

Chief Executive Report

Report to the Board of Tātaki Auckland Unlimited, December 2025

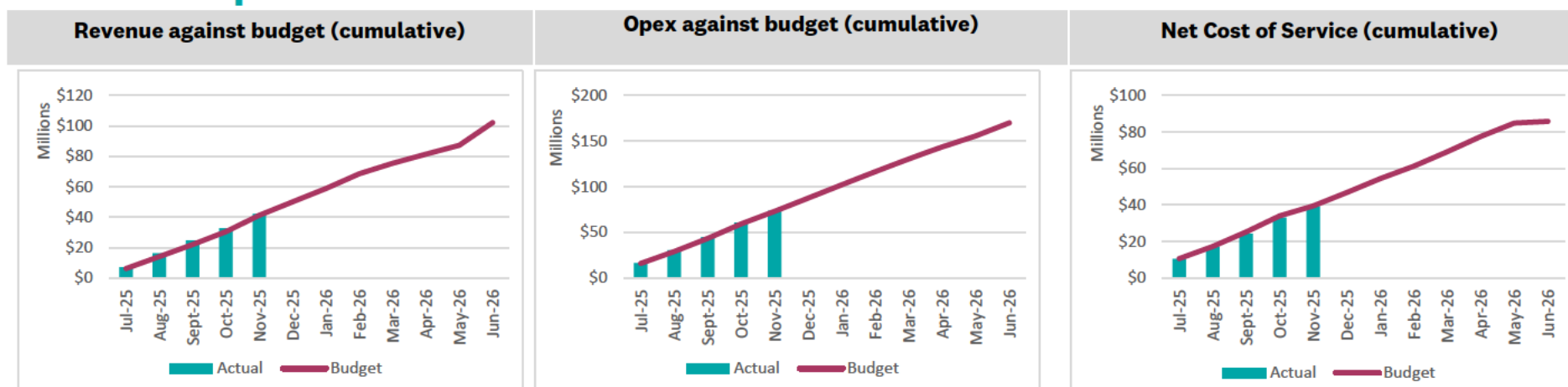
1. Introduction

- Key points to be addressed in our 2026/27 Letter of Expectation were agreed at the Budget and Performance Committee on 15 December. In summary, key expectations specific to TAU included in the final letter are:
 - Support council's strategic direction for destination and major events
 - Successfully implement TAU's expanded role in event activity
 - Fund major events with a focus on cost-benefit analysis
 - Support council's strategic direction for stadia
 - Continue to lead the Alliance of Council-funded Cultural Organisations
 - Support the Mayor's Tourism and Hospitality Forum.

The final letter was received on 19 December and is available in full in the Resource Centre.

- MBIE announced the first tranche of the Event Boost Fund (EBF) on 3 December, with Auckland-based events due to receive funding including FIFA Men's Series, Linkin Park, Auckland Wooden Boat Festival, & *Juliet*, and *Forever Tomorrow: Chinese Art Now*.
- TAU announced the appointment of Dr Zara Stanhope as Director of Auckland Art Gallery Toi o Tāmaki after a nationwide and international search for the new director.
- A Destination Industry Update on 2 December at Pullman Auckland had 300 attendees, with the Minister of Hospitality and Tourism, and the mayor providing updates. Panel speakers included David Higgins (Duco Events), Nick Becker (Auckland FC) and Josh Emmett (renowned chef).
- Auckland Stadiums celebrated two impressive crowds, with the Rufus du Sol concert at Western Springs Stadium on 29 November attracting a record Outerfields concert attendance of 25,000 patrons; and Auckland FC's derby game against Wellington on 6 December drawing the club's largest crowd so far this season.
- The Waikaraka Park upgrade project reached a successful conclusion. Ngāti Te Ata conducted a dawn blessing supported by Māori Outcomes at Waikaraka Park on 27 November, and the first events for both open and closed wheel classes took place. The new facilities received positive feedback from drivers of all classes and fans.
- TAU has confirmed a \$5 million capital grant towards the Tennis Auckland Roof Project, completing the \$15 million fund required to deliver a major upgrade to the Manuka Doctor Arena - a key regional facility and home of the long-standing ASB Classic. The addition of the roof will enable a wider range of indoor sporting, entertainment and community activities beyond elite tennis, including basketball and volleyball, community events, and new commercial and cultural opportunities.

2. Finance update



Revenue is **above budget** by 2% at the end of November

Opex is **above budget** by 1% at the end of November

Net cost of service is **favourable to budget** by 1% at the end of November

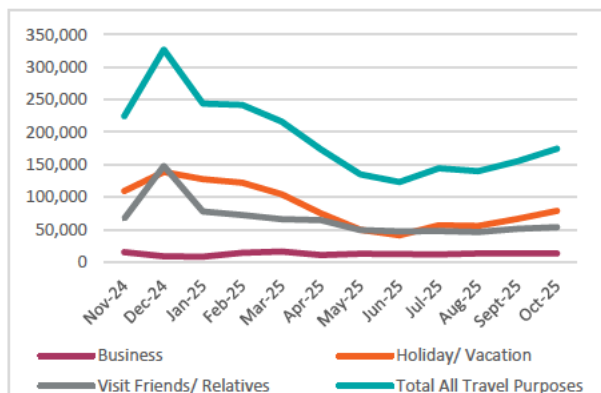
3. Cultural organisations at a glance

	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	234,263	77,618	8%	103%	63.8	45	\$35.43	\$36.55	-\$1.12
Auckland Zoo	348,147	348,147	34%	108%	68.1	45	\$22.53	\$17.73	+\$4.80
NZ Maritime Museum	68,699	40,352	4%	117%	49.2	45	\$37.24	\$33.84	+\$3.40
Auckland Stadiums	305,094	231,139	23%	116%	39.6	20	\$6.47	\$4.23	+\$2.24
Auckland Live	519,999	300,380	30%	105%	57.5	40	\$4.68	\$9.34	-\$4.66
Auckland Conventions	180,798	16,201	2%	-	-	-			
TOTAL	1,657,000	1,013,837	100%	111%	58.1	40	\$14.46	\$16.06	-\$1.16

1. Note: It can be expected that during the financial year, year-to-date net cost to serve per patron figures might vary significantly from annual targets. This can be a result of timing variances, including seasonality in both costs and patronage. These variances are expected to smooth out by year end.

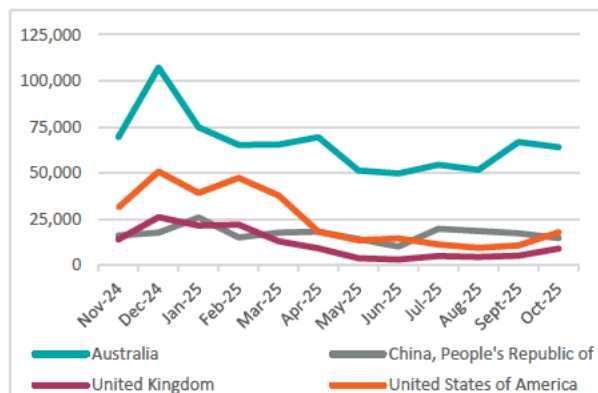
4. Auckland destination dashboard

Visitor arrivals into Auckland Airport
by purpose (to October)



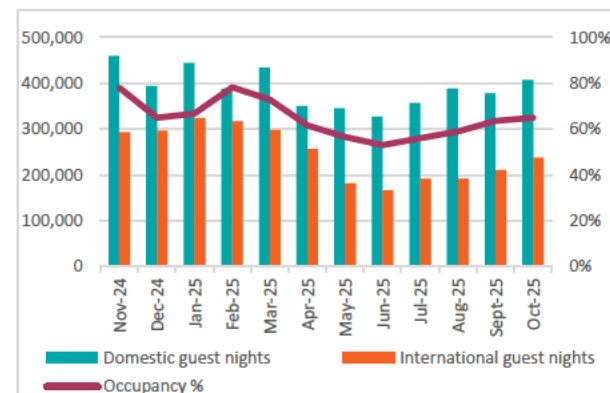
There were 174,699 international visitor arrivals in October, **7.7% higher** than in October 2024. In the year to October, there were 2.3m international visitor arrivals, **3.8% higher** than the previous 12 months.

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



There were 64,077 Australian visitors in October, **9.0% higher** than in October 2024. In the year to October, there were 789,941 Australian visitors, **9.0% higher** than the previous 12 months.

Commercial visitor nights in
Auckland (to October)



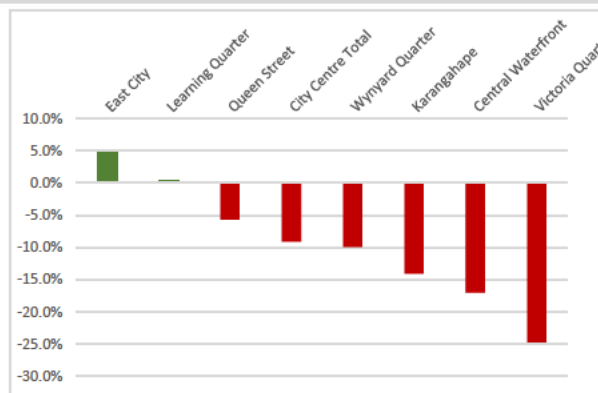
In October, there were 644,200 total guest nights in commercial accommodation, **5% higher** than October 2024. Occupancy rates in October (65%) were **higher** than the same month last year (60%).

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



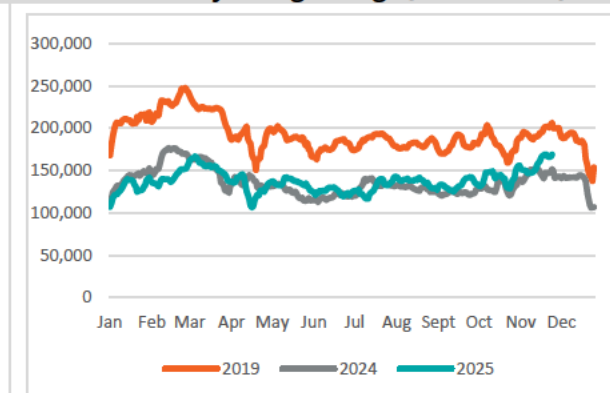
In October, domestic tourism spend in Auckland was \$198.6m (**3.3% lower** than October 2024) and international spend was \$100.7m (**12.0% higher** than October 2024).

Change in city centre card spending by precinct
Nov 2025 v Nov 2024



Total city centre card spending was **9.1% lower** in November 2025 than the same month last year.

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



At the end of November, the 7-day rolling average city centre pedestrian count was 168,600, **11.3% higher** than the same time last year, but **18.4% lower** than the same time in 2019.

*Source: Heart of the City

5. Statement of Intent delivery

Experiences and Events

Auckland Live (Performing Arts)

Programming & Producing:

November 2025 was a dynamic month for Auckland Live's Programming and Producing teams, showcasing a diverse range of events and creative developments. From beloved community traditions including Morning Melodies and The Civic Tours, to innovative new works and partnerships with leading artists and companies, the programme reflected TAU's commitment to supporting creativity, cultural engagement, and audience development. In addition to the public facing programme, the team has been developing programmes of experiences, events activations for the public realm for 2026, and working on the transition of Te Komititanga to Auckland Live.

Highlights Included:

- **Morning Melodies – Band of the Royal Regiment of NZ Artillery (Bruce Mason Centre):** 10th concert in the 2025 series featuring the country's oldest military band, returning for the 5th time by popular demand. Attendance: [REDACTED]
- **The Civic Tours (Civic Theatre):** Guided one-hour public tours of The Civic. Attendance: [REDACTED] (two tours)
- **I am Tungsten (Herald Theatre):** Autobiographical play by Stanley Makuwe exploring his cancer journey and life experiences. Presented with Jade McCann; directed by Keagan Carr Fransch. Attendance: [REDACTED] invited guests
- **Red Leap Theatre (Aotea Centre):** Writing Workshop, Development of new mainstage work based on Carmilla. Auckland Live provided workshop space.
- **Stimmung Choir (Great Hall):** 10th Anniversary Concert, community choir (90+ members) celebrated a decade with New Zealand rock legends Troy Kingi, Jazmine Mary & Dianne Swann. Attendance: [REDACTED]
- **Sea Fever (Concert Chamber):** Two Week Creative Development Workshop. Tim Finn collaborated with Simon Phillips and designers Tracey Grant-Lord and Sarah-Jane Blake on a new song cycle honouring Sir Peter Blake. Culminated in a showing to [REDACTED] invited guests.
- **Po' Boys and Oyster (Herald Theatre):** Presented with Black Creatives Aotearoa; explores Afro-queer couple's adoption journey. Attendance: [REDACTED]
- **Auckland Live Christmas in Aotea Square:** Angus Muir's Christmas Pavilion returns with an expanded Christmas programme, including New Zealand contemporary music, community activations, family workshops and choirs.
- **Black Grace – If Ever There was a Time & Esplanade (The Civic):** This was the closing performance of Black Grace's 30th Anniversary Year with audiences experiencing two very distinct dance works. The evening celebrated Black Grace's artistry and impact on the dance sector in Aotearoa and beyond while honouring one of modern dance's greatest masters. Attendance: [REDACTED]

Presenter Services:

With more than 100,000 attendees across multiple venues and spaces, November was an exceptionally vibrant month across Auckland Live venues, featuring a diverse mix of performances, concerts, and special events. From youth dance and musical theatre showcases to international music acts, comedy legends, and orchestral masterpieces, audiences experienced an extraordinary breadth of entertainment.

Highlights Included:

- **Cliff Richard (Kiri Te Kanawa Theatre):** Two performances, [REDACTED] attendees
- **Pixies (Great Hall):** Two performances, [REDACTED] attendees
- **Rob Thomas (Kiri Te Kanawa Theatre):** One performance, [REDACTED] attendees
- **Pub Choir (Kiri Te Kanawa Theatre):** One performance, [REDACTED] attendees
- **APO (Great Hall):** Schumann Cello Concerto [REDACTED] attendees & Mahler 3 - [REDACTED] attendees
- **Auckland Town Hall Organ Concert (Great Hall):** Indra Hughes, one performance, [REDACTED] attendees

Jessie Murph (Great Hall): One performance, [REDACTED] attendees

Marketing & Communications

- **Ticket updates:** Average ticket price: \$88.2, Average tickets per account: 2.7, Unique customers: 21,642 (28.9 per cent first-time attendees), 21.4 per cent tickets sold outside Auckland; 1.9 per cent internationally. 2736 new opt-ins to AL database and Ticketmaster infra charges added to ticket prices from 10 December.

- **Marketing Activity:** Supported 56 commercial clients and eight major presenters/festivals. Delivered seven Auckland Live campaigns - branding completed for Summer in the Square 2026, launched Christmas in Aotea Square. Social engagement: & Juliet cast reveal (24,000 views), NYT: Wizard of Oz (13,200 IG views), Auckland Town Hall Organ Concert sold out and livestream (c.1200 viewers)
- Comms publicity for Christmas in Aotea Square including TVNZ Breakfast live cross with Daniel Clarke on 3 December and TAU comms support for *A Christmas Carol* opening night, Auckland Live Summer in the Square planning and reactive Q&A
- **Brand & Team:** New Marketing & Comms Manager Public Realm starts 12 January. Phase 1 Te Komititanga Comms Plan ready for December deployment
- **Digital Performance:** Google Ads ROI: \$106.3 per \$1 spent (up from \$38.8). Paid Social ROI: \$7.0 per \$1 spent.

Major Events

- **2026 All Blacks test** matches have been announced, All Blacks vs Ireland on 18 July and All Blacks vs Australia on 10 October, both matches will take place at Eden Park.
- **MBIE \$10m Event Boost Fund (EBF)** - Announcement on 3 December, Auckland-based events included FIFA Men's Series (March 2026), Linkin Park (two shows at Spark Arena in March 2026), Auckland Wooden Boat Festival (March 2026), & Juliet (at The Civic, April 2026), *Forever Tomorrow: Chinese Art Now* (Auckland Art Gallery, May - August 2026), NZ Track & Field Champs (May 2026), Auckland Writers Festival (May 2026), and TAU UNESCO City of Music Cluster.

- 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

- Media plans for domestic promotion of Moana Auckland and Auckland Wooden Boat Festival (AWBF) were confirmed, while new MBIE-funded activity to promote the AWBF into Australia was briefed.
- Work commenced on ASB Classic activations to promote the Auckland destination, forthcoming council events and the new events functionality of aucklandnz.com.
- Marcomms campaign planning for the forthcoming BNZ Auckland Lantern Festival and Pasifika Festival is well advanced. Early media pitching for BNZ Auckland Lantern Festival, including Mediaworks radio interview for Jep Savali (still to air).
- Comms support for SailGP 100 days to go media and stakeholder event with TAU Chair Vicki Salmon speaking.
- Leveraged Metallica and WIPCE events, distributing a 'Big week in Auckland' media release and proactively pitching, resulting in 109 media items across TV, print, radio, online and podcast, reaching an audience of 4.1m. Narrative focused on value of events both economically and socially with Nick Hill and Annie Dundas as spokespeople.
- Comms support around MBIE event funding announcements and impact on Auckland.

Business Events

Auckland Conventions Venues and Events (ACVE)

- ACVE actualised 64 business events across 79 event days, with 105,886 attendees.
- Total gross revenue of [REDACTED] (inclusive catering). ACVE revenue was [REDACTED]. Net contribution after COGS was [REDACTED] margin.

- ACVE YTD total actualised revenue is [REDACTED]
- ACVE contracted 31 business events with a venue hire of [REDACTED]. The business received 74 business event opportunities with a value of [REDACTED]
- WIPCE2025 with 88,577 attendees at Aotea Centre provided a gross contribution to ACVE of [REDACTED] total revenue of [REDACTED] of Total Revenue), ACVE received a Net Margin [REDACTED]

ACVE Marketing & Communications

- **Highest performing social post:** Two new team members – **2875 organic impressions** and **458 engagement clicks**.
- The Australian growth and awareness campaign continues to perform well, generating **81 landing page views** this month.
- The ACVE website attracted **5900 new visitors**, resulting in **64 enquiries** and **16 new newsletter sign-ups**. **Top website article:** [WIPCE behind the scenes](#)
- **A TupuToa Intern** has joined the Conventions Marketing team and will be with the organisation until **next month**.

Auckland Convention Bureau (ACB)

- See table below for notable results.

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Marketing & Communications

- Marcomms planning progressed for MEETINGS 2026, including support for ACB's on-stand activation and – in conjunction with TRENZ 2026 – city wide activations.
- A video case-study was completed for **WIPCE**, and two new *Meet My Auckland* video content pieces were in production; WIPCE case study completed, and successful media engagement earning coverage across MICE Net, Boardroom, NBR, New Zealand Herald, TTG Mice and TVNZ 1 News.
- MICAI media release and pitching to earn coverage across MICE Net, Inside Government, Boardroom and TTG Mice and developed case studies for EDNZ and forensic toxicologists.

Events Transition Programme

- **Strategic Direction:** The Mayor's Proposal 2025 includes direction that the "Economic Development Strategy will be front and centre of the next long-term plan and should consider how to meet both local and regional needs. This work should also include a refresh of Destination AKL 2025". TAU staff continue to work closely with the EDO to support this work as they prepare to discuss the scope with elected members early this year. [REDACTED]
- **Transitioning existing event activity:** The decision on the Toi Māori change process and transfer of funding was announced on 16 December, the final step in the council's events change process. Overall, TAU will receive 7.7 FTE (two staff transferring and budget equivalent for 5.7 FTE), along with operational budget and increased access to city centre targeted rate to deliver on its new responsibilities. TAU now shifts into operationalising the decisions and preparing to welcome transferring staff members in next month. Marketing handover meetings were held between Auckland Council and TAU kaimahi covering Matariki, Waitangi, Midtown Street Parties and Lunar New Year.
- **Unified approach to events:** TAU internal pipeline planning team has stood up a way of working framework drafted to connect prospecting plans across TAU rūpū. This will be extended to incorporate Council Group and external event organisers planning early this year.
- **Event promotion:** Coordination of event promotion for the Auckland region is in train with summer campaigns underway and opportunities being investigated to leverage across the whole region (i.e. pop-up ticketing stands, bumper weekends etc).
- **Engagement and communications:** Auckland Council Events and Discover Auckland what's on feature promoted at the quarterly Destination Partnership Programme (DPP) industry update on 2 December.

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Auckland Events Calendar

- Prioritised and tested the next round of **events enhancements** for upcoming deployment on Discover Auckland.
- Successfully delivered the **first event-centric eDM** to Auckland database.
- **Launched paid social campaign** to raise awareness and drive traffic to the new events section.
- **Published Māori events collection** in collaboration with Māori Outcomes to help people find Māori events on Discover Auckland.
- Conducted **AEC Stage 2 roadmap workshop** to help shape the next phase of the project.
- Soft launched at the Destination Industry Update on 2 December at the Pullman in front of 300 from the tourism, events and hospitality sector, and Mayor Brown.

Destination Management (Including Māori Tourism)

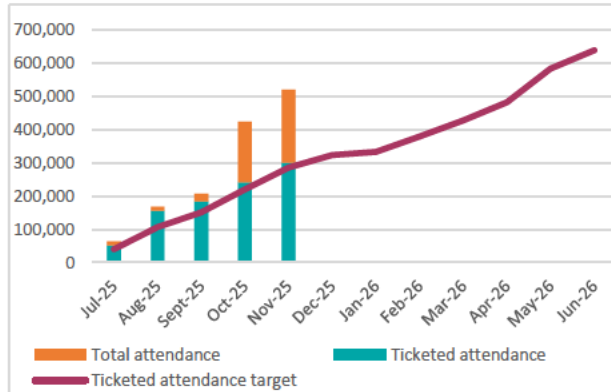
- **Destination Management and Sustainability:** TAU has signed up to The Collective – a group of 20 leading global destinations that ‘...are coming together to protect ecosystems, uplift communities, and honour cultures that have stewarded the land for generations. By leading with purpose, they are reimagining tourism as a force for good...’.
- A destination management gathering was organised for Northwest Country (Northwest Rodney) in Kaukapakapa in late November. About 20 local tourism operators attended, as well as the local board chair. The Tourism team provided an update on how TAU can support the area’s tourism aspirations.
- Received several queries about supporting local destination management plans across the region. Tourism team have provided, and continue to provide, guidelines to local areas interested in creating their own local destination management plans. This guidance outlines the extensive local community, business and iwi engagement required as part of destination management planning. Work is being done with groups from various parts of the region that have an interest in tourism but no established offering, to help them develop their own destination management plan. Including but not limited to a letter of expectations and terms of reference.
- **Cruise:** Terminals to measure visitor sentiment are now in place at Queens and Princes wharves (co-funded with Ports of Auckland). Capturing cruise visitors’ satisfaction around ‘How was your experience in Auckland today?’. For arrivals to date, since the terminals have been in use, 96 per cent of feedback is positive. This data will be used to benchmark cruise visitor experience to the city of Auckland. A briefing for cruise stakeholders took place on 12 November.
- **TRENT:** A briefing for TRENT stakeholders and partners took place on 8 December to update on what TAU is planning for the event. Close engagement with Tourism Industry Aotearoa and Ngāti Whātua Ōrākei around TRENT 2026 cultural activation. [REDACTED]
- **Product Development:** work continues on the establishment of a golf strategy with Major Events. [REDACTED]

Māori Tourism Development Programme

- New Māori Tourism Project Manager has started and planning meetings with key stakeholder and Treasures of Tāmaki Makaurau operators.
- Refocus on key deliverables for the Treasures of Tāmaki project alongside development of support options for emerging Māori Tourism businesses.

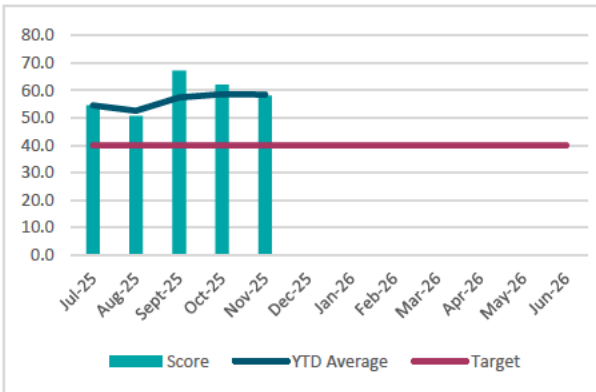
KPI RESULTS

Performing Arts: ticketed and total attendance (cumulative)



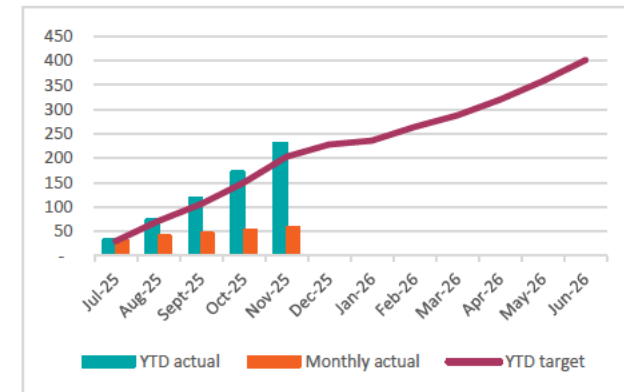
Performing Arts' YTD ticketed attendance is **above target** at 300,380

Performing Arts: NPS for TAU audiences and participants



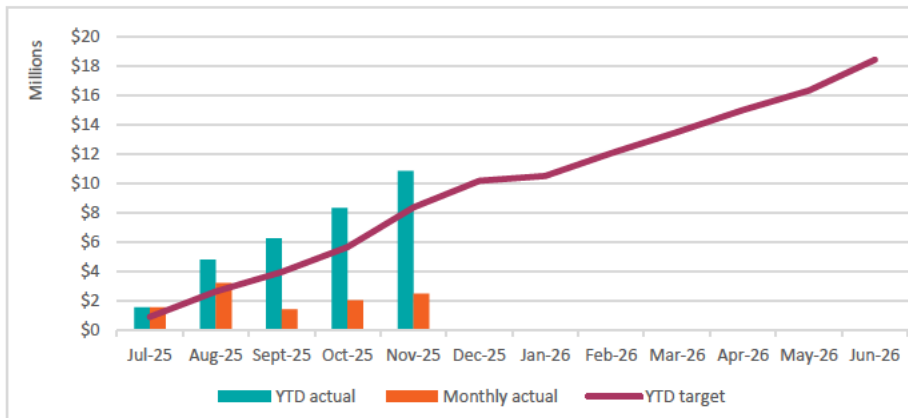
Performing Arts' YTD NPS score is **above target** at 57.5

Performing Arts: number of events



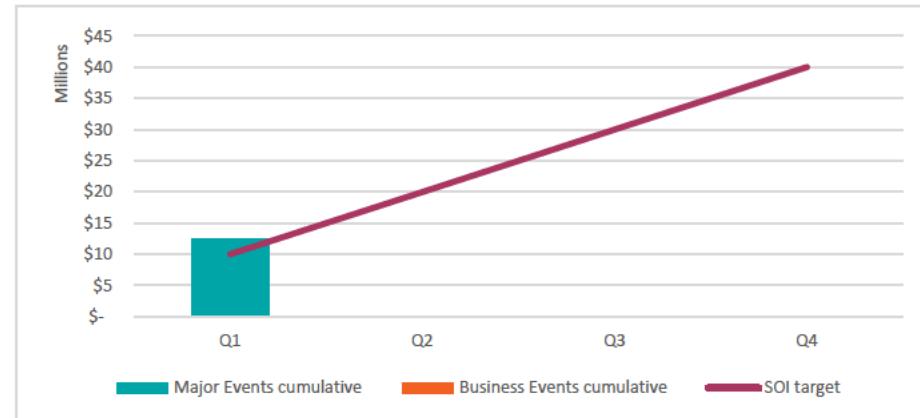
The number of Performing Arts events held YTD (232) is 14% **above the YTD target** of 203

Performing Arts: YTD Revenue



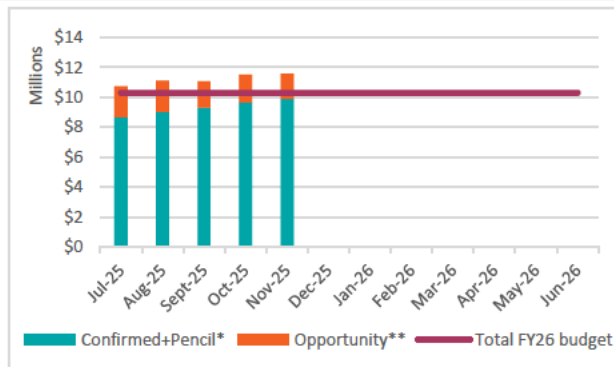
Performing Arts' YTD revenue is 29% **above budget** - \$10.9m against a budget of \$8.4m. Includes Director Performing Arts, Performing Arts and Presenter Services sub-units.

Major events and business events: contribution to regional GDP



Q1 results are **above target** based on eight events out of eight

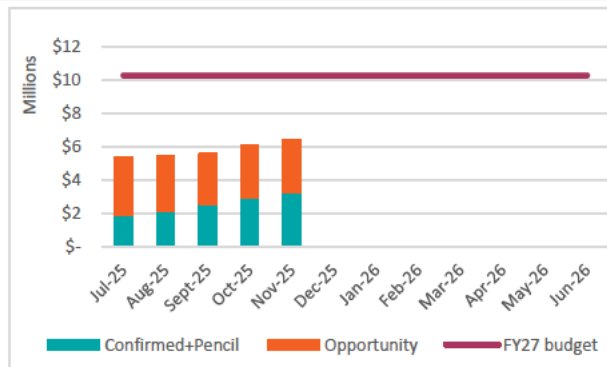
ACVE: FY 2026 Forecast YE Revenue vs Budget



At \$9.9m, confirmed events are tracking below target against the FY25/26 budget. Aotea Centre comprises 23% and Viaduct Events Centre comprises 37% of revenues.

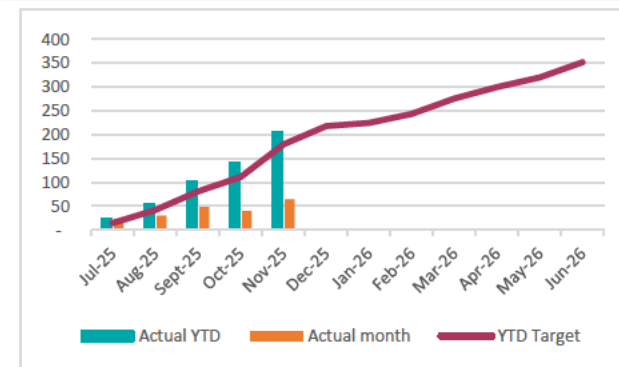
**Confirmed category includes confirmed events and * Pencil events - 1st in line and may proceed to contract if desired **Opportunity status is a sales enquiry or a lead (no booking space is held). Net revenue does not include catering invoices.*

ACVE: FY 2027 Forecast YE Net Revenue vs Budget



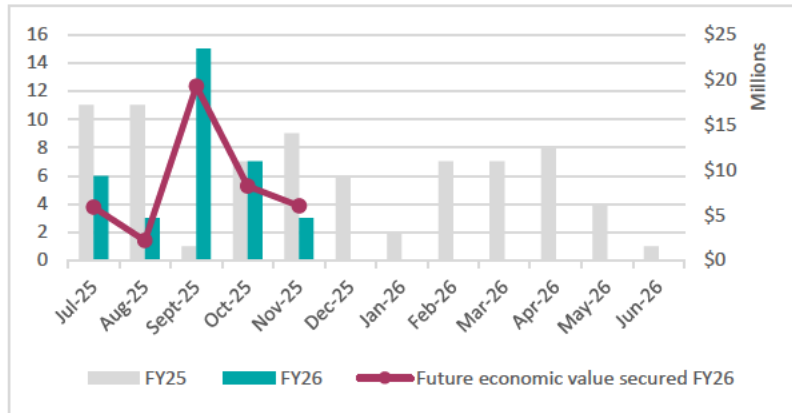
ACVE FY26/27 budgeted venue revenue is \$10.3m. Based on current bookings, \$3.2m of this revenue is confirmed, 31% of YTD Budget. A further \$3.2m of opportunities are in the pipeline.

ACVE: number of events (cumulative)



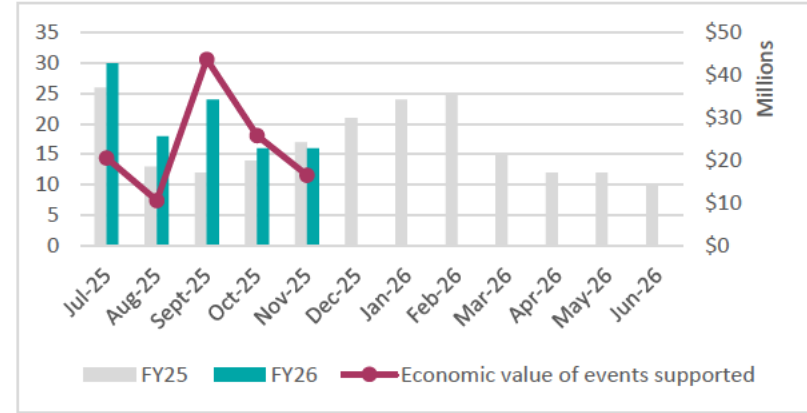
The number of ACVE events held YTD (206) is above the YTD target of 180.

Auckland Convention Bureau: business events secured



ACB helped to secure **3 new business events** for Auckland in November with an estimated value of **\$6m** in future economic benefit for the region. The events are due to take place through to 2027.

Auckland Convention Bureau: new opportunities supported



ACB generated or assisted with 16 new **business event opportunities** for Auckland in November, with dates through to 2034 and an estimated economic value of **\$16.5m** if all are secured.

Taonga and places

Auckland Zoo

- **November visitation was 57,407** – 5.3 per cent (2899) higher than budgeted. **Year-to-date visitation is 348,571** - 8 per cent above budget.
- November revenue from all sources was \$1m, 12.5 per cent below budget. YTD revenue is \$6.2m - 1.8 per cent below budget.
- This month saw specialist Auckland Zoo staff contribute more than 500 hours working in the field to help six endemic species, mahi that took them from the Bay of Islands in Northland to Reefton in Southland. This work included releasing 1022 wētāpunga (giant wētā) into the wild in the Bay of Islands' Ipipiri archipelago with conservation partners including local hapū (Ngāti Kuta and Patukeha), hand-rearing hoiho (yellow-eyed penguin) at Dunedin Wildlife Hospital, tracking and catching pekapeka tou-roa (long-tailed bat) in Whirinaki Forest Park, surveying for Alborn skinks in Reefton, and working with strategic partner DOC at Te Arai beach north of Auckland to prepare for the upcoming tara iti breeding season.
- The Zoo successfully hatched a kororā /little penguin egg that came from Christchurch's International Antarctic Centre. It is currently being hand-reared as part of efforts to build a sustainable kororā colony at the Zoo and is progressing well.
- The Veterinary team received, stabilised and treated its heaviest ever green sea turtle patients this month – one weighing 64kg and the other a 94kg adult found stranded at Northland's Tokerau Beach and transported to the Zoo's veterinary hospital by DOC for urgent care. Both these turtles and a third smaller green sea turtle have been relocated to SEA LIFE Kelly Tarlton's for ongoing rehabilitation, including follow-up veterinary care. A fourth turtle – a very young Loggerhead - discovered to have plastic in its lower intestine was also treated but did not survive. Its story was told through media – an opportunity to highlight the dangers of plastic to marine species.

During required upgrade works, Carpark 1 has been closed throughout November to staff and visitors and is on track to reopen on 15 December. The work will revise the Zoo's entry drive from Motions Road, install new utilities, carpark safety features and infrastructure. As a part of the refreshed line marking, the zebra/visitor crossing is being repainted in rainbow colours.

Marketing & Communications

- The Zoo's *In Your Nature* campaign resulted in more than 180 submissions across three weeks totalling more than 300 community art pieces.
- The Christmas gifting campaign went live on 17 November with a budget of \$5000 and, within its first fortnight, resulted in 55 memberships gifted and revenue of more than \$7000.
- November saw a 66 per cent membership renewal rate (+6 per cent YOY) with memberships sitting at 51,939.
- The Zoo achieved 122 media stories across the month led by Seven Sharp and NZME's loggerhead turtle conservation story and RNZ Checkpoint coverage of the black mudfish successful breeding programme – both highlighting the Zoo's expertise as a wildlife conservation and science organisation.
- Other media highlights involved the relocation of Orana Wildlife Park giraffe 'Kevin' to Hamilton Zoo and significant Australian media about Burma and the founding herd at Monarto Safari Park (both subjects referencing Auckland Zoo).
- Also of note is the ongoing comms for November's essential Zoo maintenance works with the main carpark due to open again mid-December and careful comms planning for The Coast closure and associated news.

Auckland Art Gallery Toi o Tāmaki

- **Visitation in November was 36,652**, 14 per cent below target. This brings the **YTD total visitation to 234,263, 45.1 per cent of target**. November showed an expected seasonal dip, common in the months following a highly attended exhibition such as *A Century of Modern Art* and preceding the major tourism season.
- **Exhibitions & Collections:** *Pop to Present: American Art from the Virginia Museum of Fine Arts* opened 8 November. Staff from VMFA served as couriers for the art shipments and facilitated installation. Opening attended by Alex Nyerges (VMFA's Director), Caprice Bragg (Deputy Director) and Alexis Hunter (Curator). *Forever Tomorrow: Chinese Art Now* exhibition (opening May 2026) was successful in a bid to secure [REDACTED] funding from the Events Boost Fund from the Ministry of Business Innovation and Employment. Minister Louise Upston included *Forever Tomorrow* in the first tranche announcement 3 December. *Gothic Returns: Fuseli to Fomison* closed 16 November. *Giacometti without End* opened 29 November, showcasing 50 lithographs from Alberto Giacometti's most monumental graphic project, *Paris sans fin*. Conservation worked on installs/deinstalls of 221 works. Work began on 20 works from the Greg Moyle Collection (promised bequest) which arrived on site for exhibition

preparations. Cleaning and maintenance of recently deinstalled 1985/60 George Rickey: *Double L Excentric Gyration*; this work was recently damaged by a falling Albert Park tree branch.

- **Gallery Operations:** Internal Lighting project - workshops held to map lighting needs across teams; findings will inform a long-term gallery lighting master plan. Acoustics Testing - targeted testing completed in Cafe and Lower Ground Visitor Foyer to quantify feedback received on noise levels. Focused improvements planned in the cafe first, with the lower groundwork expected to progress in the next financial year. Fire Compliance Project - draft of the Fire E-learning concept presented; first module will provide general training for all staff, with later modules covering more specialised fire-prevention responsibilities.
- **Research, Library & Archives:** Work is progressing on upgrade of Whakamāharo Lindauer Online website. Auckland Libraries Collection Development team visited for a tour of the Gallery's onsite collections. A visit to the studio of Terry Springer and Greer Twiss took place to begin archival discussions. Library team facilitated the annual steering group meeting for the Find New Zealand Artists database project.
- **Publishing:** Progress continues with the Gallery's website design and content creation with TAU Digital and Content & Channels. Gallery membership magazine *Art Toi* sent to print. Planning completed for 2026 publications, including contracting editors and designers.
- **Gallery shop:** [REDACTED] Apart from 2022 (Frida Kahlo exhibition), this has been the best November on record. Top three items were all made in New Zealand: Keith Grinter shard glass tumbler, Tom Muir small wooden chopper, and pounamu earrings from Sands Studio. Wallace Cotton X Toi o Tāmaki collaboration is tracking well with 55 pieces sold. Very positive visitor feedback received.
- **Advancement:** The Sir William and Lady Lois Manchester Charitable Trust have confirmed continued support to help remove barriers for schools and students, with funding dedicated to transport costs. [REDACTED]
- **Public Programmes & Tourism:** 723 attended exhibition related events, 314 participants for Drop-in Drawing. Very successful community event delivery in collaboration with Black Creatives Aotearoa. Ticketure build in progress for automated tour bookings (Te Ara Toi); ETA now late January due to build complexity; 71 joined paid tours and 205 pax for free tours.
- **Membership:** Strong renewal rate has continued at 68 per cent. [REDACTED] 120 new members and 225 renewals. **Total of 7593 members against a target of 6600 (+15 per cent).**

Marketing & Communications

- The *Pop to Present* marketing campaign, launched in late October, has been performing well with more than 500,000 impressions and 194,000 reach on Meta in its first three weeks. The next phase on the campaign focuses on out-of-home advertising in airports and malls, along with placements on TVNZ, YouTube, Meta and TikTok across the festive period.
- The Gallery gained 59 media mentions throughout November with a reach of 6.8m. This included the Greg Moyle bequest featured on 1News and RNZ, what's on coverage of *Pop to Present* across nationwide titles, and curator Nathan Pōhio local's guide for Auckland in UK's *The Guardian*.
- There was further coverage of *TOITŪ Visual Sovereignty* launching in cinemas and this year's winner of the Michele Whitecliffe art writing prize was announced (via media release).

New Zealand Maritime Museum

- *Ngā Huhua: Abundance*, an immersive exhibition celebrating the lifeforce of Te Moana-nui-a-Toi, the outer Hauraki Gulf Marine Park, is now open and is scheduled to run until June this year. A vibrant public programme focused on children's content is well attended and will continue over the summer break.
- The multi-year refit of the museum's brigantine Breeze has been successfully completed and marketing for summer sailings in Breeze has begun. Breeze will also attend the Tall Ships Festival in January 2026 in Russell for the first time in nearly 10 years.
- A full refit of the boiler of the museum's 1876 steam launch Puke has been completed, clearing Puke for summer sailings and ensuring the next 10 years' service for the oldest operating steam vessel in New Zealand.
- The NZMM team has begun the process for development of the museum's as yet untitled next exhibition - this will focus on traditional maritime practice throughout the Pacific and aims to have representation from knowledge holders from all 17 of the Pacific diaspora communities in Auckland.
- Installation of the Percy Vos yard floor is well advanced, with completion due by end of the calendar year.
- Planning is underway for the NZMM component of the Auckland Wooden Boats Festival. NZMM programme will focus on mātauranga Māori and Pacific content.

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- Exploratory conversations around a Waka Symposium have begun with the broader waka sailing and voyaging communities.
- The Hawaiian waka Hōkūle 'a was welcomed back to the museum after many years, with a sold-out programme for both the waka community and public.

Marketing & Communications

- The Kids Club social media campaign concluded mid-November resulting in 1358 new Mini Maui Club members. These members contribute to the goal of increasing repeat visitation and will now receive regular marketing updates about events at NZMM.
- The opening campaign for *Ngā Huhua: Abundance* came to an end in November with a larger marketing campaign set to commence in January. The opening campaign generated 8000 webpage views with 'Open Now' Meta ads achieving more than 786,000 impressions.

Auckland Stadiums

- November was a strong month in terms of both event days and attendance. Overall attendance was 67,126, with 57 per cent attributable to Go Media Stadium. Event days totalled 209, with 64 per cent related to North Harbour Stadium. Year to date, North Harbour Stadium accounts for 65 per cent of event days, followed by Go Media Stadium at 21 per cent. Go Media Stadium accounts for 75 per cent of attendance year to date, followed by Western Springs Stadium at 15 per cent.
- The Rufus du Sol concert at Western Springs Stadium on 29 November was the largest ever Outerfields concert – drawing 25,000 patrons. The event was highly successful, although early NPS results show low venue scores due to queuing at entry, bars, and toilets.
- Auckland FC's derby game against Wellington on 6 December drew the largest crowd of the season [REDACTED]. The large crowd and fine weather contributed to a memorable event with a great atmosphere. The Auckland FC fixture on 30 November was impacted by torrential rain (50mm in just over an hour). This resulted in the field becoming water-logged as well as surface flooding in a range of locations within the venue. Whilst the deluge was extreme, work is being undertaken to determine whether there are opportunities for field drainage improvements that could mitigate impacts with future rain events.
- The North Harbour Stadium Open Day was delivered on 7 December with good attendance by a diverse range of people. There was strong interest in the venue tours and good engagement with the skills sessions run by Moana Pasifika, Auckland FC, and North Harbour Rugby.

Marketing & Communications

- Proactive media management in collaboration with Auckland Council for the completion of the Waikaraka Park upgrade project. Open media session delivered 32 items with neutral-positive sentiment.
- Comms issue management of cancelled Jelly Roll show at Western Springs, alongside Live Nation.
- Marketing activity supported driving sales and awareness for five events across two venues: three Auckland FC matches at Go Media Stadium, plus Jelly Roll (cancelled) and Rufus Du Sol at Western Springs Stadium. Cumulative organic social media views of 500,000.
- Upcoming opportunity: Economic impact report commissioned for Rufus Du Sol concert at Western Springs Stadium.
- Comms planning: open-wheel speedway's first ever race at Waikaraka Park, which took place on 13 December.

Film studios

Cultural Sector Alliance and TAU Partnerships

The Cultural Sector Alliance directors met to review progress on collaborative initiatives and explore opportunities for sector-wide alignment. All working groups have now held their initial set-up meetings, with strong engagement and off to a good start. Key updates included progress on the following:

- **Joint Metrics Project:** Directors reviewed progress on the sector-wide metrics initiative. While visitation figures are strong, concerns remain about data accuracy and gaps in key measures such as Net Promoter Score (NPS). The group agreed to identify uncollected metrics and coordinate future data gathering.

- **Matariki Working Group:** The first meeting was held with strong engagement from members. The focus is on avoiding scheduling conflicts and overbooking experts. Kelly Bewley was confirmed as chair, and the next meeting in December will develop joint programming ideas.
- **Education Programme and Portal:** Craig Hickman-Goodall reported on the initial meeting, where Julie Baker was appointed chair (rotating annually). Challenges include curriculum changes, transport costs, and resource constraints. Solutions such as shared buses and casual educators were discussed. The resource portal is partially active, with full rollout planned. Programme planning for 2026 is largely complete, with Matariki to be explored as the first joint project. A MS Teams channel has been established, and termly meetings will continue.
- **Joint Marketing:** The working group aims to strengthen sector-wide storytelling and position Auckland as an “always-on” destination. A cross-marketing directive plan is to be developed by Q1 2026/27. A chair will be appointed from within the group.
- **Long-Term Joint Storage:** David Reeves presented on the potential for a city-owned joint storage facility, noting current sector spend of approximately \$1m annually on private storage and upcoming lease expirations. A working group will explore costs, governance, and alignment with council’s 30-year Long-term Plan. Future scope may include joint conservation and digitisation.
- **Collaboration and Board Reporting:** Directors agreed to create a shared register to capture collaboration activities under the CSA banner for governance visibility. This will be updated bi-monthly with key metrics.

Western Springs Precinct

- Waikaraka Park upgrade project – the project is complete and the first racing has occurred. The new facilities have received positive feedback from drivers of all classes and fans.

Central Wharves and Waterfront

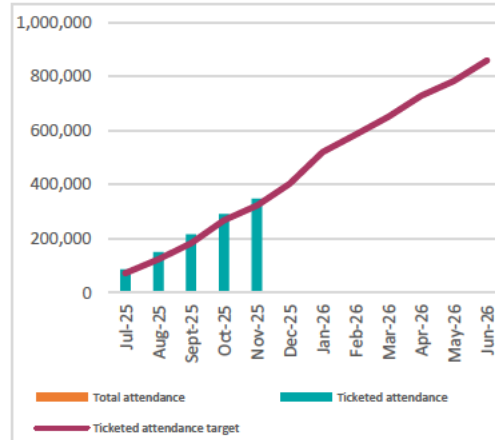
- The Coastal Consent hearing for the Viaduct Harbour water space has now been deferred to the new year to allow stakeholders to provide further evidence.
- The Central Wharves project control steering group were due to brief the council ELT and this too has been deferred until February 2026.

Aotea Arts Quarter (AAQ)

- Programme Manager, Auckland Live will commence January 2026 to lead the project management and co-ordination of the TAU components of this workstream forward. Workshop with members of the TAU ELT on Aotea Arts Quarter will happen in early 2026.

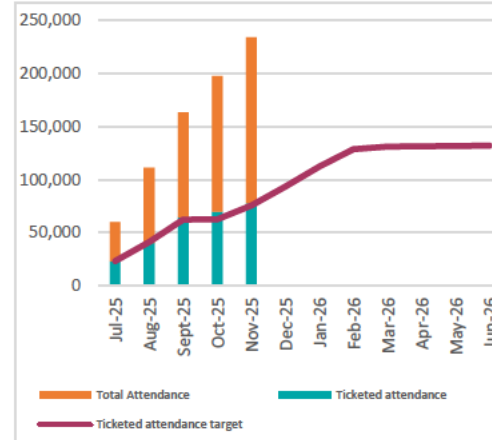
KPI RESULTS

Auckland Zoo: ticketed and total attendance (cumulative)



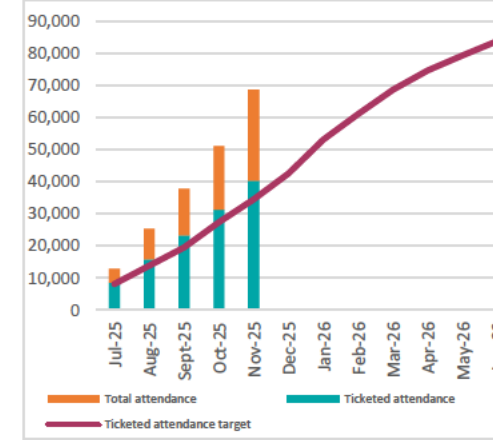
The Zoo's YTD ticketed attendance is **above target** at 348,147

Auckland Art Gallery: ticketed and total attendance (cumulative)



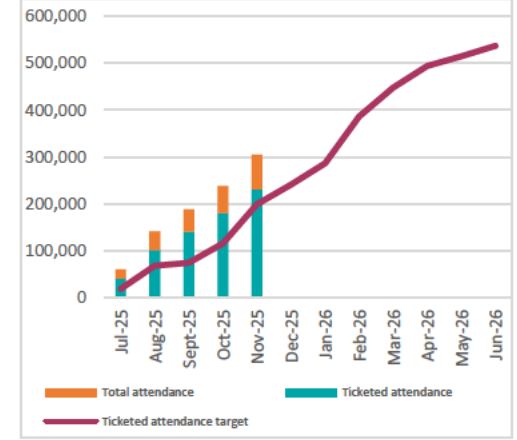
The Gallery's YTD ticketed attendance is **above target** at 77,600

NZ Maritime Museum: ticketed and total attendance (cumulative)



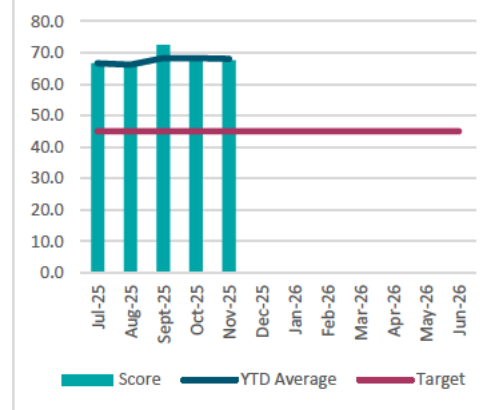
The Museum's YTD ticketed attendance is **above target** at 40,400

Auckland Stadiums: ticketed and total attendance (cumulative)



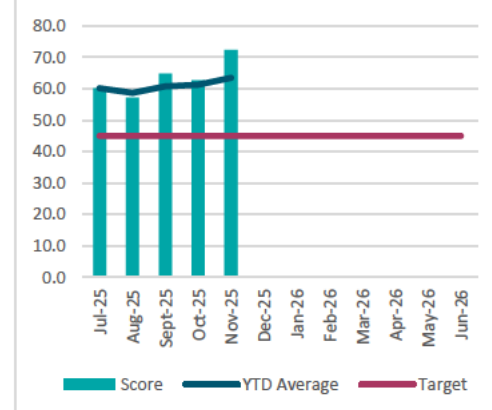
Auckland Stadiums' YTD ticketed attendance is **above target** at 231,000

Auckland Zoo: NPS



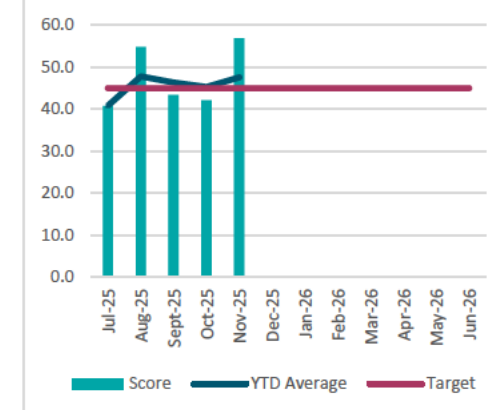
The Zoo's YTD NPS score is **above target** at 68.1

Auckland Art Gallery: NPS



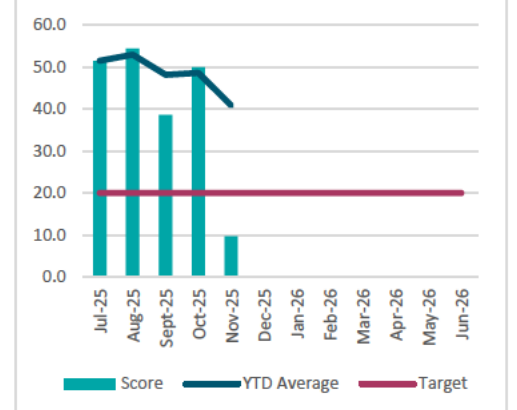
The Gallery's YTD NPS score is **above target** at 63.8

NZ Maritime Museum: NPS



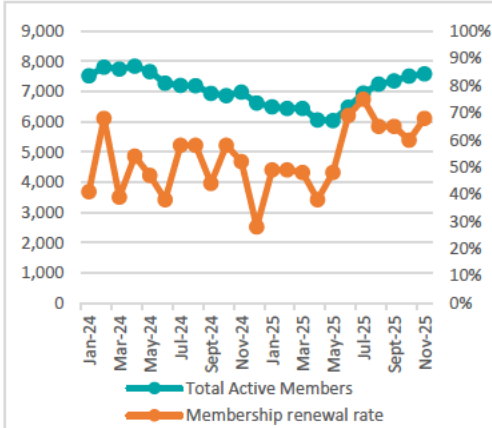
The Museum's YTD NPS score is **below target** at 49.2

Auckland Stadiums: NPS



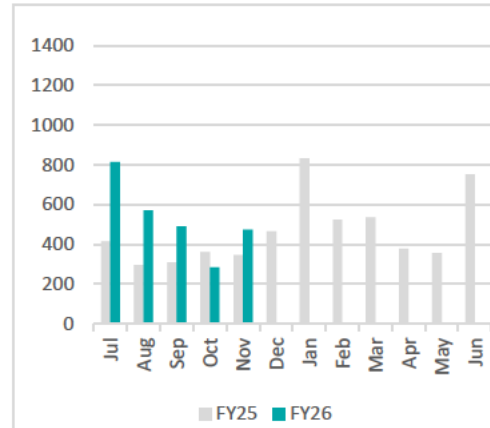
Auckland Stadiums' YTD NPS score is **above target** at 39.6

Auckland Art Gallery: active annual membership



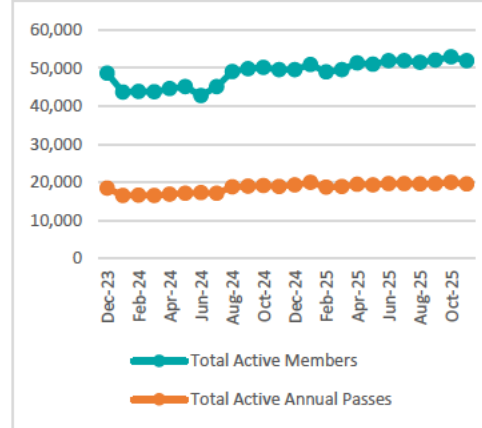
At the end of November, the Gallery had 7593 active members, and the membership renewal rate was 68%

Auckland Art Gallery: monthly membership sales



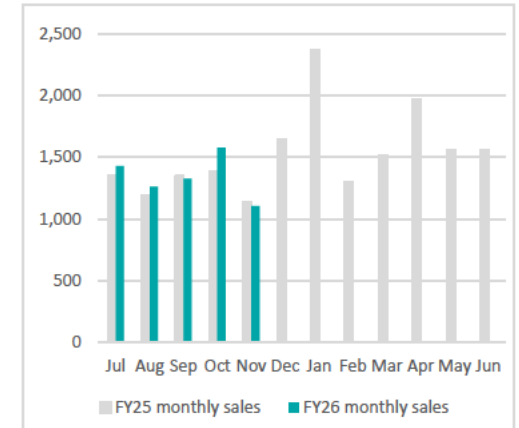
474 Gallery memberships were sold in November, compared to 346 in November last year

Auckland Zoo: active annual membership



At the end of November, the Zoo had 19,603 active passes and 51,939 active members

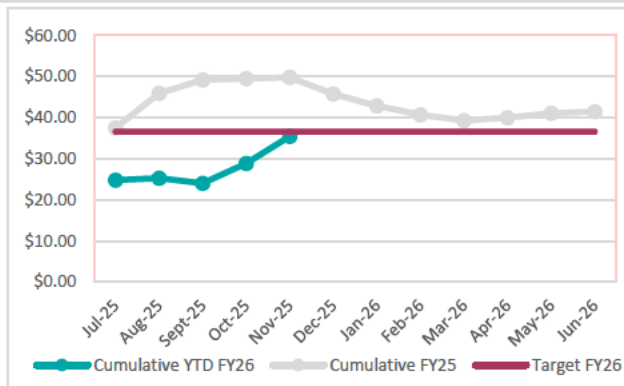
Auckland Zoo: monthly membership sales



1104 Zoo memberships were sold in November, less than in October last year (1135)

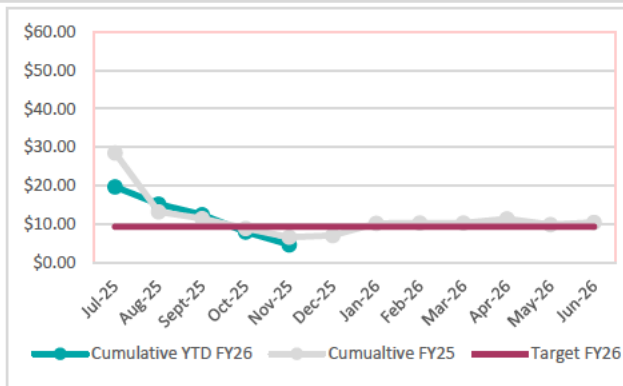
The charts below monitor 'net cost of service per patron' across TAU cultural organisations. Net costs include apportioned shared corporate staff and overhead costs. Patrons reflect total attendance at each venue (not ticketed attendance). This measure will continue to be developed and refined.

Auckland Art Gallery: Net cost of service per patron



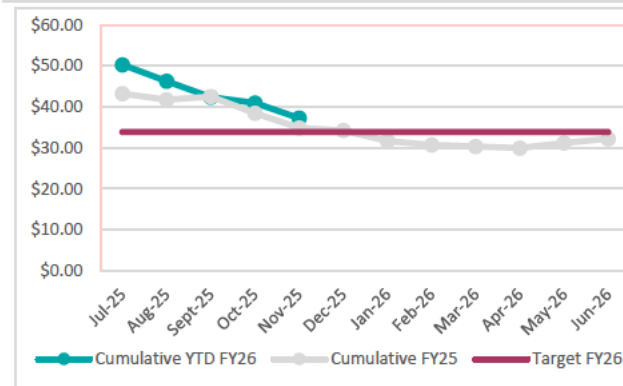
Auckland Art Gallery's YTD net cost of service per patron:
\$35.43

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



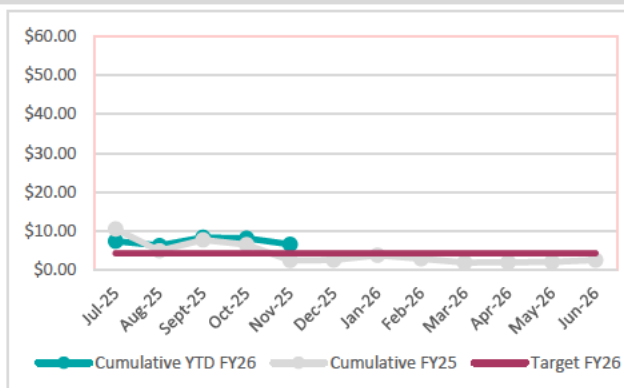
Auckland Live & Conventions' YTD net cost of service per patron:
\$4.68

NZ Maritime Museum: Net cost of service per patron



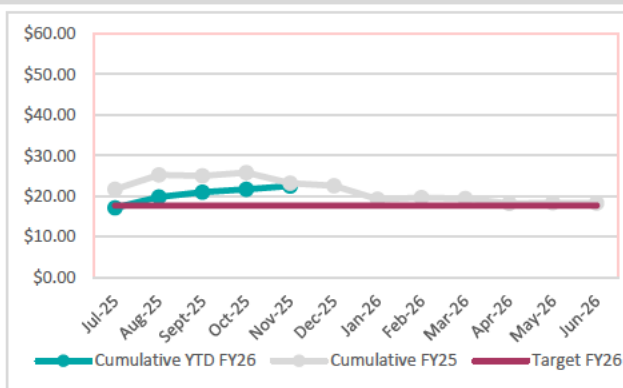
NZ Maritime Museum's YTD net cost of service per patron:
\$37.24

Auckland Stadiums: Net cost of service per patron



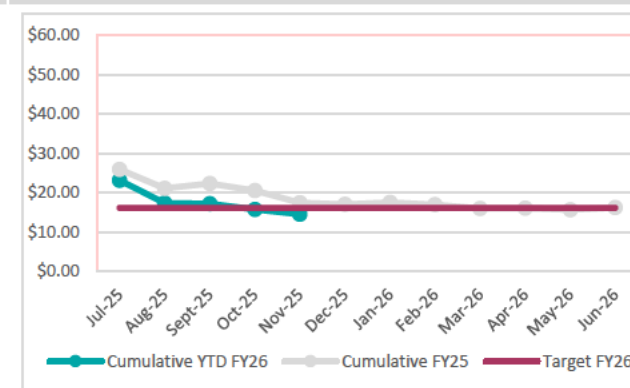
Auckland Stadium's YTD net cost of service per patron:
\$6.47

Auckland Zoo: Net cost of service per patron



Auckland Zoo's YTD net cost of service per patron:
\$22.53

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



TAUT's net cost of service per patron YTD:
\$14.46

Auckland's Reputation

Destination Marketing

Destination Partnership Programme (DPP)

- 163 partners have signed (overall total \$1.8m).
- 300 people attended the Destination Industry Update on 2 December which received positive feedback [REDACTED]

Consumer Marketing – DPP related

Marketing

- By the end of November, the domestic *Auckland Society of Discovery* campaign (12 November–10 December) had reached 600,000 with strong engagement (more than 6600 entries and 4000 new subscribers), maximising value from high-performing assets and featuring 15+ DPP partners. Seasonal and destination content featuring 25+ DPP partners remains live across owned and paid channels through February.
- In Australia, the Qantas Travel Insider campaign and competition (7 November–19 December) continued to spotlight DPP partners, reaching high-travel-intent audiences.
- Upcoming consumer activity includes a DPP summer editorial campaign to ensure Auckland appears in lifestyle channels, while Kiwi North activity runs across airline and OTA channels from January - March. A targeted digital programmatic test will also capture audiences exposed to North Island and Tourism New Zealand (TNZ) activity.

Earned media

- Strong international media exposure this month off the back of a strong famil pipeline, with further results still pending. Australian PR agency Sling & Stone wrapping up and media relations coming in-house. Famil black-out period over peak season with ad hoc consideration for exceptional opportunities.
- Worked with TNZ on MICHELIN Guide coming to New Zealand announcement, providing Auckland content and a TAU spokesperson for domestic coverage. Ongoing pitching to further develop food story opportunities and leveraging Iconic Auckland Eats.
- Print & online media in **Australia** included: the second *Weekend Australian Magazine's* feature on Waiheke Island food and wine escape; stories about the MICHELIN Guide heading to NZ in *The Age*, *SMH*, *WA Today* and *Brisbane Times*; and *The Guardian's* 'Live like a local' guide to Auckland.
- Four key Australian travel media, including the *Adelaide Advertiser* and *Daily Mail*, ran stories off the back of the inaugural Qantas Adelaide–Auckland flight on 31 October. Coverage was secured through Auckland famils arranged by TAU in collaboration with TNZ, supported by a trade media release adding TAU's voice to the Qantas Adelaide–Auckland flight.
- Broadcast media in **United States**: *Bare Feet's* two Auckland episodes were due to air 22 and 29 December on PBS.

Consumer marketing (other)

- Impact and effectiveness research into phase two of the CCTR-funded *It's On in Auckland* campaign was received. Demonstrating the campaign delivered strong positive results, this research will next be shared with internal and external stakeholders.
- The Nocturnalists series in The Spinoff concluded having delivered very strong results and plans are now well in train to continue this success with a second series, aimed at building pride in Auckland's night-time culture, to run in the first half of 2026.
- Planning commenced towards Iconic Auckland Eats 2026 with launch assets supplied and the nominations phase opening on 15 December.

Trade marketing and famils

- Taiwan sales mission and Kiwi Link Greater China attended in November 2025.
- Australia sales meetings with key trade and wholesalers based in Adelaide, Brisbane and Gold Coast (November).
- Planning continues for key 2026 events – Virtuoso famil hosting of 200 Australian owner/managers in March and TRENZ 19 - 21 May.
- MBIE Regional Tourism Boost Fund – supporting RotoruaNZ's successful bids driving North Island activity in Australia (\$2.5m NZD) and China CTrip partnership (\$2m NZD).

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- Roadshow events calendar including Kiwi North events confirmed for 2026.
- Business Development Manager – Eastern Markets, supporting China Eastern Shanghai/Auckland/Buenos Aires launch activity in early December, traveling with the mayor and representatives from Auckland Airport.

Discover Auckland

- **Next phase of development** will focus on Major Events, including an AI assistant for enquiries and design enhancements to improve user experience. Costings are being finalised with AKQA.
- **Iconic Auckland Eats microsite** is live with new branding to support nominations opening 15 December.
- Scoping out requirements to support **O-Week, Matariki, Mega sports weekend in March and TRENZ**

Customer strategy

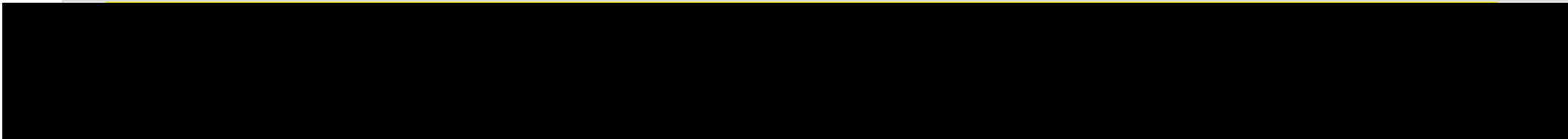
- **Single View of Customer** has delivered the extraction of Auckland Live ticketing, with the same process to follow for Auckland Stadiums. This will be cross-referenced with Discover Auckland subscribers to identify customer crossover to determine the size of the opportunity for personalisation.
- **Privacy and consent framework** new compliant consent statements have been completed for six TAU brands, with Discover Auckland already implementing the updated statements on the website.

Screen Auckland

Marketing and Communications:

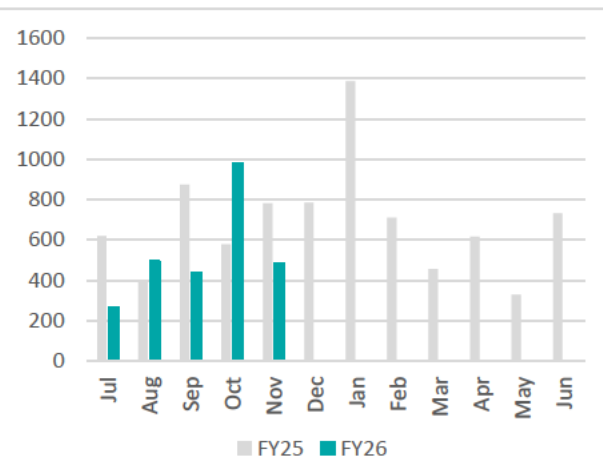
- *Kaho Naa Pyaar Hai (Say It Is Love)* media story; supported Matthew Horrocks with *ShowNews* media interview; preparation for US production executives' breakfast at Park Hyatt on 10 December.

LGOIMA Requests



KPI RESULTS

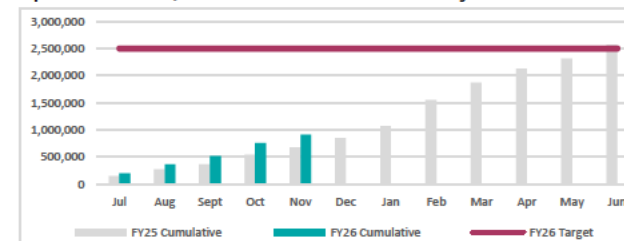
Media coverage mentioning TAU



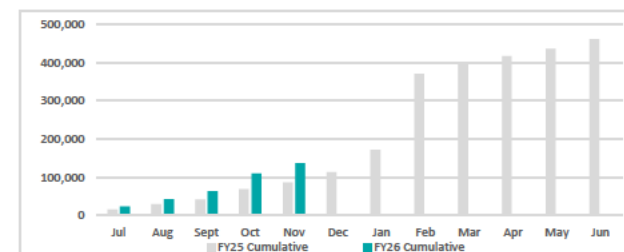
Media mentions **decreased by 50%** following last month's higher-than-average volume driven by syndicated *Sunrise* coverage. Major events set the news agenda for November, including Auckland's Big Week and TAU confirming peak hotel occupancy ahead of two significant but contrasting events: the World Indigenous Peoples' Conference on Education (WIPCE) and Metallica's M72 World Tour concert. Venus Williams confirmed her return to ASB Classic in 2026, while the Auckland Marathon recorded its largest attendance in a decade.

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

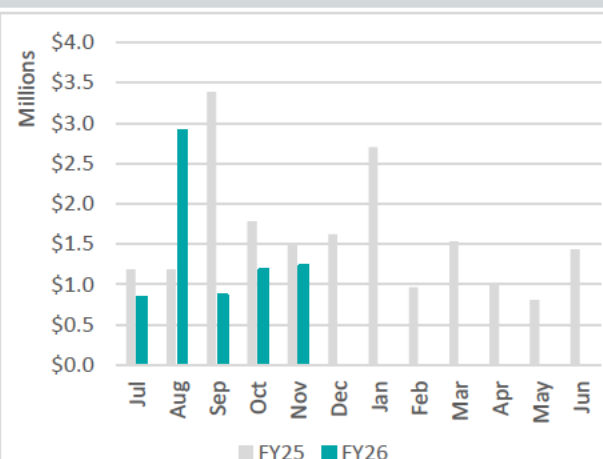


Conversions: The number of referrals/links to 3rd party sites, file downloads, form submissions and Login/Sign up to accounts that have occurred over time.



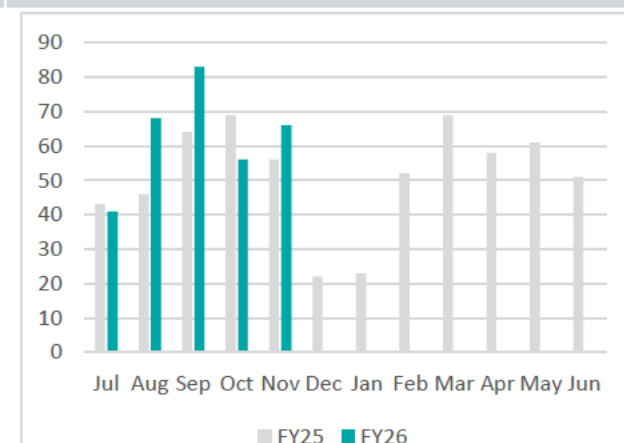
2.8m sessions over the past 12 months, with a 12% uplift in Nov 2025 vs 2024 due to activity from It's On in Auckland, Auckland Society of Discovery, Monthly Collections & Auckland by Night. Highest referrals for Explore listings were Tāwharanui campground, Ōmanawanui Track and Kelly Tarlton's. Strongest events performers were Maoli - Island Vibe Aotearoa Tour, Royal Edinburgh Military Tattoo and Parklands Festival.

Equivalent Advertising Value (EAV) of TAU media coverage



Conversely, EAV **increased by 4%** in November with radio coverage dominating and lifting the overall value for the month. CE Nick Hill, Destination Director Annie Dundas, Head of Business Events Ken Pereira, and Vanessa Immink (Ak Live Creative Producer) featured prominently across all national coverage, reinforcing TAU's leadership in Auckland Council Events. Other stories of interest included Greg Moyle's bequest of 20 paintings to the Gallery and Auckland Live's Christmas in the Square.

Screen Permits Issued



The number of screen permits issued in November 2025 (66) was higher than November 2024 (56).

All Aucklanders

Youth & education

Auckland Live

- **Devonport School of Dance (Bruce Mason Theatre):** Auckland-based youth dance company, [REDACTED] attendees
- **Neverland Showcase (Bruce Mason Theatre):** Auckland-based youth dance company, [REDACTED] attendees
- **The Performance Net 2024 (Bruce Mason Theatre):** Auckland-based youth musical theatre group, [REDACTED] attendees
- **NYT - Wizard of Oz (22 - 30 November, Kiri Te Kanawa Theatre):** [REDACTED] school student attendees
- **Black Grace (The Civic):** Schools performance, [REDACTED] attendance including free and low-cost tickets to low-decile schools.

Auckland Art Gallery

- **5004 children participated** in educational experiences in November, +546 per cent compared to November 2024, and **10,968 visitors to Artland in the Creative Learning Centre. 1871 school visits** and 1046 ELC Ministry of Education valid visits (48 per cent increase). 4364 participants in Kids & Whānau programmes (783 per cent increase). New Kids & Whānau explore launched for *Pop to Present* exhibition. **Hosted a three-day programme as part of the WIPCE 17-19 November**, in collaboration with the Kaupapa Māori team and Curators, Nathan Pohio and Ane Tonga. Senior Manager, Marleen Hartjes, and Curator, Jane Davidson Ladd, **presented at the NZHA Conference He Rau Ringa e Oti al: Many Hands Make History**, at Waipapa Taumata Rau, University of Auckland, on Close Looking: Using Visual Thinking Strategies to Interpret Art Historical Sources.

Auckland Zoo

- During November, the Zoo welcomed **6967 learners and teachers** through the Conservation Learning Programmes.

Destination

- The Destination and Auckland Live teams are working with the council, University of Auckland and Auckland University of Technology on how to support student Orientation week at the end of February and first week of March. Ideas that overlap and include the cultural organisations will also be shared. This will tie into the programme of work that the Nighttime Economy is also undertaking for students around hospitality and transport, with a student lens.

Programming for diverse audiences

Auckland Live

- **Tofiga Fepulea'i - Shuuush Your Mouf:** Bruce Mason Theatre [REDACTED] attendees
- **I Am Tungsten - Staged Reading (Herald Theatre):** Playwright Stanley Makuwe, diagnosed with terminal brain cancer in 2024, wrote *I Am Tungsten*, an autobiographical work exploring his illness, childhood in Zimbabwe, and migration to Aotearoa New Zealand. Auckland Live partnered with Jade McCann to present a staged reading directed by Keagan Carr Fransch for an invited audience.
- **Po' Boys and Oysters (Herald Theatre):** Auckland Live partnered with Black Creatives Aotearoa to support a return season of theatre work *Po' Boys and Oysters* by Estelle Chout. Set in Tāmaki Makaurau, the story focuses on an Afro-queer couple as they prepare to adopt a child. Black Creatives Aotearoa is a community arts organisation dedicated to supporting creatives of African and Afro-Caribbean heritage in Aotearoa New Zealand. Attendance of [REDACTED]

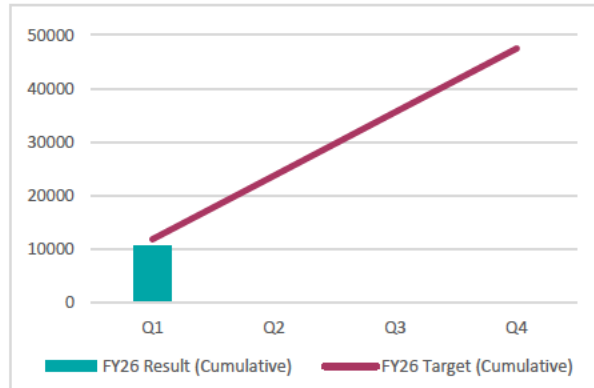
Accessibility

Auckland Live

- **Stimmung Choir - 10th Anniversary (Great Hall, Auckland Town Hall):** Stimmung Choir is an audition-free community choir spearheaded by Robin Kelly with the choir now at 90+ members. AL partnered with Stimmung to support this concert which celebrated a decade of making music joined by NZ rock legends Troy Kingi, Jazmine Mary and Dianne Swann in a concert-come-celebration of the greatest hits of Radiohead and others. Attendance: [REDACTED]

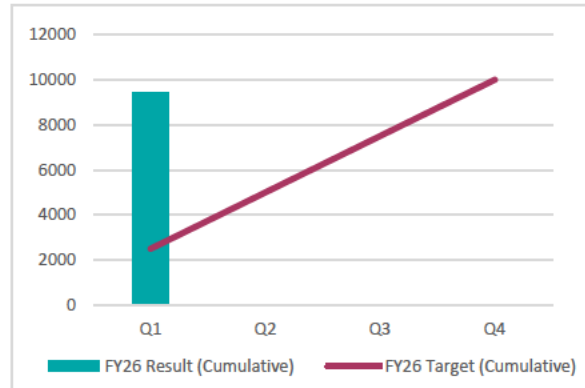
KPI RESULTS

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



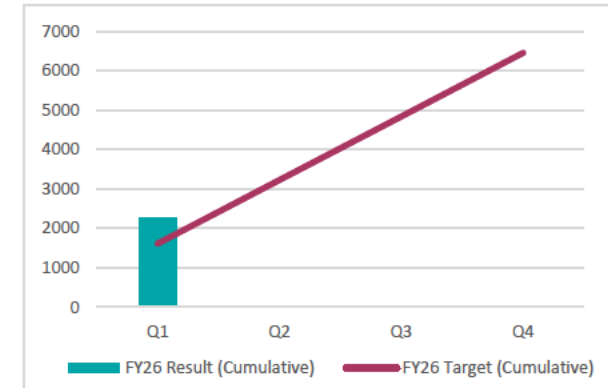
Q1 results for Auckland Zoo are below target

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



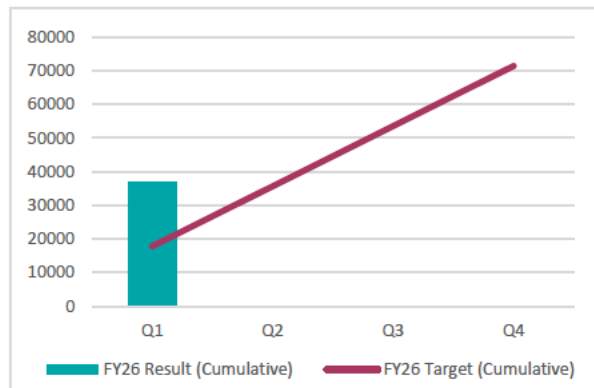
Q1 results for Auckland Art Gallery are above target

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



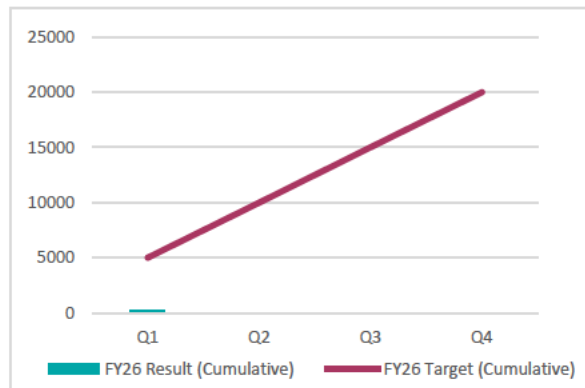
Q1 results for NZ Maritime Museum are above target

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



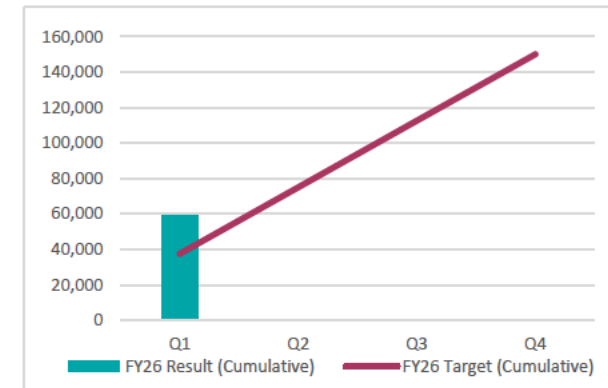
Q1 results for Performing Arts are above target

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



Q1 results for Auckland Stadiums are below target

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



Total Q1 results for TAU are above target

Climate change and environmental sustainability

- **TAU's Climate Transition Plan:** The plan was approved by the TAU Board on 2 December and will be shared through internal comms in January. Climate governance and deep dive workshops will be held with the Risk and Finance Committee (open to the Board) to support delivery of the plan.
- **Climate Change and Environment Strategic Plan Annual Progress Report:** The report was approved by the Board for publication on the website this month. A supporting comms plan has been developed.
- **Asset Management Planning:** Climate risks and opportunities have been assessed for venues, and this is informing the on-going development of the asset management plans along with actions identified through the updated emissions reduction pathway and adaptation planning process.
- **Supporting sustainable concerts and events:** An updated sustainability checklist has been implemented for the Ed Sheeran Loop tour. Learnings from this will inform on-going approach and identify opportunities to build TAU's offer and support external sustainability requirements, such as measurement of emissions and waste reduction.
- **LED upgrades:** Completed at GMS – East Stand and NHS – Level 3. Quotes underway for VEC, Shed 10 and The Cloud full venue upgrades.

Māori outcomes

- **Ākina highlights & successes publication:** In November, the third iteration of Ākina, featuring TAU's Māori Outcomes highlights and successes from the last financial year, was launched and shared with kaimahi, key partners and collaborators.
- **Māori Engagement Framework:** Significant progress has been made in developing the framework through comprehensive discovery and design phases. The project has now transitioned into the early delivery phase, with a soft launch to Pou Hononga and a successful pilot workshop delivered by Manawataki in October. Planning is underway to offer the two engagement workshops to Pou Hononga in March followed by organisation-wide rollout. The toolkit that has been developed includes a guide for kaimahi on engaging with Māori, an engagement planning template, an engagement register, and the two workshops covering an introduction to engaging with Māori and applying the toolkit in practise. The framework also focuses on enhancing the Māori Outcomes rōpū support and advice capacity. Current work includes the development of an interactive AI tool to assist kaimahi in effectively using the framework, and a review of the current Koha Policy and process. This is a council policy, and the process of authorising and paying koha is managed by the council. The review will consider whether to bring it in-house to TAU to ensure it is fit-for-purpose and supports the engagement framework.
- **Supplier Diversity Initiative:** The Māori Outcomes and COO rōpū are scoping an initiative to increase TAU spend with Māori, Pacific and social enterprises to 8 per cent of total expenditure in FY2025/26 and FY2026/27, lifting to 8.5 per cent in FY2027/28 (SOI target). The initiative will be jointly sponsored by Helen Te Hira and Justine White. While significant progress has been made in establishing policy, process, tools and support for sustainable procurement (of which supplier diversity is an element) and spending with diverse suppliers currently sits at about 5 per cent, there are opportunities to build organisational capability and collaborate with external agencies including Amotai to grow supplier capability. A rapid current state assessment is underway, with scope and deliverables to be confirmed early in Q3. The initiative will run throughout Q3 and Q4 FY2026/27.
- **TupuToa Intern programme:** On 28 November, a mihi whakatau was held on The Civic stage to welcome and acknowledge the newest TupuToa interns. TupuToa is a 12-week paid internship programme that creates professional pathways for Māori and Pacific tertiary students within corporate, government, and community organisations. The programme helps students gain valuable real-world experience and transition into full-time roles after graduation. This year marks TAU's largest cohort, with 10 TupuToa interns joining teams across Digital Services, Major Events, Māori Outcomes, Marketing, Communications & Growth, New Zealand Maritime Museum, People, and Tech Events.
- **WIPCE:** Small scale sponsorship of networking events, and activations to support connections between suppliers, products and an indigenous international audience/market base have resulted in some good sales, cultural exchange and learnings for future events and festivals.
- **Auckland Zoo:** Highlights from the final insights survey report on the Wellbeing in Nature Community programme that ran April – July 2025, then extended to October included surpassing the 2500 target by 61 which was great given the attrition groups experienced during the programme. A total of 1102 Tāmaki Iwi members, and 1459 Mataawaka rōpū participated. One participant said “By creating relationships & fostering these connections, when visiting the zoo, the ability to see animals, be outside & getting in physical activity, we see improvements in moods, culture & health”.
Feedback that reports to the TAU Mahere Aronga Outcomes plan included the programme:
 - **Kia ora te Ahurea (Māori Culture is Visible and Celebrated)** whānau Māori feedback:
 - “Our children are first language speakers of te reo Māori, it was great to see te reo Māori in use and the relativity to the different realms ie te Wāo nui a Tāne”
 - “Seeing Māori names all over the zoo made my kids so proud to be Māori”

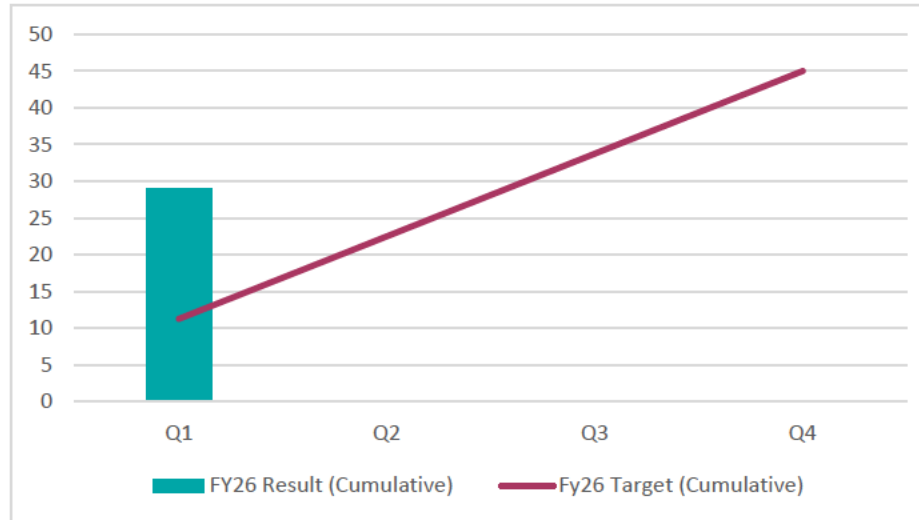
- **Kia ora te Talao (Māori are Kaitiaki of the Environment)** whānau Māori feedback:
 “We connected with the environment around us and were educated more about animals and mammals. Also where they live and what country they come from. We connected with each other, and it increased our mental health and wellbeing.”
 “Great way to be educated and connected with te taiao”
- **Kia ora te Rangatahi (Realising Rangatahi Potential)** whānau Māori feedback:
 “Many of the young people we work with (18 - 25-year-olds) rarely venture outside of South Auckland. A visit like this broadens their horizons and allows them to see, feel and experience new things”
 “My girls love the zoo and doing it together [as a] whānau is the most pleasurable experience thank you”
- **Kia ora te Whānau (Whānau and Tamariki Wellbeing)** whānau Māori feedback:
 “My moko and tamariki got to spend time with each other and learn about animals and I got to share my childhood memories with them and we all took a photo to remember”
 “Being able to slow down and not be in such a rush (the way our busy lives tend to make us feel)”
 “Come together as a family and more than just a group at the end of the day, met more whanau”

Tuakiri Ora | Culture, Identity and Wellbeing

- **Podcast series He Tumu Mātawaka:** on a podcast series featuring urban Māori leaders and allies. Between 2 – 4 October, interviews were recorded at Crescendo Studios, Te Puna Creative Hub, with [REDACTED]
 Three episodes launched on YouTube for WIPCE, with all nine episodes to be widely released as podcasts and videos in February to coincide with Waitangi Day. As part of the TAU capability building programme, planning is underway to create a set of learning sessions for TAU kaimahi.
- **Go Media Stadium Rarotonga Mt Smart – Iwi engagement:** Directors for Māori Outcomes and Auckland Stadiums engaged with the leadership of the Tupuna Taonga o Tāmaki Makaurau Trust Limited and 19 mana whenua on works to address flooding and safety issues at Gate A, this has included options for mitigation of tree removal.
- **Waikaraka Park blessed in dawn ceremony:** Ngāti Te Ata conducted a dawn blessing supported by Māori Outcomes at Waikaraka Park on 27 November to mark the completion of construction work on the upgraded speedway venue.

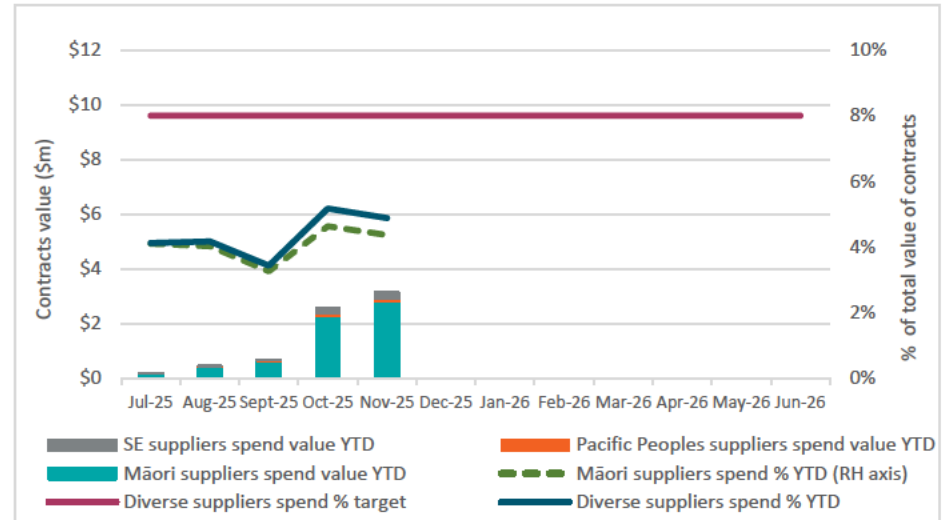
KPI RESULTS

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



Q1 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 % is at 4.9% - **below the full year target** of 8%. The majority of the total diverse suppliers spend value was with Māori suppliers at the end of November (89%).

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

Enabling activity

ICT Enhancement

- **Cyber security:** The cybercriminal scavenger hunt was well received and helped raise awareness of the threats TAU kaimahi face. The TAU technical ecosystem is scanned regularly, and vulnerabilities are reviewed and worked on in line with criticality. Standard contractual cyber security clauses with suppliers have been implemented as contracts are renewed, to provide the level of protection required.
- **AI:** Following the endorsement of the AI strategy at the November Board meeting, work will now focus on the development of the business case. TAU will initiate conversations with GSS to extend the use of CoPilot 365 across TAU and gain further understanding of what is technically possible given the TAU's shared ecosystem.
- **Data:** GSS have confirmed that they will not update the data literacy modules to reflect more meaningful TAU content. The TAU Product Owner of Data is now engaged by the GSS Data Governance team to ensure TAU's requirements are better reflected moving forward. The ELT Always On meetings are uplifting data literacy and culture, and opportunities to automate the production of these reports through the ingestion of the different data sources are being investigated. The City Wide Calendar is being refined to provide a view of the upcoming events program.
- **Dexibit:** Ticketmaster data for both ALAC and Stadiums is being validated to form part of the data dashboards for the ELT.
- **HumanForce roll out to NZMM and the Zoo** – moving from a manual rostering into an automated system is a precursor to the implementation of Workday. NZMM will go live in mid-January and the Zoo in February to meet the Workday timelines for parallel pay runs.
- **CRM:** Design work continues to progress for Tourism-specific functionality to ensure that it is aligned with the wider Destination CRM.
- The **Gallery website** project – design phase has concluded, and development has commenced using a phased approach in line with design sign offs. In addition to the main web site, design work has also started on the Lindauer web site [REDACTED]
- **GSS Cyber Dashboard:** P3 incidents are now averaging 120 per month and are consistently due to travel without notification and out-of-hours changes. These do not present elevated risk to TAU as all were benign when investigated. Kaimahi continue to be reminded to advise of travel plans through an Awhina if access to GSS managed systems is required. The two P2 incidents are related to responsible disclosure (notification by the public of a vulnerability) concerning GIS; and a suspicious login. The vulnerability was remediated without evidence of exploitation and the suspicious login (originally a P3) turned out to be a user attempting valid access through imperfect methods. An update to vulnerability reporting has moved the focus to performance. It shows the positive trend over the last three quarters and the potential for numbers to vary due to one off events. For example, a significant number of Chrome vulnerabilities in November shows a large increase in vulnerabilities. These have been addressed after the reporting period ended so do not evidence as fixed. Acting on a request from the TAU Board, analysis is underway to provide a breakdown of end-of-life systems, specifically those associated with TAU. A response is expected to be included in the next quarterly update to the Risk and Finance Committee.

Group Shared Services (GSS) Implementation

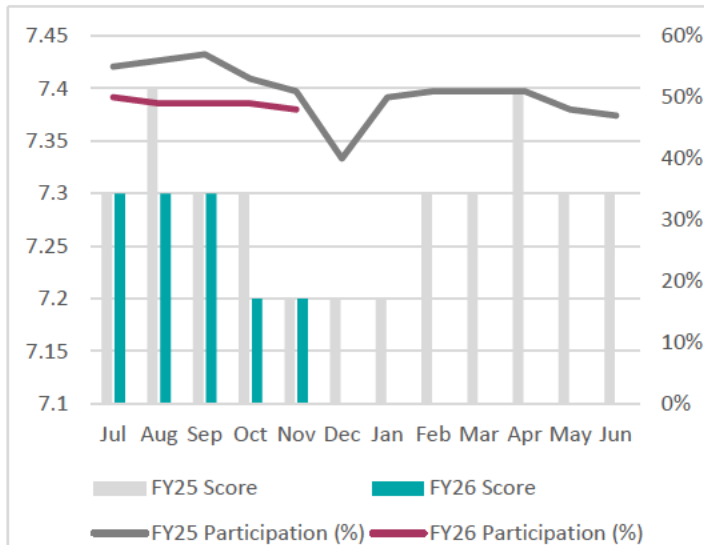
- Limited progress has been possible on architecting a solution between the GSS environment and TAU environment due to lack of GSS resources.
- GSS Data stream is now predominantly focused on GIS, with other streams of work paused.
- TAU has provided feedback on the GSS Technical Stream service designs.

Commercial Revenue & Partnership Strategy

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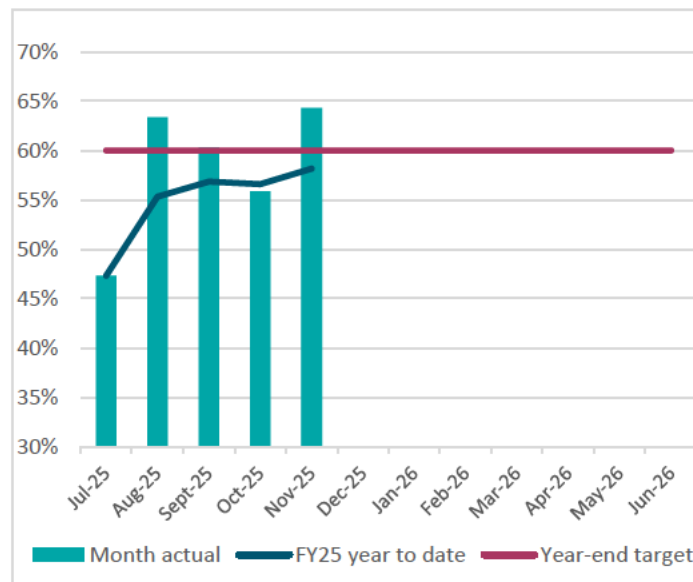
KPI RESULTS

OfficeVibe engagement score and participation



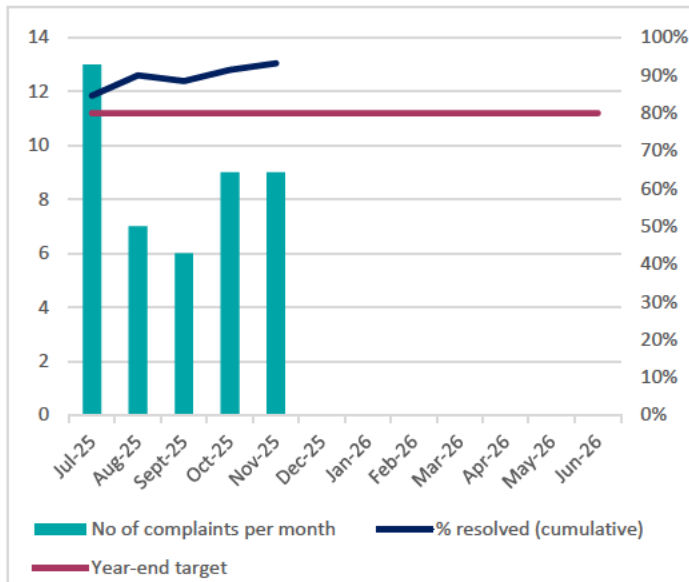
Participation stayed level at 49% in September, while the engagement score decreased to 7.2.

% expenses through non-rates revenue



At 58%, the percentage of expenses funded through non-rates revenue is **below target** (60%) YTD

% of customer complaints resolved within 10 working days



At the end of November, 93% of complaints have been resolved within 10 working days YTD. **Above target.**

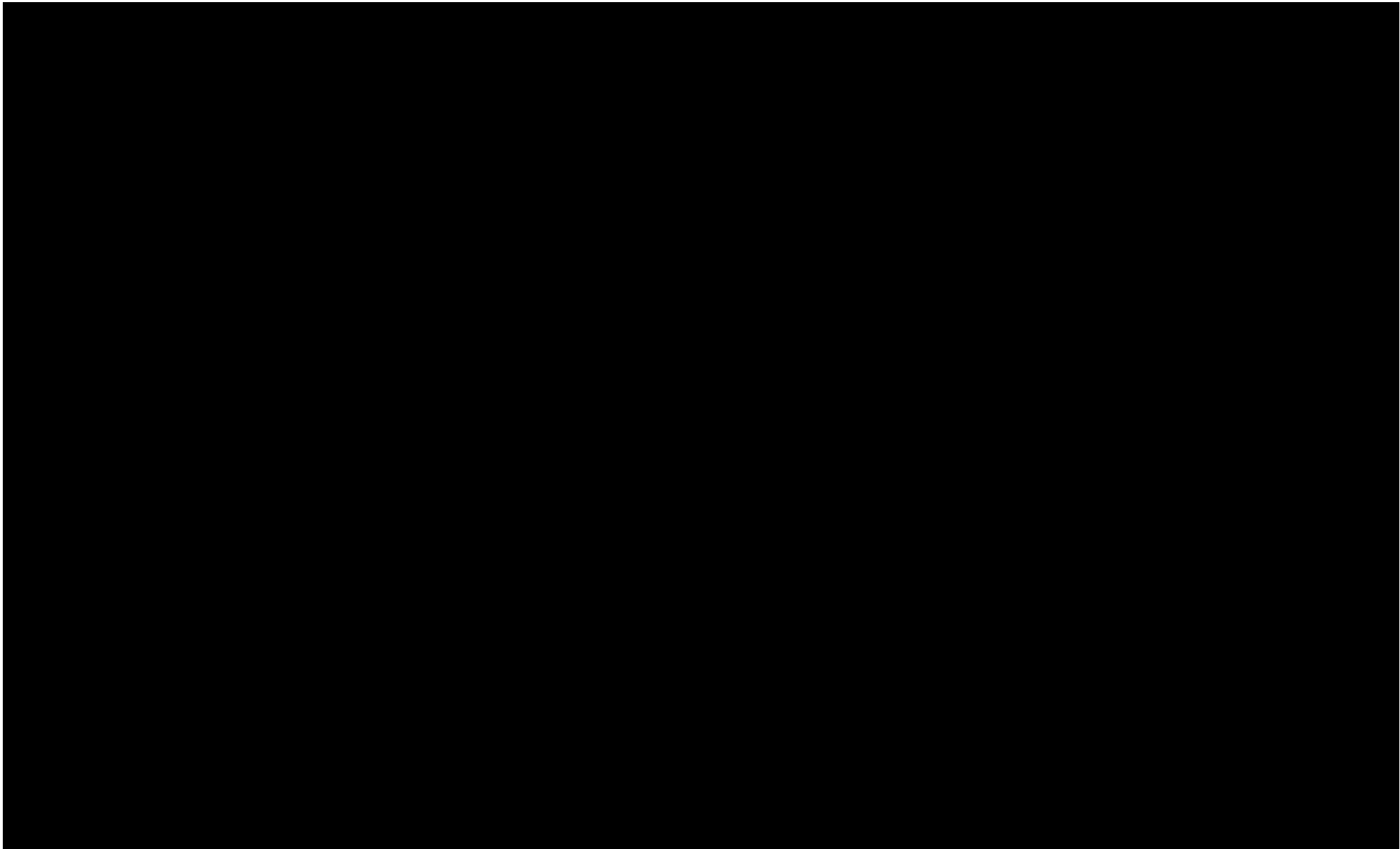
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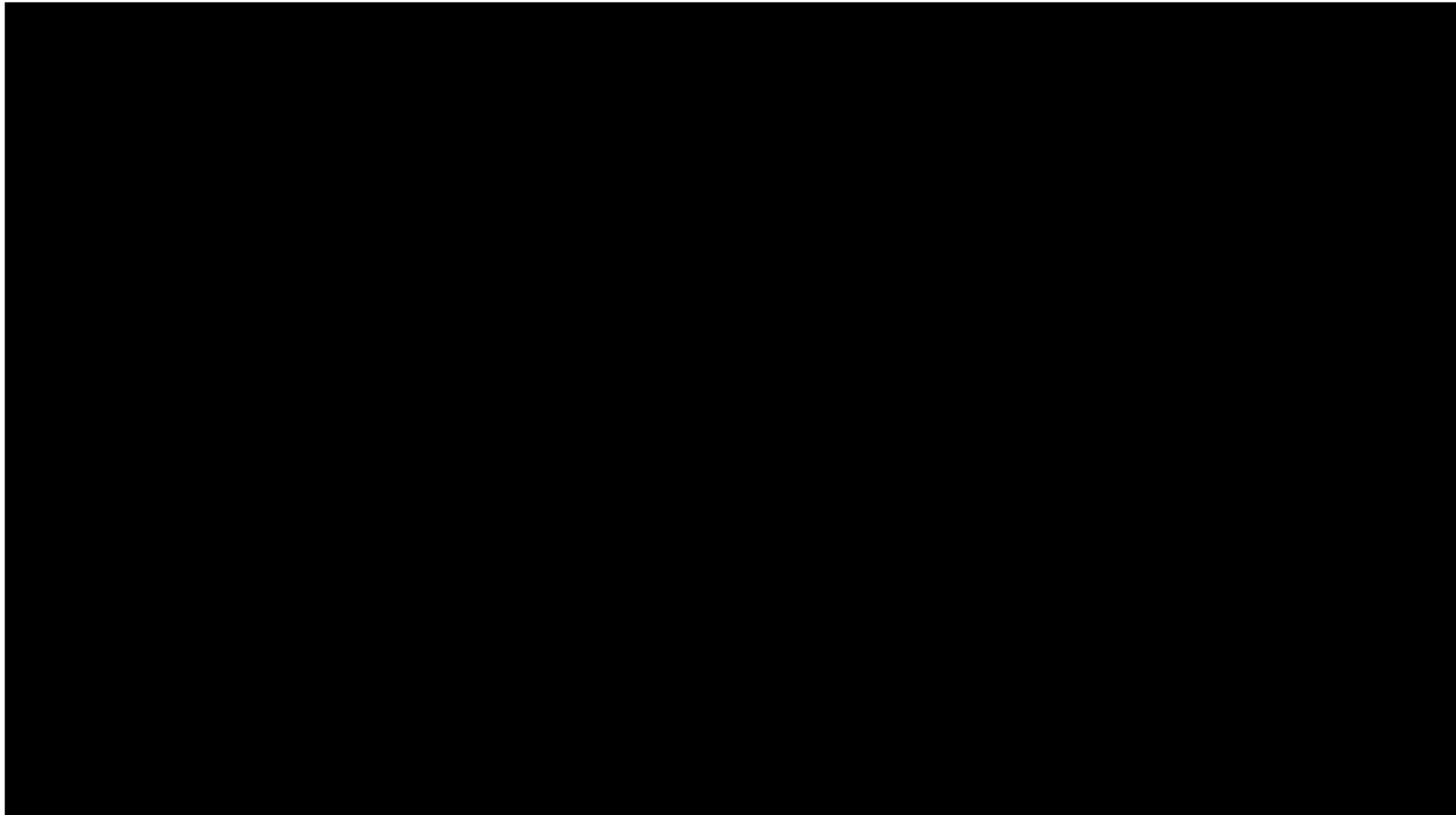
Schedule of Appendices

- | | |
|--------------------------------|-----------|
| 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) |

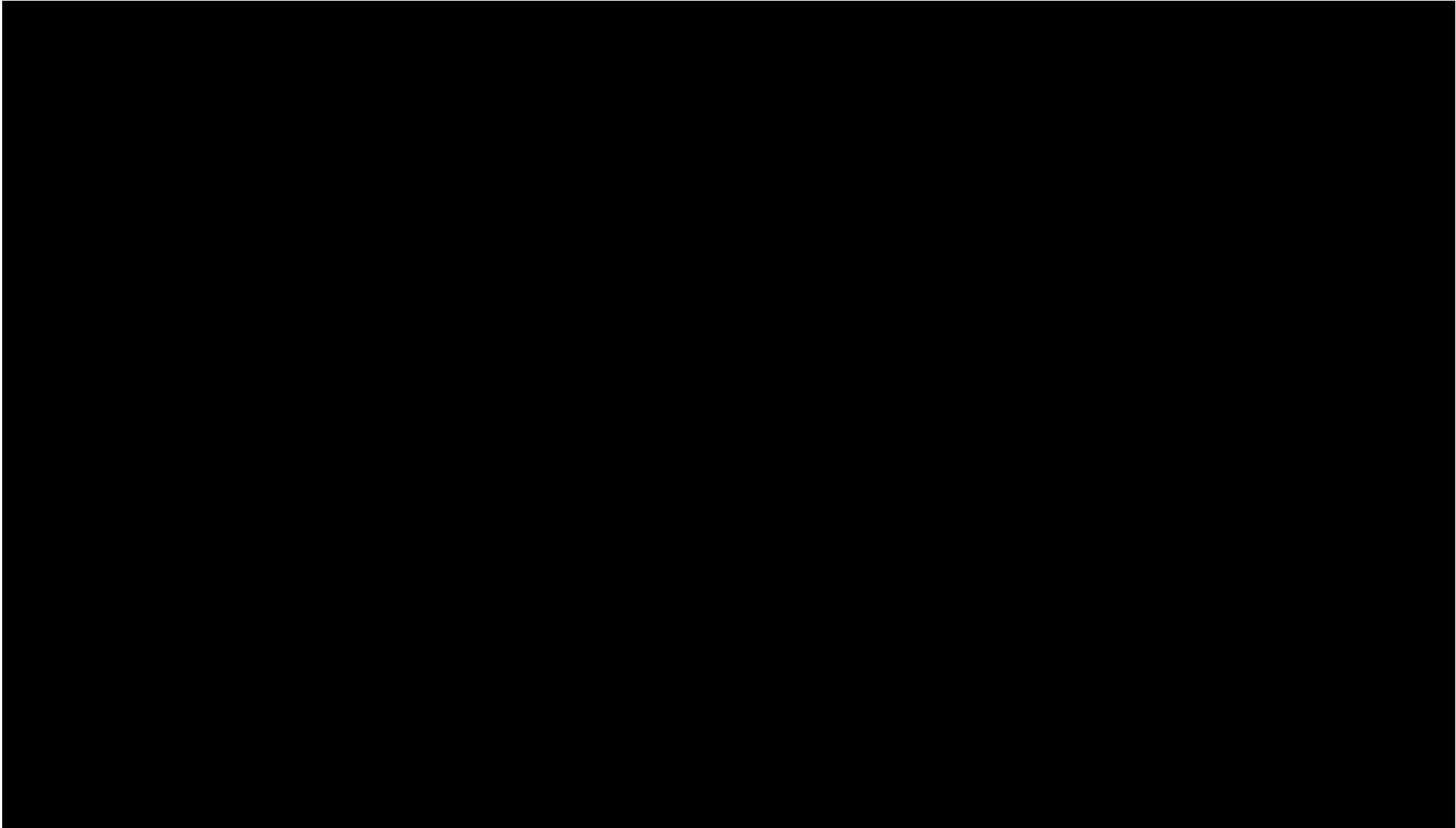


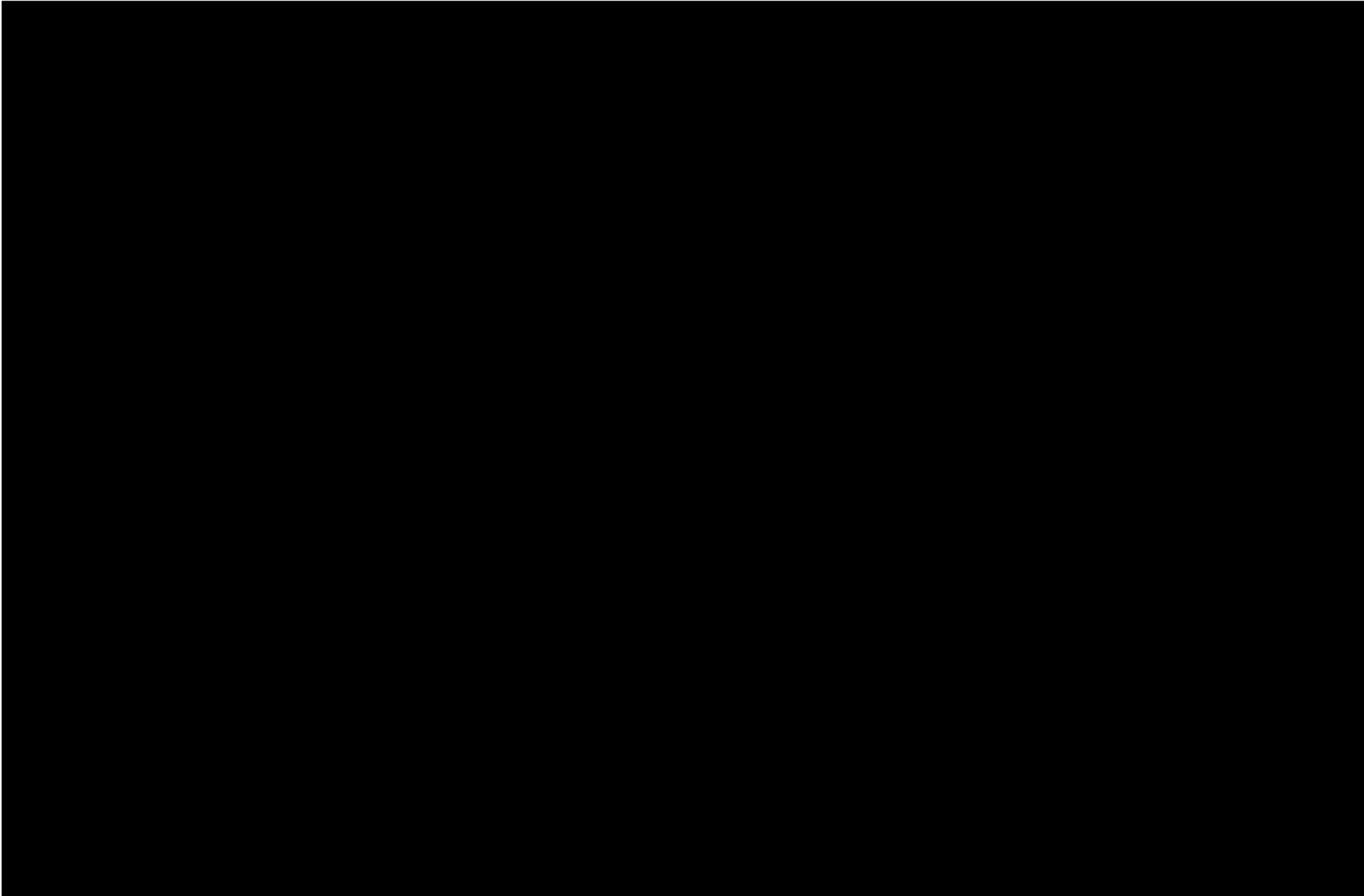


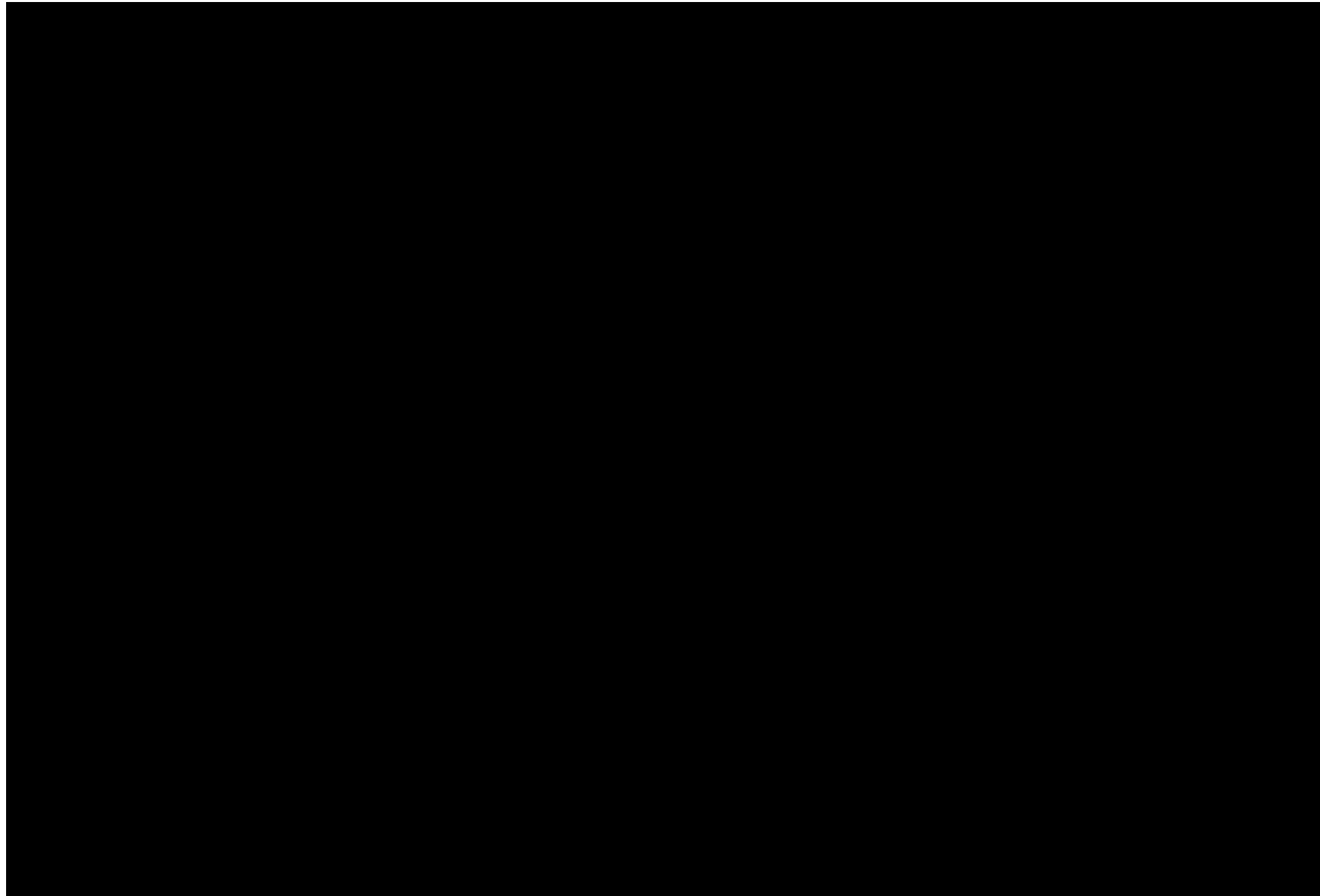
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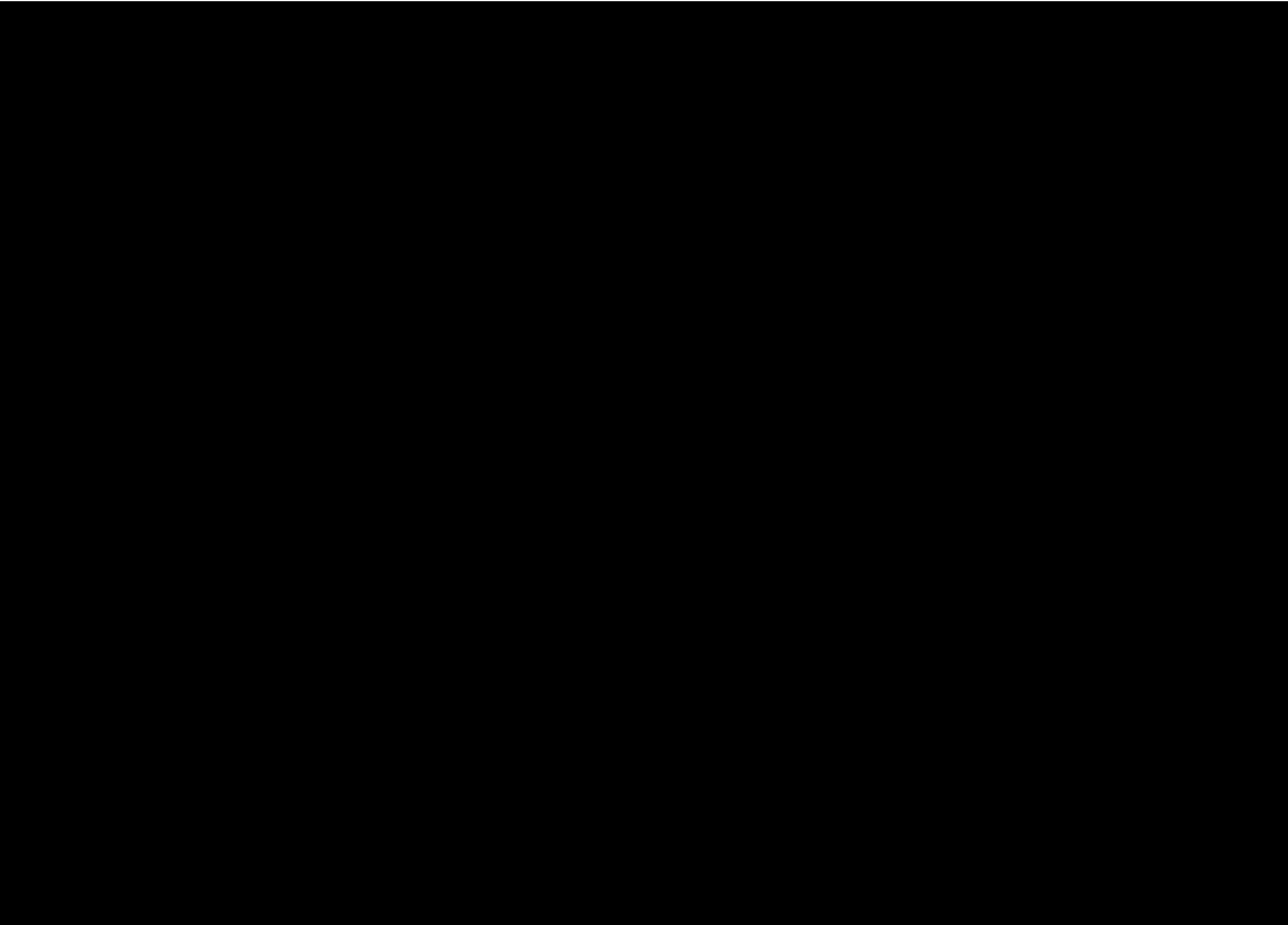


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Operating Performance – FY2026

Operating performance 2025/26					
\$ million	Notes	FY 26			Full year Annual Plan
		Actual	Budget	Variance	
Net direct expenditure	A	39.1	39.4	0.3	85.8
Direct revenue	B	42.1	41.4	0.7	111.7
Fees and user charges		27.8	28.2	(0.4)	63.4
Operating grants and subsidies		2.0	1.5	0.5	4.7
Other direct revenue		12.3	11.7	0.6	43.6
Direct expenditure	C	81.2	80.8	(0.4)	197.5
Employee benefits		39.0	38.4	(0.6)	91.4
Grants, contributions and sponsorship		4.9	4.9	0.0	9.2
Other direct expenditure		37.3	37.5	0.2	96.9
Other key operating lines					
Vested assets		0.8	0.0	(0.8)	
Depreciation and amortisation		28.0	23.7	(4.3)	56.9
Finance & Interest		3.2	(0.0)	(3.2)	
Capital Grants to TAU+ Partners		0.6			
Capital investment trend					
Capital expenditure	D	20.4	31.1	10.7	73.9
Capital revenue		0.4	0.0	0.4	



Key commentary

A. Net Direct Expenditure is favourable year-to-date, driven by stronger-than-budgeted performance across several key areas. Performing Arts and Stadiums have exceeded revenue expectations, supported by higher attendance and increased event activity. In addition, the year-to-date position has been bolstered by the receipt of external one-off funding for various initiatives, which has offset planned expenditure and further contributed to the favourable result.

B. Direct revenue is favourable year-to-date, driven primarily by the strong performance of Stadium events, which have exceeded attendance and revenue expectations. The result has been further strengthened by the receipt of external funding for Visitor Economy, and Marketing initiatives. Collectively, these factors have contributed to a financial position that is stronger than budgeted for the period.

C: Direct expenditure is unfavourable year-to-date, primarily due to higher event-related costs associated with increased Stadium activity levels. Additional unfavourable variances reflect expenditure linked to externally funded Visitor Economy, and Marketing initiatives.

D. Capital expenditure is below budget year-to-date, as several projects remain in their planning and initial implementation phases. The full-year capital expenditure is progressing steadily with current forecast estimated at **\$73 million**, representing full spend of the approved FY26 capital program. This variance to date primarily reflects timing differences, with expenditure expected to increase as projects progress through delivery stages in the latter part of the year.