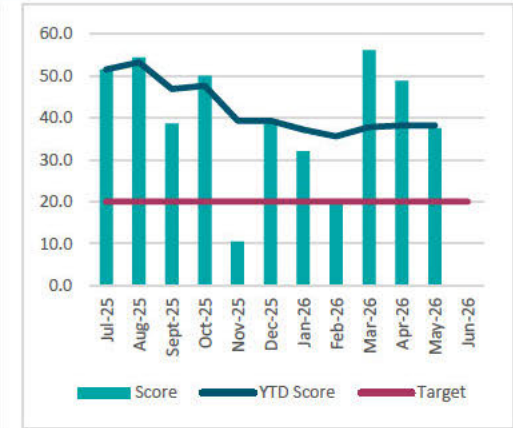
The Gallery's YTD NPS score is **above target** at **63.3**

NZ Maritime Museum: Venue NPS 



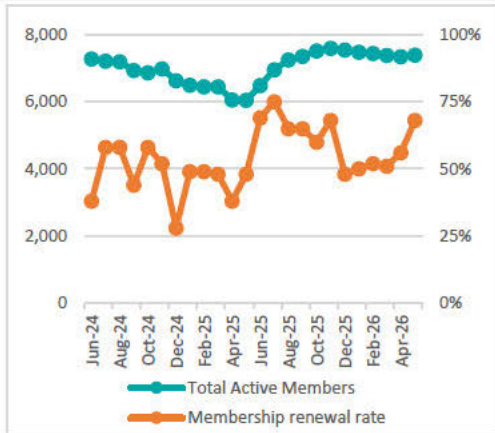
The Museum's YTD NPS score is **above target** at **60.7**

Auckland Stadiums: Venue NPS 



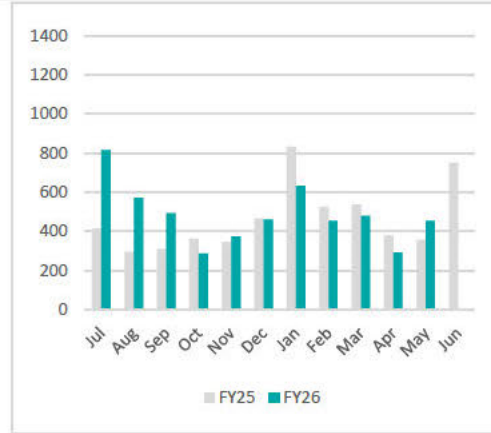
Auckland Stadiums' YTD NPS score is **above target** at **38.2**

Auckland Art Gallery: active annual membership



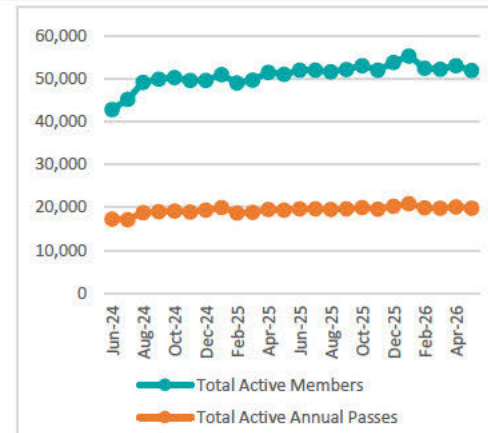
At the end of May, the Gallery had 7388 active members, and the membership renewal rate was 68%

Auckland Art Gallery: monthly membership sales



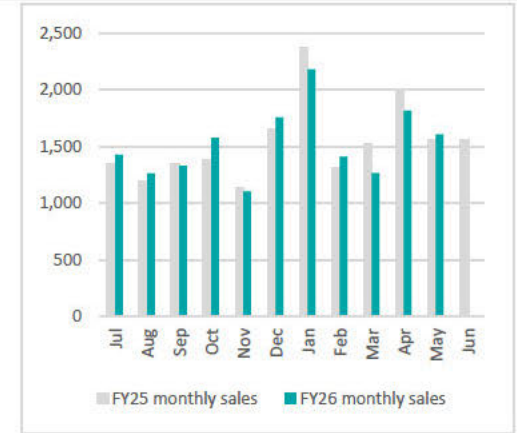
454 Gallery memberships were sold in May, less than in May last year (357)

Auckland Zoo: active annual membership



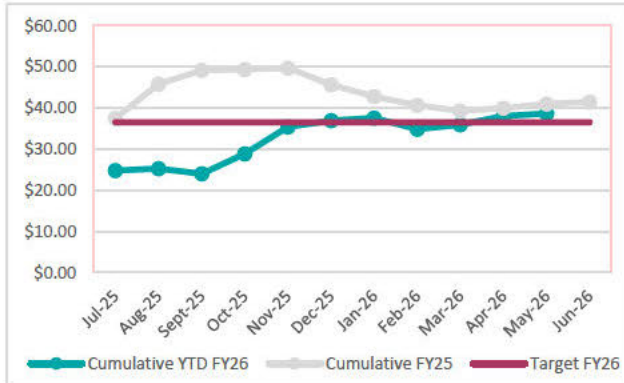
At the end of May, the Zoo had 19,824 active passes and 51,906 active members

Auckland Zoo: monthly membership sales



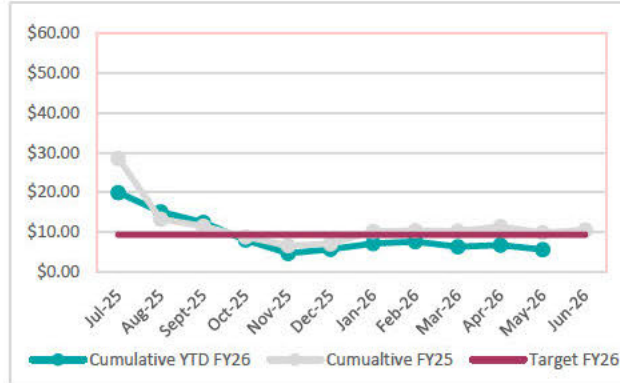
1604 Zoo memberships were sold in May, more than in May last year (1558)

Auckland Art Gallery: Net cost of service per patron



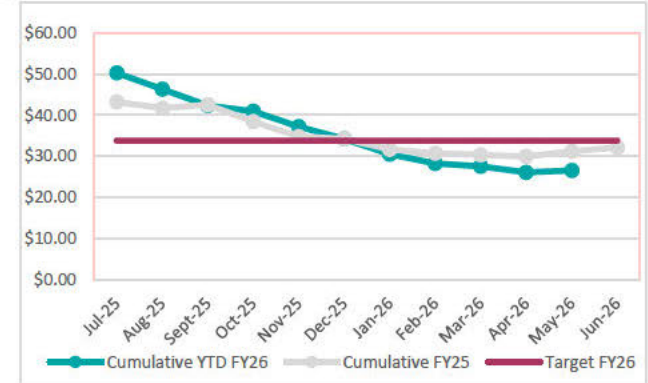
Auckland Art Gallery's YTD net cost of service per patron:
\$38.67

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



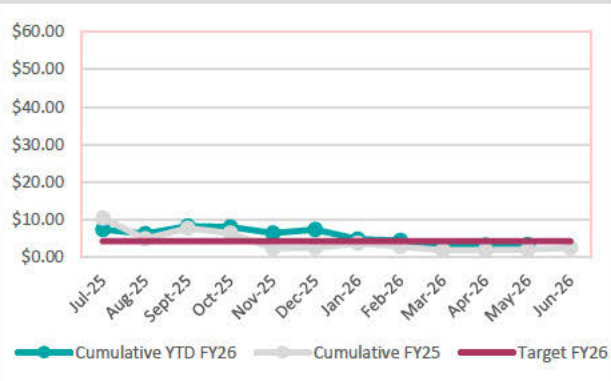
Auckland Live & ACEV's YTD net cost of service per patron:
\$5.60

NZ Maritime Museum: Net cost of service per patron



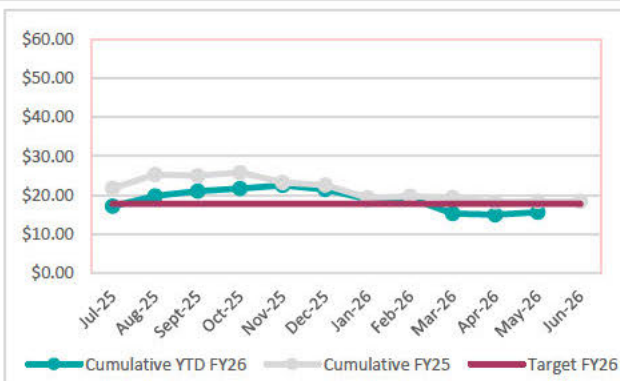
NZ Maritime Museum's YTD net cost of service per patron:
\$26.58

Auckland Stadiums: Net cost of service per patron



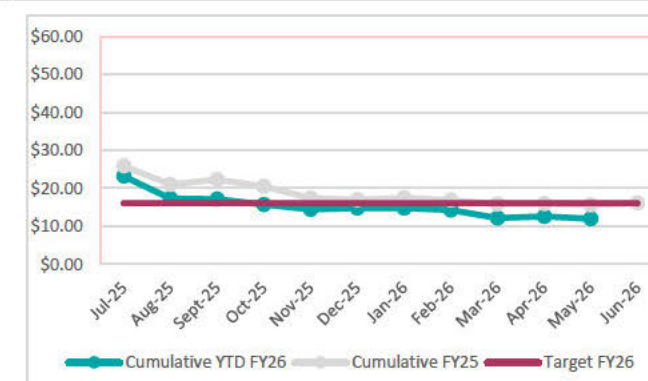
Auckland Stadium's YTD net cost of service per patron:
\$3.30

Auckland Zoo: Net cost of service per patron



Auckland Zoo's YTD net cost of service per patron:
\$15.62

Total Tātaki Auckland Unlimited Trust: Net cost of service per patron



TAUT's net cost of service per patron YTD:
\$11.97

The six charts above monitor '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.

Auckland's Reputation

Destination Marketing

Destination Partnership Programme (DPP)

- FY2025/26 is ending with 171 partners and total commitments down from \$1.83m to finish on \$1.77m due to some accounting adjustments.
- FY2026/27 DPP prospectus is finalised and the website is live for new partners to register.
- 20 partners are already under contract with another 20 in the enquiry stage.
- DPP Advisory Group met on 11 June, some concerns over winter occupancy by the hoteliers but summer already looking good.
- DPP and Industry update taking place on 24 June at the Aotea Centre with more than 230 industry registered to attend.

Consumer marketing – DPP related

Marketing

- The **DPP Conversion Campaign**, a video-led campaign developed by We The People, **launched in Australia** in early June. Delivered via programmatic agency 36Presents, it aims to drive qualified traffic to participating hotel booking pathways as part of a full-funnel approach.
- A **domestic stream** of this same campaign went live on 22 June, leveraging the same campaign assets as well as partner content to drive winter visitation, hotel bookings and qualified traffic from the New Zealand market.

Earned media

- TAU partnered with Tourism NZ to support **The Morning Show filming in Auckland (9–11 May)**, reaching a 1.7 million Australian audience and generating \$234,000 AVE across TV, online, and host social coverage (IG: 159,000). The programme is Australia's top-rated morning 'infotainment' programme, airing weekdays from 9am directly after *Sunrise* on Channel 7.
- TAU also **secured strong North American coverage**: "The Meathead's Guide to Auckland, New Zealand" - Dorena Newton, *Men's Health*; and "The Pacific Food Revolution Starts in West Auckland, New Zealand" - Daniel Scheffler, *Forbes.com*.

Consumer marketing (other)

- **It's On in Auckland phase 3** is live nationwide (including in Auckland) until the start of July. TRA will again be conducting audience research as part of this work – assessing its memorability and effectiveness, with initial findings expected mid-July.
- **Q4 Auckland by Night** activity continued with the final **Nocturnalists series** (6-part, The Spinoff). Mid-campaign results were strong - every piece exceeded the 3000 pageview KPI, with four of five surpassing 200 per cent. Final reporting is due early July.
- The **Urban List Wednesday Wins** campaign (Auckland By Night) concluded strongly, attracting 10,000+ entries across six instalments.
- TAU also began to roll out a **Nocturnalists** organic video series on the Visit Auckland channels, this series created by 818 and WabiSabi media.
- Research agency JOOTS have been commissioned to research **perceptions around the Auckland city centre by night and current spend data for the same**. Results of this are expected by early August.

Earned media

- Hosted and pitched at **New Zealand's first International Media Marketplace (IMM) ahead of TRENZ**, delivering two group famil programmes (Matakana and Waiheke) for 30 media and 24 one-on-one pitch meetings. Initial results are expected short term, with ongoing relationships driving longer-term coverage.
- Preparations for a Tourism New Zealand-led mega media famil aligned with **the MICHELIN Guide awards**, hosting 40 international media and opinion leaders in Auckland ahead of the 30 June ceremony.

Trade marketing and famils

- **Kiwi North Roadshows**: planning well underway for the Australian Roadshow in late August, with 12 Auckland operators and seven operators with Auckland connection in the National category confirmed to attend. North America Roadshow EOI for event in October closes at the end of May but strong interest from Auckland market to attend.

- **TRENZ trade famils:** 23 half-day famils were run on 19 May featuring a number of Auckland operators. TAU also ran a number of pre famils the weekend before along with a Signature Famil with six Key Global Stakeholders visiting and participating in a private guided Māori tour on Maungawhau, All Blacks Experience with Ian Jones, helicopter flight to Te Arai (where they stayed) and then to Waiheke Island experiencing Eco Zip, winery visits, and the new electric hydro foil ferry.

Discover Auckland

- Delivered **It's on In Auckland Phase 3** web presence.
- Delivered the **Society of Discovery AU** web campaign & work underway to support domestic campaign.
- Commenced **User Testing** for Events, Collections & Articles functionality.
- Commenced support for **Matariki 2026** content including collections, event listing & event rail.
- Event cluster project progressing to deliver '**It's game on In Auckland**' winter events in early July.
- Final stages of Discover Auckland **events electronic newsletter (eDM) redesign** with personalisation pilot.

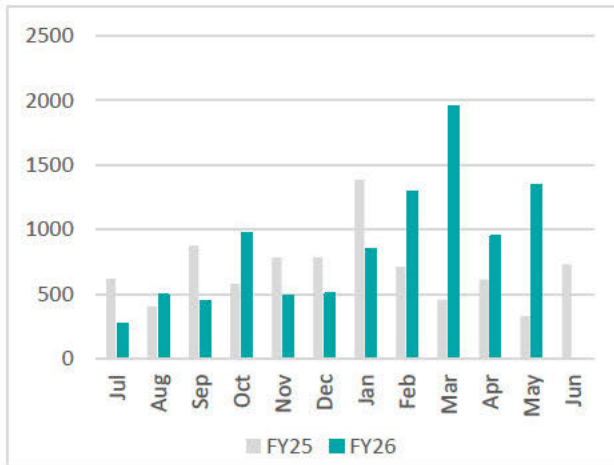
Screen Auckland

- Screen Auckland is scoping road safety filming protocols with AT and NZTA for a 'bikie' film project, still financing, for filming in early 2027 – also starring Jason Momoa.
- Rollout of new Auckland Film Protocol, which will be in operation from 1 July.
- Screen Auckland and the New Zealand Film Commission attended NZ Middle East Business Council event, presenting the industry to His Excellency Saeed Bin Mubarak Al Hajeri, UAE Minister of State.

LGOIMA Requests

KPI RESULTS

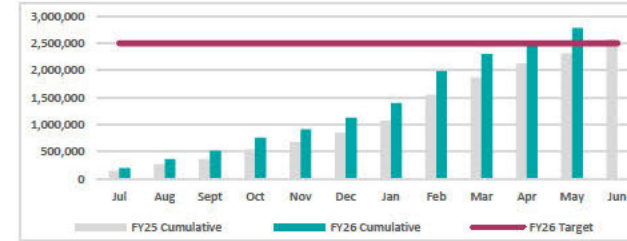
Media coverage mentioning TAU



Media mentions **increased by 41%** this month, sitting 57% above the average monthly volume for the calendar year. A standout month, showcasing the collective efforts of the Communications team across several major projects. Coverage was driven by TRENZ, including the Tiaki Mural, International Media Marketplace, associated famil programme, and proactive media pitching. Other significant contributors included the launch of the Auckland Iconic Eats 2026 programme, Auckland FC A-League celebrations, and the announcement of the 50th anniversary return of The Ocean Race.

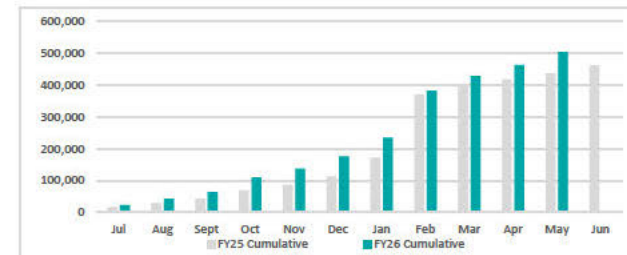
Discover Auckland Platform Performance

Sessions: Interaction of an individual user with a website within a specified time e.g. a session initiates when a user opens website, and no session is currently active



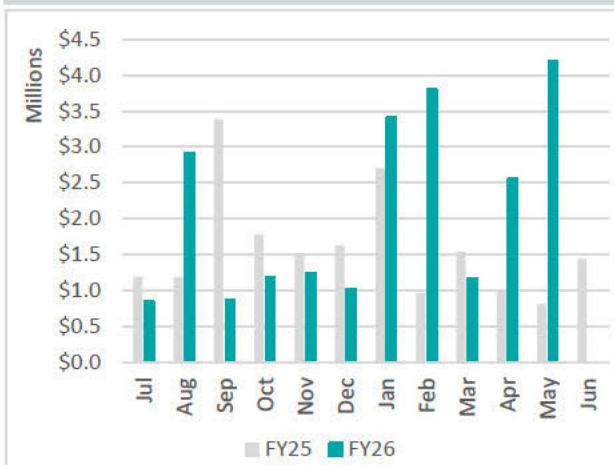
3m sessions over past 12 months (May to May). 255,300 sessions in May 2026 – an increase of 14%. Organic search & direct traffic accounted for 33% and 38% of traffic respectively.

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.



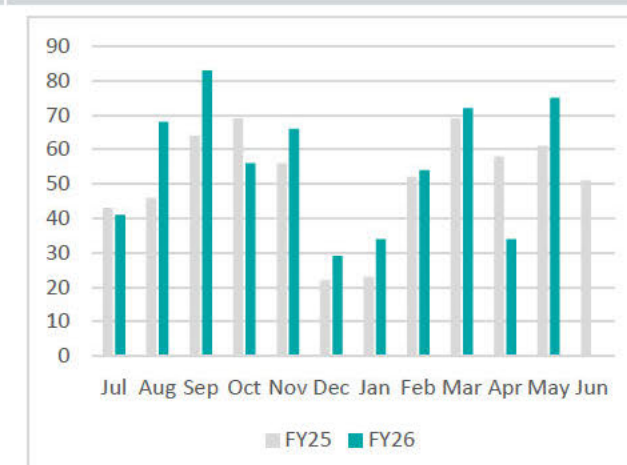
Highest Explore referrals: Maungawhau Mount Eden, Karangahape Road, Weta Workshop -Tour. Highest Event referrals: Winter Light Cathedral, PonsonBurger 2026, Africa Day 2026

Equivalent Advertising Value (EAV) of TAU media coverage



This month's EAV **increased by 64%**. TV contributed 46.7% of total coverage, with 50% driven by Channel 7 Breakfast syndication across Australia. Online generated 246 items and the highest overall EAV including the Duco Events Nyika v Masson World Title Eliminator, and confirmation of the NRL ANZAC Round at Eden Park. Annie Dundas, Karen Thompson-Smith, Mayor Wayne Brown, Deputy Mayor Desley Simpson, Dr Zara Stanhope, and Nick Hill featured prominently.

Screen Permits Issued



The number of screen permits issued in May 2026 (75) was higher than May 2025 (61).

All Aucklanders

Youth & Education

Auckland Live

- **Auckland Writers Festival Youth Programme** – Aotea Centre
 - Schools Programme (Hōtaka Kura): primary and secondary students.
 - **Pukapuka Adventures**: children and families.
 - **Plot Twist – Q Theatre, 2026 AWF** - New one-day programme for ages 15–30, attracting attendees across events with presenters, including seven Māori, seven Pacific peoples, and nine Asian diaspora presenters.
- **Massive Nui Ensemble 2026 Session #1 – Aotea Centre** - 25 youth took part in a physical theatre workshop with Massive Company.

Auckland Art Gallery



- children participated in educational experiences in May Increase, May 2025: 2666).
- **Updated YTD:** children = of annual TAU KPI 8000, an increase of compared to the same period YTD last year.
- **2384 school visits** (-5 per cent decrease, May 2025: 2505).
YTD: **18,169 school visits** = 182 per cent of annual Gallery KPI 10,000, an **increase of +11 per cent** compared to the same period YTD last year.
- **1642 ELC valid visits** (+24 per cent increase, May 2025: 1,322).
YTD: **11,799 school visits** = 216 per cent of our annual MOE KPI 5000, an **increase of +23 per cent** compared to the same period YTD last year.
- visitors to *Artland* increase, May 2025: 7428).
YTD: Creative Learning Centre visits, an increase of compared to the same period YTD last year.
- participants in Kids & Whānau Create programmes during the weekends and school holidays increase, May 2025: 727).
YTD: KWC participants, an increase of 260 per cent YTD.
- **Cultural demographic** primary & secondary students YTD: Asian 32 per cent, Pākehā 27 per cent, Pacific peoples 18 per cent, Māori 17 per cent, Middle Eastern, Latin American, and African 4 per cent, International Fee Paying 1 per cent, other 1 per cent.
- **Pat Hanly Awards kick-off days wrapped up:** Seven kick-off days this month saw 1027 senior students from 29 secondary schools engaged across 15 inspiration days (43 workshops, 86 tours), with strong first-time participation and high-quality artist-led experiences by Reuben Paterson.
- **ARTHIST 734: Art Writing and Curatorial Practice:** Lectures and workshops delivered in the partnership course with the University of Auckland, which concluded in May.
- **Deep community and cultural engagement:** Delivery of targeted programmes (e.g. Kiritai sessions) and development of Matariki initiatives, including the cross-sector Cultural Sector Alliance collaboration with six major Auckland institutions.
- **Kids & Whānau programmes and fund application granted:** Progressed the next Creative Learning Centre (Maureen Lander), delivered new Kids & Whānau Create workshops inspired by *Forever Tomorrow*; successful external funding grant for transport costs for visits from schools who need it most (\$14,000).

Auckland Zoo

- 4624 learners, teachers and adult supervisors attended conservation learning sessions at the Zoo in May.
- **Wellbeing in Nature Community programme**
 - May marked the final month of welcoming **west Auckland communities** through the support of The Trusts Community Fund. This initiative has created meaningful opportunities to engage with a broader and more diverse range of groups, including several communities the Zoo had not previously connected with.
 - **Auckland City Mission** shared very positive feedback following their second visit to the Zoo, highlighting the welcoming and supportive environment created throughout the day. Whānau particularly valued the kindness, patience, and respect shown by staff and volunteers, noting how empowering this was for their rōpu.

Programming for diverse audiences

Auckland Live

-  Strategic partner, Proudly Asian Theatre (PAT) undertook a new play script reading of  enabled with venue support from Auckland Live.
- The programme offered a diverse range of events that engaged broad audiences, including *Africa Day*, *Sean Kuti & Egypt 80*, *Chithravarnam*, *J.I.D*, Marlon Williams, Fat Freddy's Drop, and *Home Brew*, alongside additional programming delivered as part of the *Auckland Writers Festival*.

New Zealand Maritime Museum

- Delivered a **targeted campaign** to Auckland **active seniors**, driving visitation and reinforcing free entry for residents, using Meta, radio, NZ Herald online, and Grey Power print channels.

Accessibility

Auckland Live

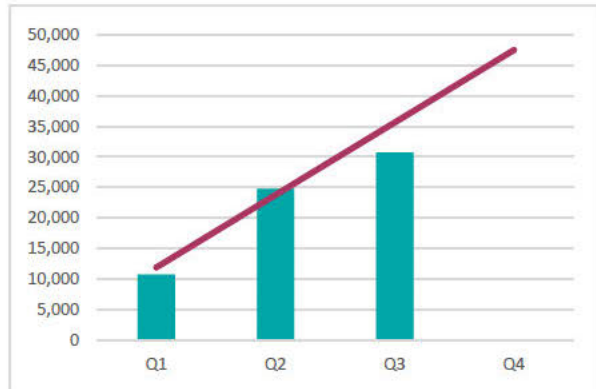
- The RBG season collaboration with Auckland Theatre Company featured four types of accessible performances: audio-described, relaxed performances designed for autistic and neurodivergent audiences, NZSL-interpreted, and 'pay what you want' options.

Auckland Art Gallery

- The Hidden Disabilities Sunflower initiative has been approved for implementation, with staff training and rollout planning underway to deliver this initiative in September.

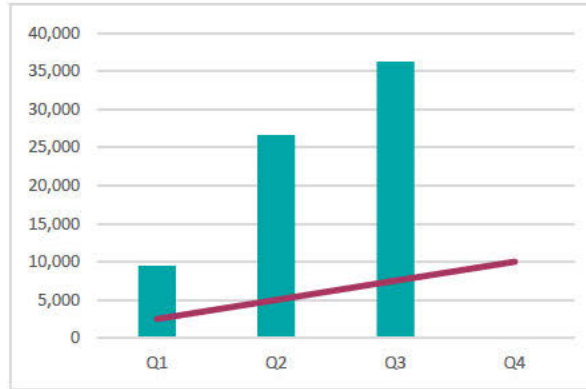
KPI RESULTS

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



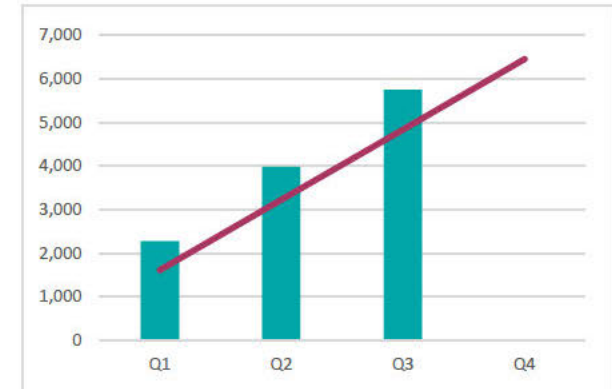
Q3 results for Auckland Zoo are below target

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



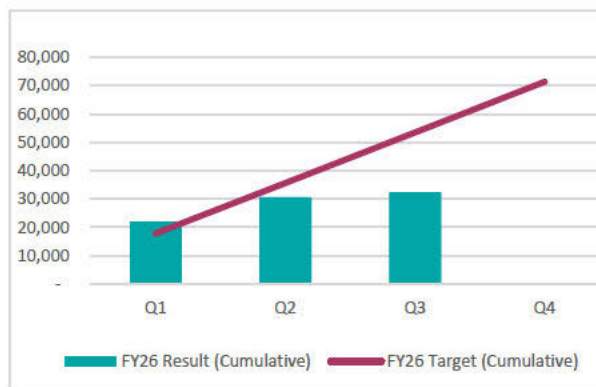
Q3 results for Auckland Art Gallery are above target

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



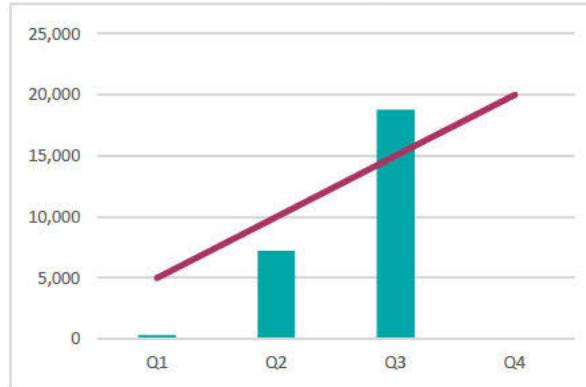
Q3 results for NZ Maritime Museum are above target

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



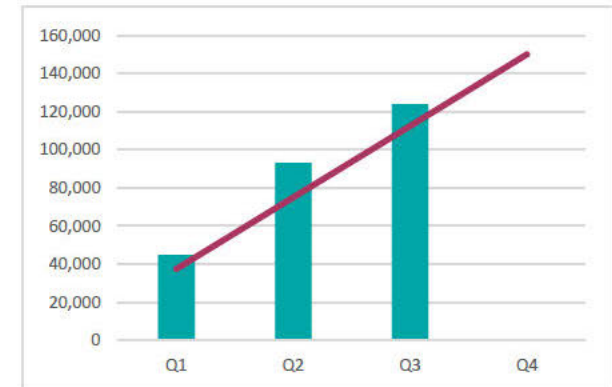
Q3 results for Performing Arts are below target

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



Q3 results for Auckland Stadiums are above target

TAUT Total: No. of children participating in educational experiences (cumulative)



Total Q3 results for TAU are above target

Climate change and environmental sustainability

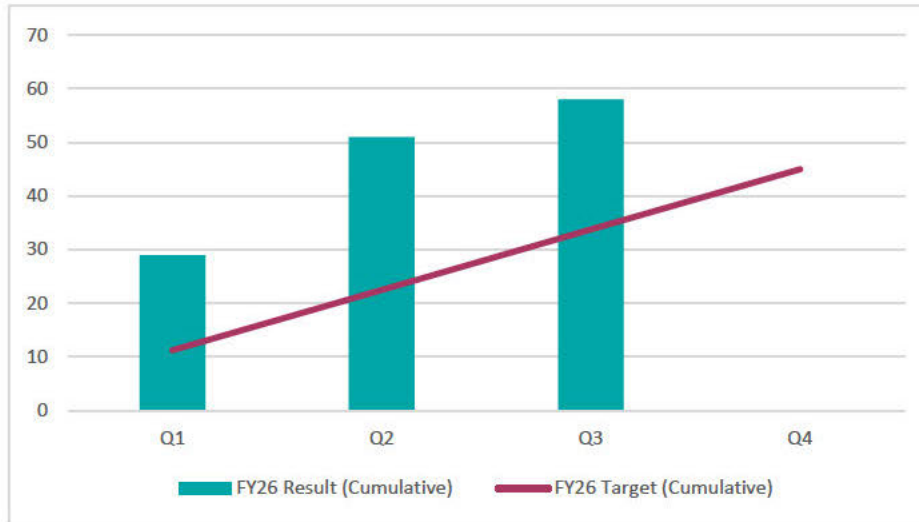
- **Resilience & Risk:** A draft adaptation action plan for Auckland Art Gallery is under review, with a final version expected by end of June. Once completed, the Climate Change Environment and Strategic Plan (CCESP) target for five priority sites to have adaptation plans in place will be met.
- **Emissions Reduction:** A feasibility study to decarbonise the remaining gas used for Heating, Ventilation and Cooling (HVAC) on the East Stand of Go Media Stadium is underway. The site visit is complete and the report is due end of June. Met with Auckland Council to plan a mid-reporting term mock audit with Toitū in November, which will include expanded scope 3 reporting. This will include spend-based emissions for purchased goods and services, capital works and increased waste reporting. This enables the Auckland Council Group to understand the current state and gaps before scope 3 reporting becomes mandatory from FY 2027/28.
- **Waste:** Waste data for the current FY has been collated and will be uploaded to CRAM for improved transparency by end of June. This will strengthen understanding at all levels of how TAU is tracking, and where issues are arising that require targeted actions. The Climate and Sustainability team is working closely with the operations teams to set and monitor venue specific waste diversion targets.
- **Water:** The wastewater audit at Western Springs Stadium shows a significant improvement, reducing wastewater from 95 per cent to 37 per cent, alongside completed water meter relocation. Water management practices are being strengthened with new metering at Go Media Stadium, best practice guidance compiled for CRAM, and a Water Efficiency Plan currently in draft.
- **Nature:** The Urbanist presented a Western Springs case study to Property, Auckland Stadiums and Strategy. The draft Blue Green Network report is under development with data feeding into the LEAP assessment. Workshops have been held with stakeholders from Māori Outcomes, Auckland Zoo, Auckland Art Gallery, Auckland Live and Destination, with others still planned to inform the report due at end of June. A graduate who has been leading this work will finish their graduate placement in the first week of July.

Māori Outcomes

- **He Tumu Mātāwak** is a series of interviews with nine prominent Tāmaki Makaurau urban Māori leaders. They will be offered as part of TAU's Matariki programme, available as a podcast series as well as captioned videos (with te reo translations). The videos will be packaged as a themed online learning resource for TAU kaimahi who need to learn from the past to engage effectively with Māori. Educational resources to accompany the videos are under development, which will be shared with staff and cultural organisation educators. A small thank you function for participants is planned for the end of July.
- **Te Mahere Aronga:** Rōpū workshops are almost complete, with draft content for Te Mahere Aronga due by the end of June. Design work and senior reviews will take place in July, with publishing scheduled for August.
- The **Māori Engagement Framework** has moved into its delivery phase. A suite of tools has been developed for kaimahi and made available on Ako, comprising a guide for engaging with Māori, a planning template, and an engagement register. The Māori Outcomes team is exploring the most effective approach to delivering engagement training to kaimahi, with a preference for a targeted model that provides support to teams as they plan their engagements. A proposal to revise the koha guidelines and processes – to better align them with TAU's activities – is scheduled to be presented to the TAU Board in Q1 FY2026/27. The framework is also playing an ongoing role in building the capability of the Māori Outcomes rōpū to offer guidance and support throughout the organisation.
- **Aki AI agent:** Māori Outcomes, Digital Services and Seen Ventures are partnering to develop a bespoke 'digital guide' (AI agent) Aki that will assist kaimahi to plan Māori engagements. This augments the tools already developed for the Māori Engagement Framework. A prototype was developed by Seen Ventures late last year, and the work underway now will build the agent in the TAU environment. The initiative is now in the build phase, with testing due to start in mid-June and launch to a pilot group in late-June. Primary design considerations include guardrails for cultural appropriateness, accuracy and Māori data sovereignty. This is an internal tool only.

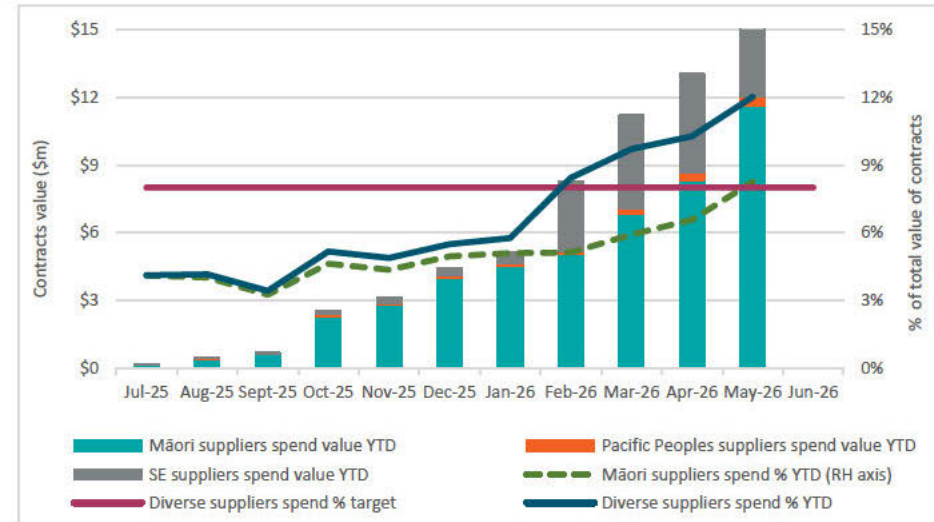
KPI RESULTS

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 YTD diverse suppliers spend % at 12.0%, is **above the full year target** of 8%. The majority of the total diverse suppliers spend value was with Māori suppliers at the end of May (69%).

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.

*** The spend increase from January to February reflects a shift from 5.76% to 8.43%. The increase is largely a result of enhanced categorisation and refinement of reporting processes. Changes as a result have been included from February onwards but have not been back-dated.*

Enabling activity

ICT Enhancement

CRM

- Good progress is being made on the final transition of EDMs from **Click Dimensions to Salesforce** in line with completion by the end of financial year end deadline, removing any reliance on GSS following the ED transition. This completes our final transition from Microsoft Dynamix with all CRM and EDM activity now supported through Salesforce.
- Early discovery work has started to design TAU's Data Cloud instance such that a Single View of Customers can be created both within and across rōpū. This work is in line with the recent Data and Content remediation paper outcomes.

Websites

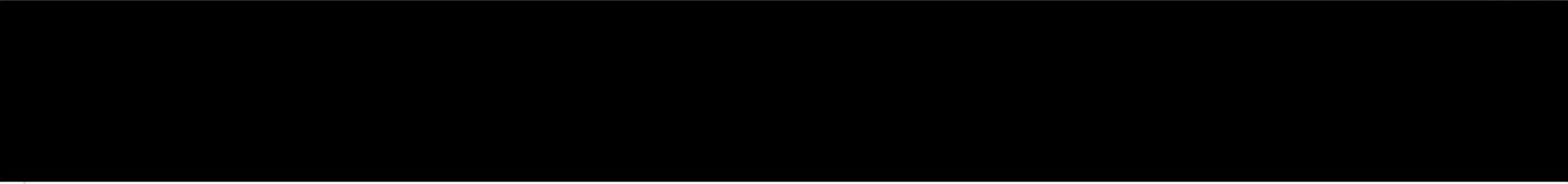
- **The Gallery website** was successfully launched in May, development focus now moves to the **Lindauer** website.
- **Western Springs Bowl** final testing is underway with launch later in June.
- The core **Discover** platform needs to be upgraded, and instead of this simply being like-for-like, the digital team is taking the opportunity to move towards a composable architecture, which will enable TAU to better manage and make key content available and shareable across TAU websites, and beyond, for example to Tourism NZ.
- Analysis is complete on the data made available through the **OurAuckland** API, to enable TAU to capture and publish these events. Unfortunately the data required is not easily available and TAU will therefore be reliant on working with GSS to bring this data set into TAU's data platform.
- Discovery continues ahead of the development of a business case to refresh **ACVE website**, in light of the opening of the NZICC.

AI

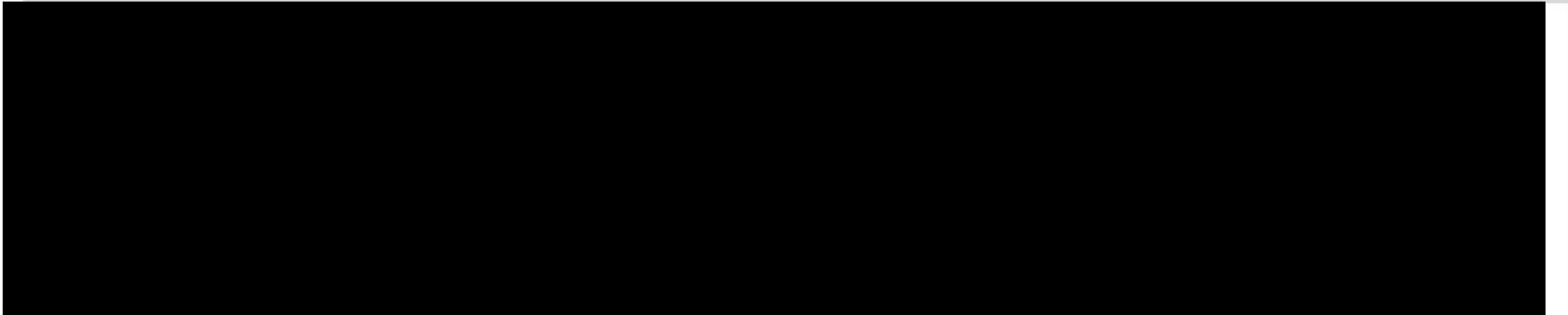
- The **AI Governance Group** met to discuss the risks that unapproved use of AI tools poses to the organisation, and how to provide improved understanding of what tools are approved, and guidelines to ensure that kaimahi are using the tools safely and not putting the organisation's data at risk. A Takina article and Taki Reo presentation have emphasised how kaimahi can ensure that they are using approved AI tools safely. Other topics included selection and approval of underlying LLMs.
- The **AI User Group** continues to meet monthly, and discussions support this group of highly engaged AI users to learn more about the latest capabilities available in addition to sharing user cases and experiences.
- Good progress is being made to improve the discoverability of content and data across all of TAU websites (**GEO**), through the systematic implementation of changes to both the underlying technical schema in addition to changes in content and the user interface.
- The Maori Outcomes Digital Assistant **Aki** is currently going through final cultural and technical testing, with a soft launch to a selected pilot group expected in July.

Other applications

- The Digital team is working closely with the Health and Safety team to support the transition of the **Donesafe** application from GSS and the launch of a more TAU-aligned solution. A number of challenges in the integration space are gradually being worked through.
- [REDACTED]
- The team is supporting an analysis of the **GSS Galaxy** programme, alongside the development of a business case for a TAU-specific HRIS implementation.

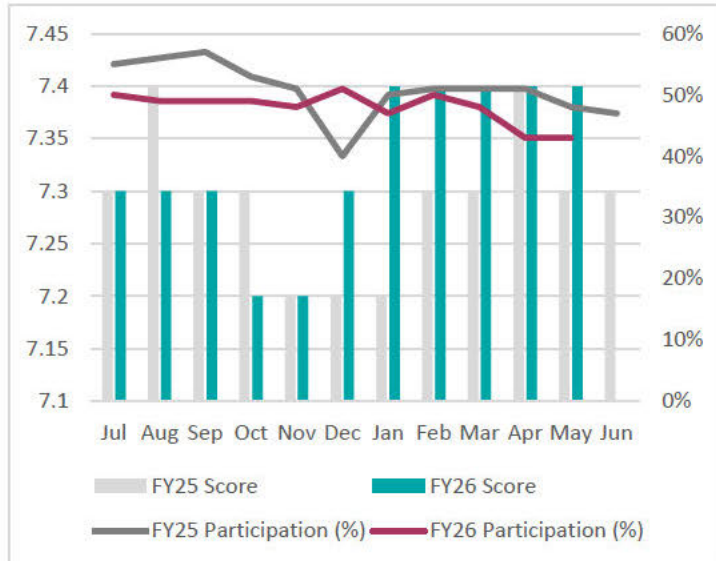


Commercial Revenue & Partnership Strategy

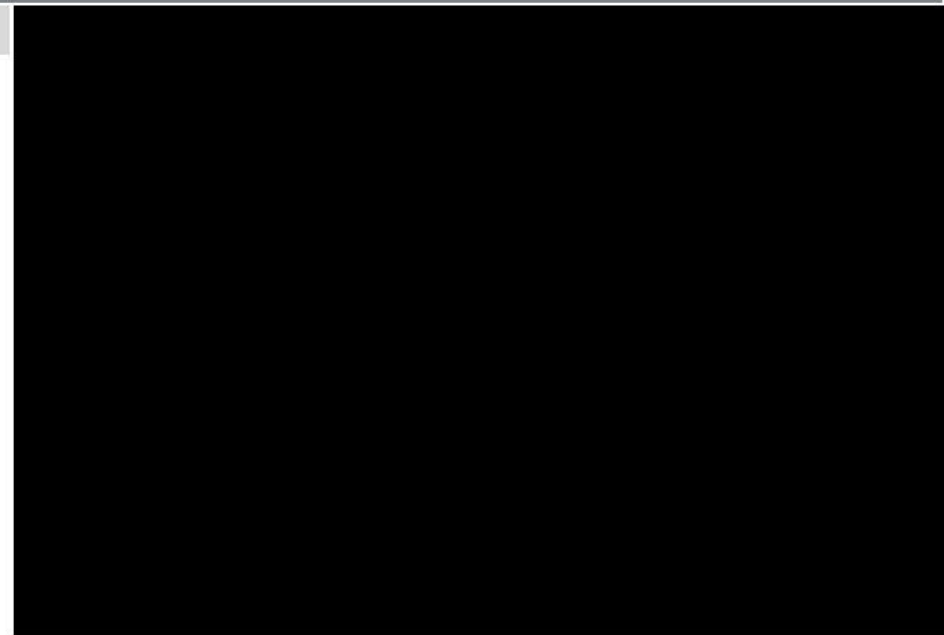


KPI RESULTS

OfficeVibe engagement score and participation



Participation stayed level at 43% in May while the engagement score also stayed level at 7.4.



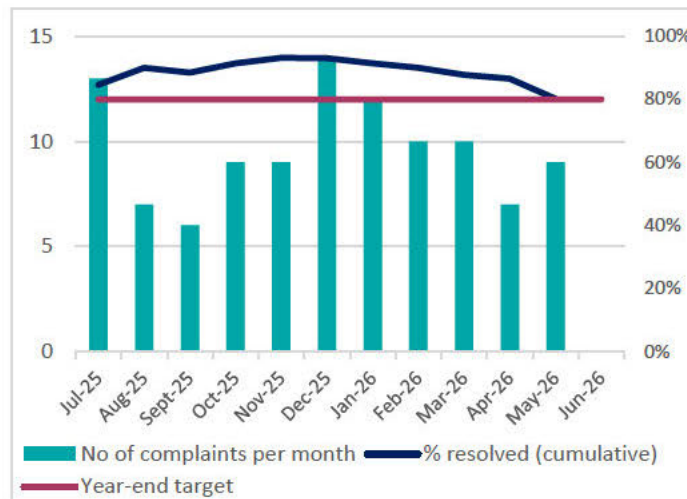
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% expenses through non-rates revenue



At 60%, the percentage of expenses funded through non-rates revenue is **on target (60%) YTD**

% of customer complaints resolved within 10 working days



At the end of May, 80% of complaints have been resolved within 10 working days YTD. **On target.**

Schedule of Appendices

1. TAU Cybersecurity Dashboard (Monthly)
2. GSS Cyber Dashboard (Monthly)
3. TAU calendar (Monthly)
4. Major Events pipeline (Monthly)

CE sub-reports in Resource Centre

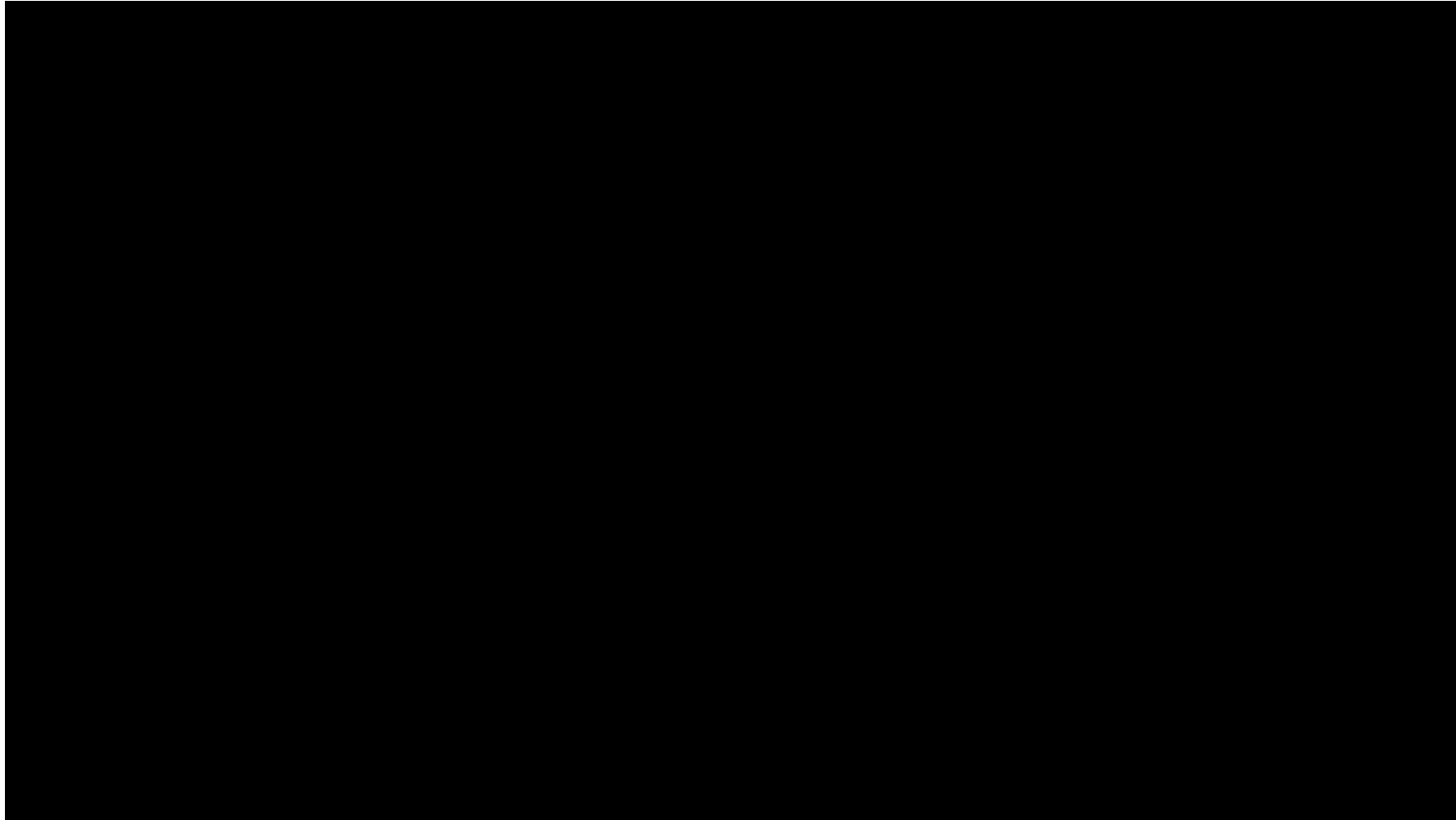
- Finance Report (Monthly)
- Risk Report (Monthly)
- Customer Strategy / CRM / eDM benefits dashboard (Quarterly)
- Capital Projects Report (Bi-monthly)



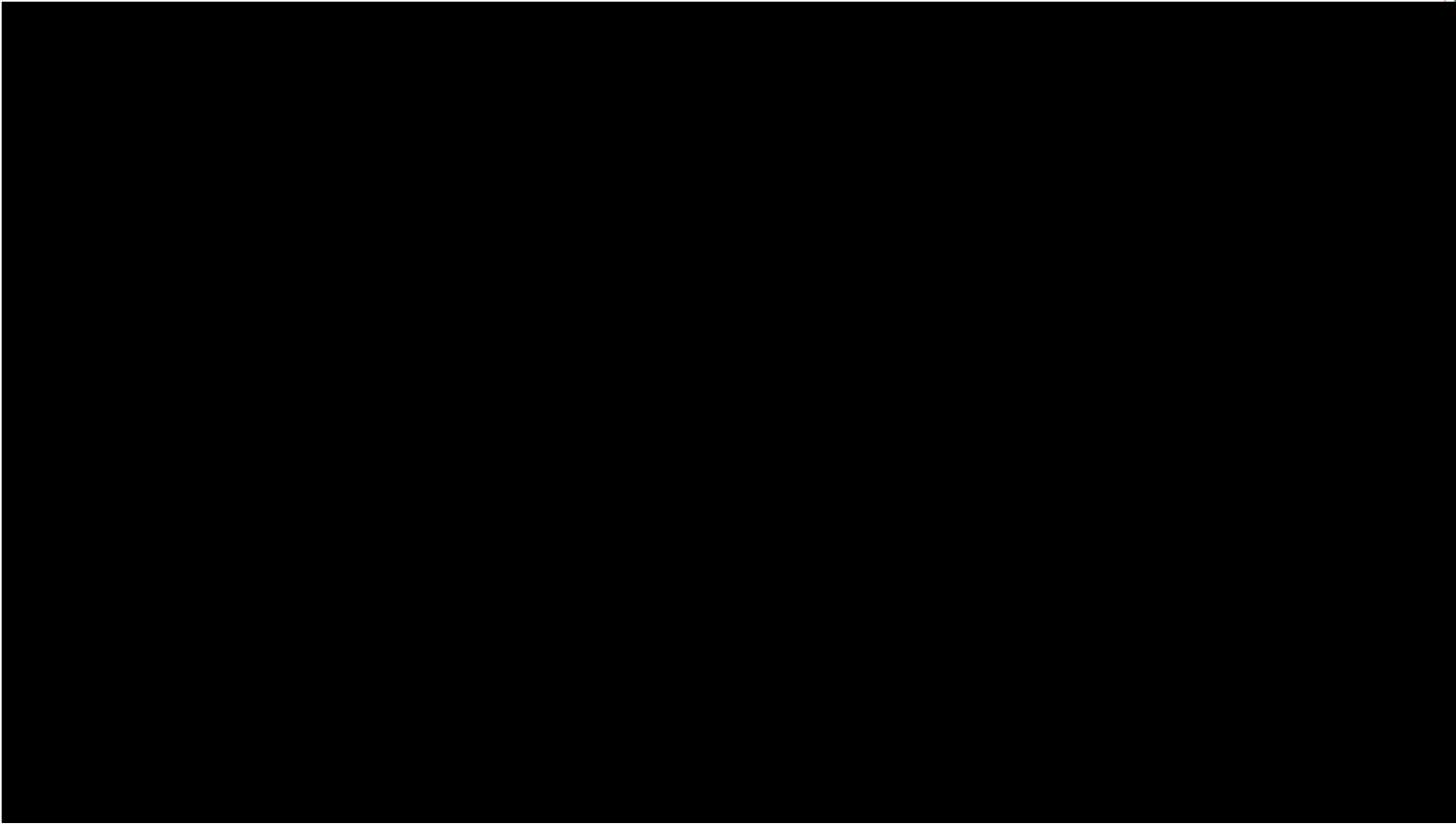
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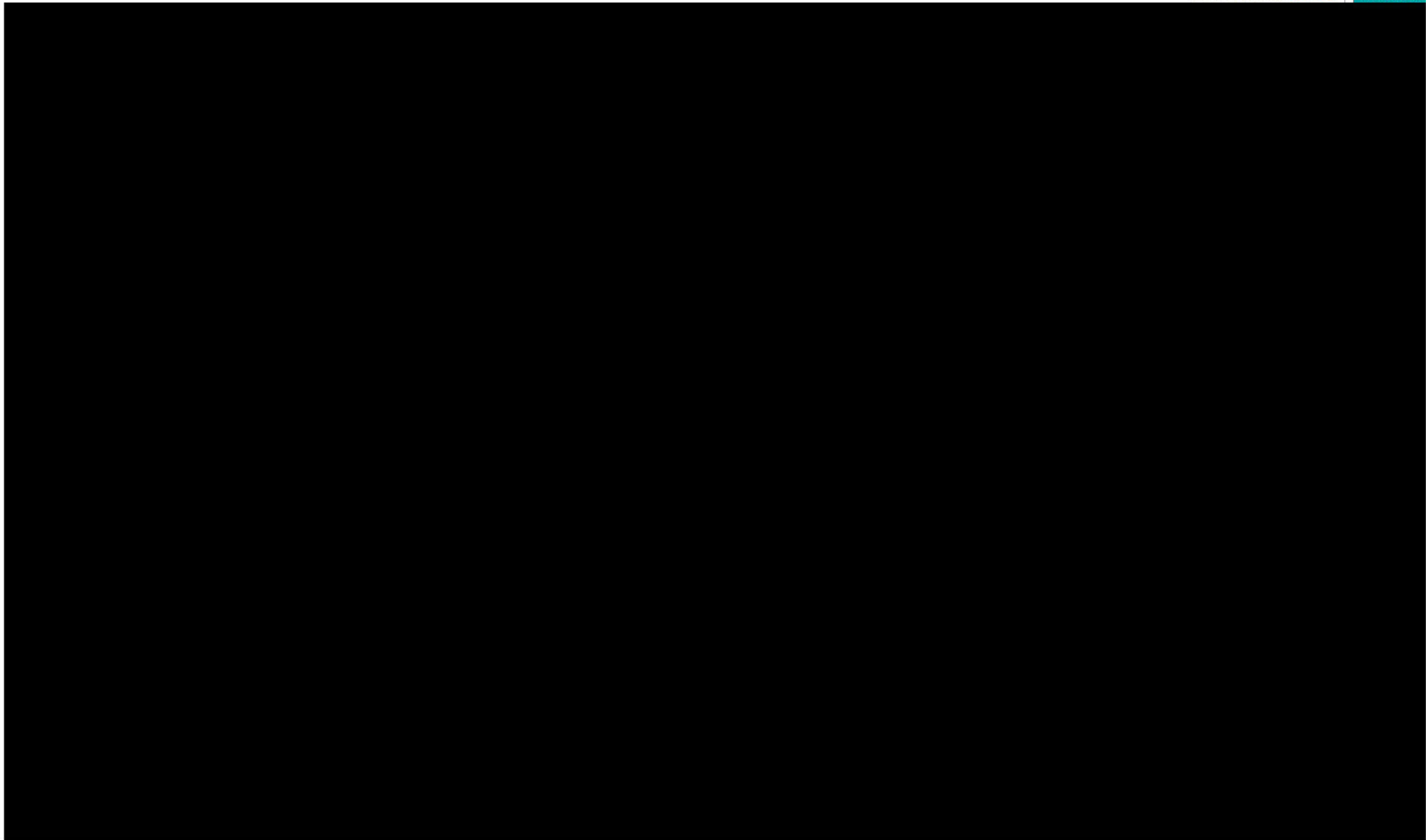


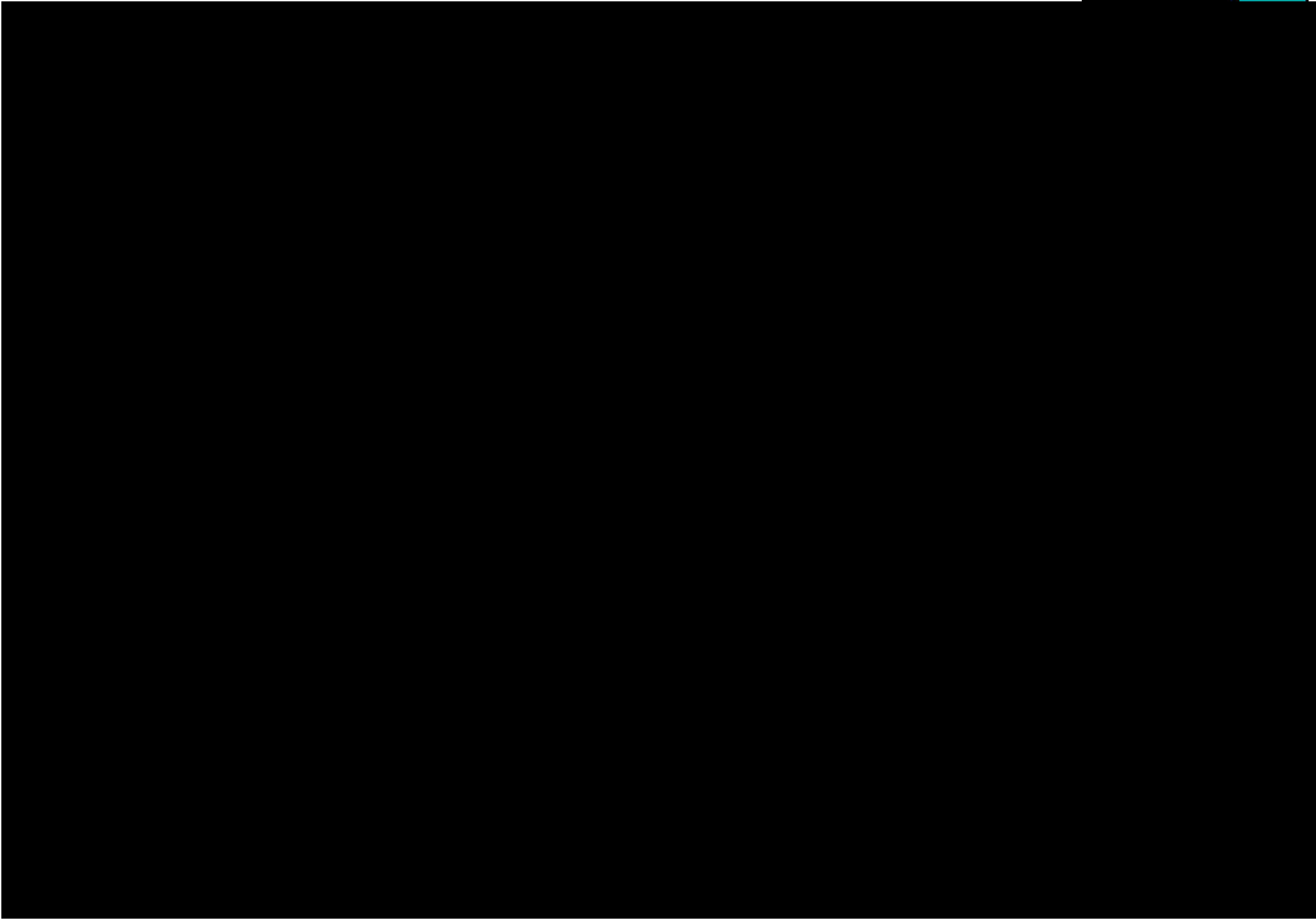
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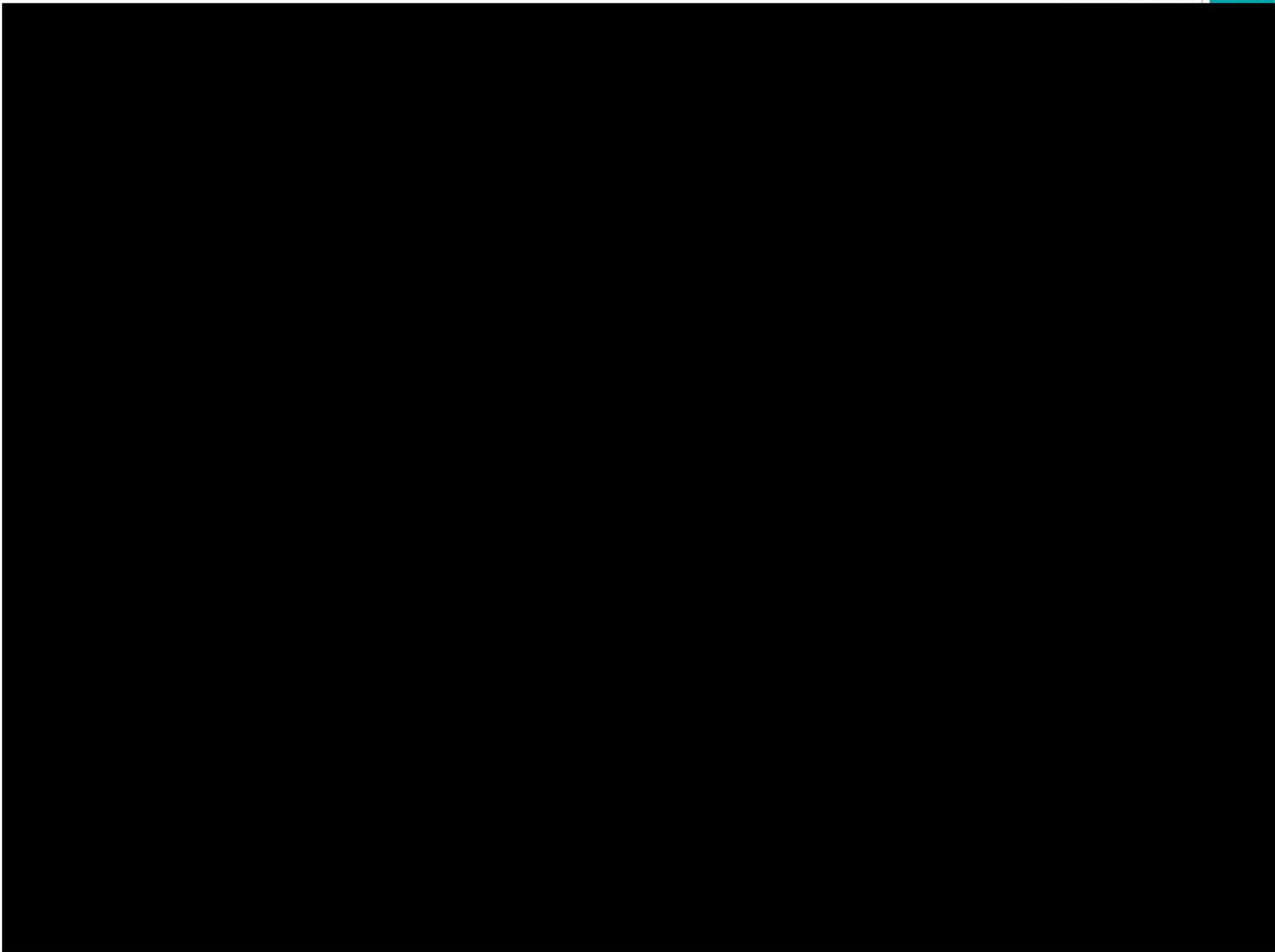


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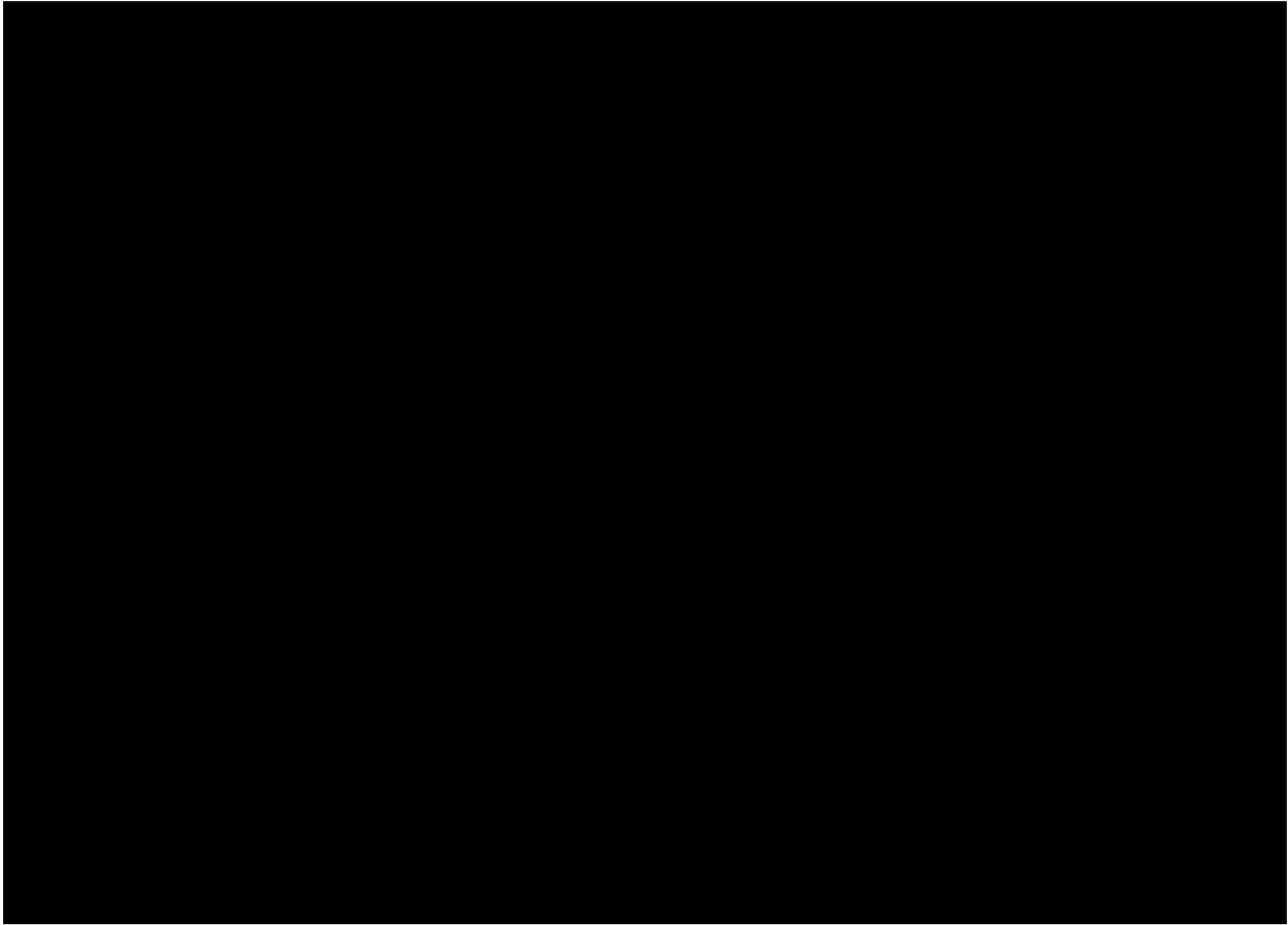






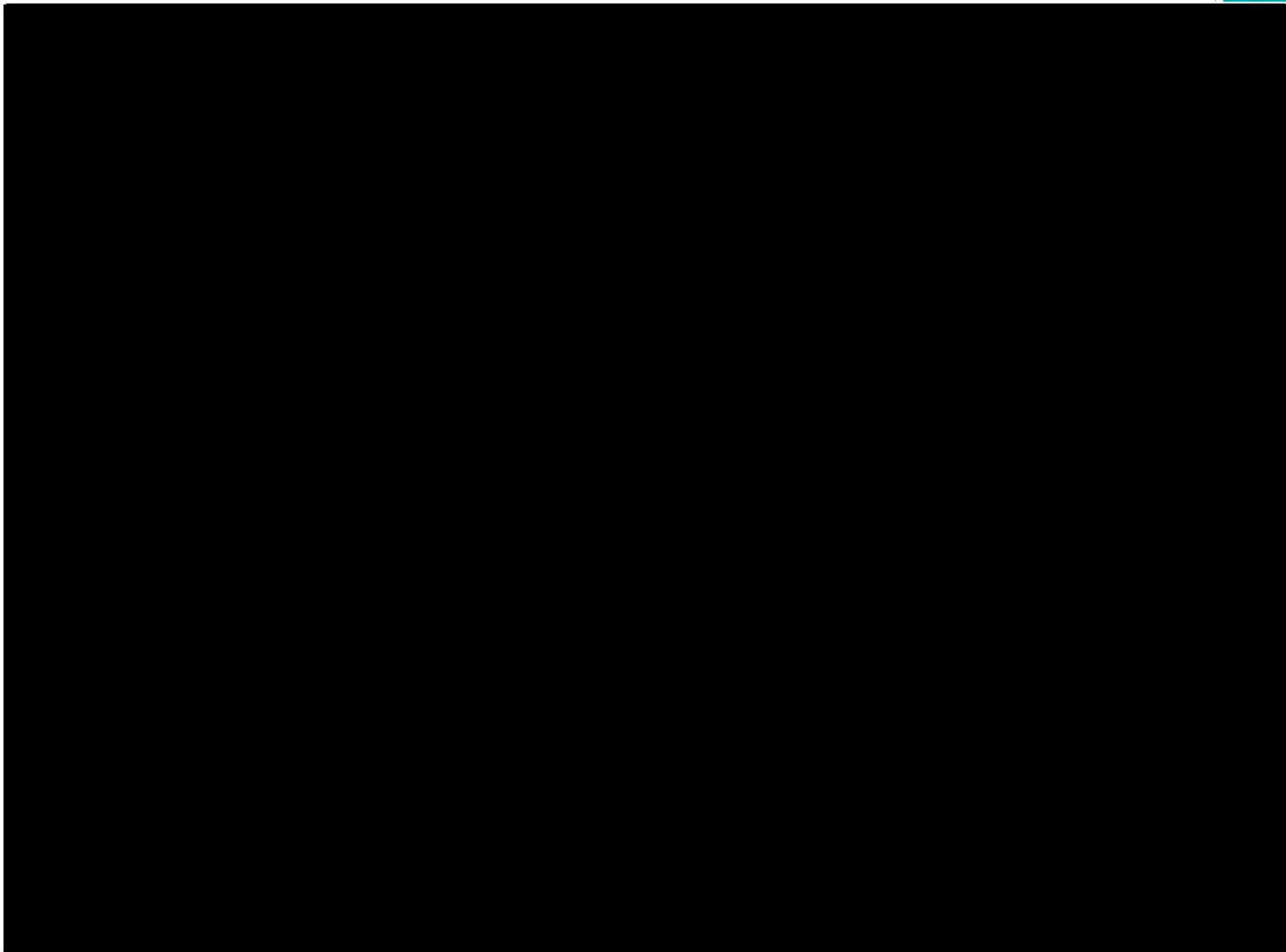
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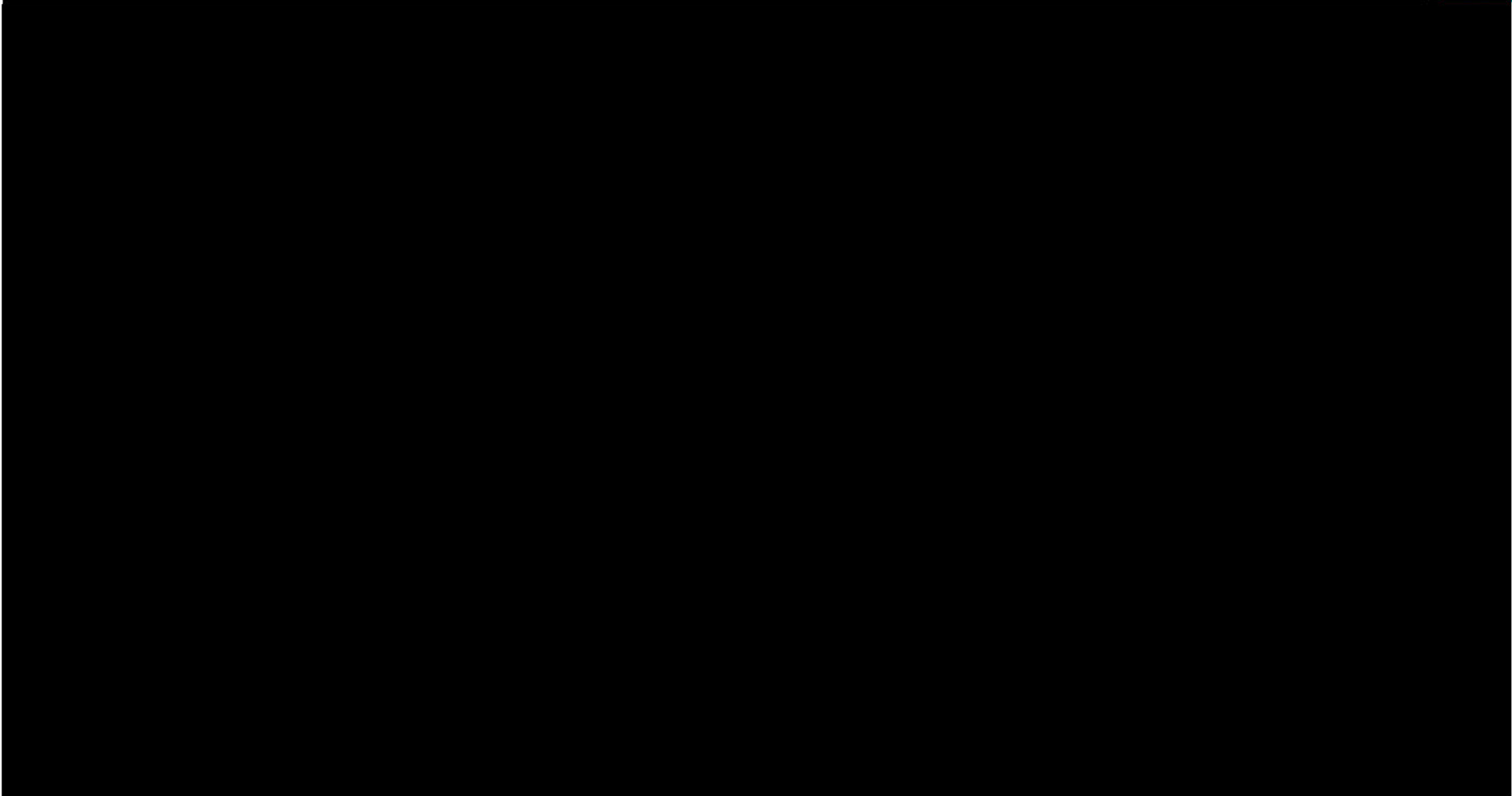


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Operating Performance – FY2026

Operating performance 2025/26					
\$ million	Notes	FY 26			Full year Annual Plan
		Actual	Budget	Variance	
Net direct expenditure	A	84.9	86.0	1.1	87.0
Direct revenue	B	98.7	87.0	11.7	111.3
Fees and user charges		57.8	58.2	(0.4)	63.4
Operating grants and subsidies		11.7	3.6	8.1	13.8
Other direct revenue		29.2	25.2	4.0	34.1
Direct expenditure	C	183.6	173.0	(10.6)	198.3
Employee benefits		86.8	83.9	(2.9)	19.3
Grants, contributions and sponsorship		11.6	8.6	(3.0)	91.8
Other direct expenditure		85.2	80.5	(4.7)	87.2
Other key operating lines					
Vested assets		1.4	0.0	1.4	
Depreciation and amortisation		61.7	52.2	(9.5)	56.9
Finance & Interest		7.9	(0.0)	(7.9)	
Capital Grants to TAU+ Partners		0.8	0.0	(0.8)	
Capital investment trend					
Capital expenditure	D	50.9	65.5	14.6	73.9
Capital revenue		1.4	0.0	1.4	



Key commentary

A. Net Direct Expenditure is favourable year-to-date: driven by stronger-than-budgeted performance in the Performing Arts portfolio, underpinned by improved event margins. This was largely offset by higher-than-budgeted costs associated with Major Events, weaker performance from Art Gallery exhibitions, and reduced Zoo revenue due to lower visitation resulting from adverse weather conditions on key trading days.

B. Direct revenue is favourable year-to-date: driven by extended licence arrangements for the Film Studios, Central City Targeted Rate (CCTR) funding across multiple business units, the receipt of a central government grant (MBIE) within the Visitor Economy and stronger performance across the Performing Arts portfolio. This was partially offset by subdued results from Art Gallery exhibitions and weather-related impacts on Zoo visitation.

C. Direct expenditure is unfavourable year-to-date: driven by higher cost of operations associated with increased revenue across the Visitor Economy to support the MBIE grant, CCTR expenditure on Events, Performing Arts, and Film Studios portfolios, together with increased repairs and maintenance expenditure. This was partially offset by reduced and deferred expenditure at the Art Gallery.

D. Capital expenditure is below budget year-to-date: delivery of the capital programme has been slower than planned; based on current forecasts, a year-end underspend of approximately \$15 million is anticipated and to be deferred into FY27 and FY28.