

Board Meeting Agenda



8.00 a.m. Tuesday 2 December 2025

Waihorotiu Room, Te Pokapū Aotea Centre, 50 Mayoral Drive, Auckland

Item	Subject	Action	Trust/Co.	Start Time	Duration
CONFIDENTIAL MEETING OPEN					
PROCEDURAL					
1	Agenda and Apologies	To Note	T & C	8.00 a.m.	30 mins
2	Confidential Minutes 29 October 2025 and Action Tracker, Vicki Salmon	To Approve	T & C		
3	Board Agenda Discussion, Vicki Salmon	To Discuss	T & C		
CE CONFIDENTIAL UPDATE					
4	CE Confidential Update ¹ , Nick Hill	To Note	T & C	8.30 a.m.	1 hour
TAU+ INVESTMENTS					
5	TAU+ Investments ² 1. Investment Proposal 1 2. Investment Proposal 2	To Approve	T	9.30 a.m.	45 mins
BREAK				10.15 a.m.	15 mins
WORKSHOP					
6	Auckland Zoo Workshop, Kevin Buley	To Discuss	T & C	10.30 a.m.	45 mins
STRATEGY					
7	TAU Artificial Intelligence Strategy, Mandy Kennedy ³ , Shelley Watson, and Lynn Johnson	To Approve	T & C	11.15 a.m.	20 mins
CONFIDENTIAL MEETING CLOSED AND PUBLIC MEETING OPEN					
PROCEDURAL					
8	Register of Directors' Interests and Rolling 12-Month Board Work Programme, Vicki Salmon	To Note	T & C	11.35 a.m.	5 mins
9	Public Minutes 29 October 2025, Vicki Salmon	To Approve	T & C		
CE REPORT AND PERFORMANCE REPORTS					
10	CE Report, Nick Hill 1. Financial Performance Report 2. Current Operational Risks ⁴ (RC)	To Note	T & C	11.40 a.m.	35 mins

¹ S7(2)(f)(i),(h),(i),(j) LGOIMA 1987

² S7(2)(f)(i),(h),(i) LGOIMA 1987

³ S7(2)(f)(i),(h) LGOIMA 1987

⁴ S7(2)(f)(i),(h),(j) LGOIMA 1987

Board Meeting Agenda

Item	Subject	Action	Trust/Co.	Start Time	Duration
PUBLIC MEETING CLOSED AND CONFIDENTIAL MEETING OPEN					
LUNCH				12.15 p.m.	30 mins
GSS CYBER SECURITY					
11	GSS Cyber Security Update ⁵ , Simon Burson	To Note	T & C	12.45 p.m.	15 mins
COMMITTEE UPDATES AND CIRCULAR RESOLUTIONS					
12	Board Committee Verbal Updates and Circular Resolutions, Vicki Salmon <ul style="list-style-type: none">Risk and Finance Committee 12 November 2025, Carol ChengMāori Engagement Committee 19 November 2025, Hinurewa te HauCapital Projects Committee 19 November 2025, Alastair Carruthers	To Note	T & C	1.00 p.m.	10 mins
APPROVAL PAPERS					
13	City Centre Targeted Rate Investment Proposal ⁶ , Shelley Watson	To Approve	T & C	1.10 p.m.	1 hour
14	Capital Programme: NZMM Gallery Refresh Stage 1&2 Business Case ⁶ , Vincent Lipanovich	To Approve	T		
15	Major Events Business Cases ⁶ , Annie Dundas <ul style="list-style-type: none">1. Business Case 12. Business Case 23. Business Case 3	To Approve	C		
16	TAU Climate Transition Plan ⁷ , Sarah Anderson	To Approve	T & C		
17	Capitalisation Policy ⁷ , Justine White	To Approve	T & C		
NOTING PAPERS					
18	Health and Safety Report ⁸ , Lynn Johnson and Pete Hayes	To Note	T & C	2.10 p.m.	20 mins
19	Remuneration Committee Update, Lynn Johnson	To Note	T & C		
	Close of Meeting			2.30 p.m.	

⁵ S6(c),S7(2)(f)(i),(h) LGOIMA 1987

⁶ S7(2)(f)(i),(h),(i) LGOIMA 1987

⁷ S7(2)(f)(i) LGOIMA 1987

⁸ S7(2)(a),(d),(f)(i),(h) 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) Remuera Golf Club (President) Greenhills Forest GP Limited (Shareholder) 		<ul style="list-style-type: none"> Prior to Vicki Salmon's appointment as Chair of Tātaki Auckland Unlimited, Vicki was a member of the Eden Park Trust Board (EPTB). Vicki resigned as a member of the EPTB on 27 March 2023 and no longer has any interest in EPTB or the Eden Park organisation.
Jennah Wootten	Deputy Chair	<ul style="list-style-type: none"> Perpetual Guardian Holdings Limited (Director) Perpetual Trust Limited (Director) Generate Global (Director and Shareholder) National Facilities Advisory Group (Member) JMW Trust (Trustee) 	<ul style="list-style-type: none"> Active – Auckland Sports & Recreation (CEO) 	
Alastair Carruthers	Non-Executive Director	<ul style="list-style-type: none"> Homeland NZ Enterprises Ltd (Director and Shareholder) Homeland NZ Trading Ltd (Director and Shareholder) Carruthers Consulting Ltd (Director and Shareholder) Television New Zealand Ltd (Chair) Cornwall Park Trust Board (Trustee) Auckland University of Technology (AUT) Foundation (Trustee) Ringa Hora Services – Workforce Development Council (Director) Auckland Regional Amenities Funding Board (Board Member) Auckland War Memorial Museum Trust Board (Deputy Chair) Museum of Transport and Technology Board (Director) 		<ul style="list-style-type: none"> The ARAFB provides operating funding to some entities who occupy and perform in Tātaki Auckland Unlimited facilities. 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) The Asia New Zealand Foundation Te Whītau Tūhono (Trustee) 		<ul style="list-style-type: none"> Asia New Zealand Foundation provided sponsorship for Auckland Culture Festivals Asia New Zealand Foundation provided sponsorship for Guo Pei Exhibition at the Auckland Art Gallery.

Hinurewa Te Hau (Hinū)	Non-Executive Director	<ul style="list-style-type: none"> • Tamaki Makaurau Matariki Festival Trust (trading as Matariki Cultural Foundation) (Trustee) • Matariki Global Holdings Limited (Director) • Taamaki Records Limited (Director) • Otamatea Pioneer & Kauri Museum Board (Chair) • Ringa Hora Services – Workforce Development Council (Director) • Harbourview Properties Limited (Shareholder) • National Pacific Media Trust (Board Member) 	<ul style="list-style-type: none"> • Co-ordinator of WOMEX (World Music Expo) Pan Indigenous Network 	
Graeme Stephens	Non-Executive Director	<ul style="list-style-type: none"> • New Zealand Hotel Holdings (Director) (this interest includes directorships of several further entities connected with New Zealand Hotel Holdings) • Kamari Consulting Limited (Director and Shareholder) • Marama Hua Trustee Limited (Director) • Rakaunui Property Limited (Director) • Rakaunui Property Holdings Limited (Director) • SkyCity Entertainment Group (Shareholder) 		
Dan Te Whenua Walker	Non-Executive Director	<ul style="list-style-type: none"> • New Zealand Māori Tourism Society (Deputy Chair) • Korowai Hikuroa Consulting Limited (Director and Shareholder) • Ringa Hora Services – Workforce Development Council (Director) • Ngāti Ruanui Holdings Limited (Director) • Whangaparāoa College (Trustee) • Māori Creative Foundation (Trustee) • Meremere Marae Charitable Trust (Trustee) • Hikuroa Whanaungatanga Charitable Trust (Trustee) • University of Auckland Māori Alumni (Trustee and Chair of Executive Committee) • Sarcoma Foundation NZ (Board member) • Child Cancer Foundation (Board member) 		

12-Month Work Programme

Month	Shareholder Accountability	Operations & Business Planning	Strategy and Business Focus	Board and Committee Dates
Jul-25	<ul style="list-style-type: none"> SOI FY26 Financial reporting for the year ended 30 June 2025 Q4 Risk Report to Council 	<ul style="list-style-type: none"> CEO Report H&S Report 	<ul style="list-style-type: none"> Workshop: Performing Arts 	<ul style="list-style-type: none"> Māori Engagement Committee – 17 July Risk and Finance Committee – 23 July Board Meeting – 30 July
Aug-25	<ul style="list-style-type: none"> Q4 Performance Report TAUL and TAUT Annual Report Financial reporting for the year ended 30 June 2025 Climate Related Disclosures 	<ul style="list-style-type: none"> CEO Report H&S Report 2026 Board and Committee Meetings 	<ul style="list-style-type: none"> Workshop: Auckland Art Gallery 	<ul style="list-style-type: none"> Remuneration Committee – 12 August Capital Projects Committee – 13 August Risk and Finance Committee – 21 August (FY25 Statements) Board Meeting – 26 August
Sep-25		<ul style="list-style-type: none"> CEO Report H&S Report 		
Oct-25	<ul style="list-style-type: none"> Public Board meeting - performance against SOI targets for Year Ended 30 June 2025 Q1 Performance Report Q1 Risk Report to Council Board Evaluation Facilitated Discussion 	<ul style="list-style-type: none"> CEO Report H&S Report 		<ul style="list-style-type: none"> Capital Projects Committee – 14 Oct Board Meeting – 29 Oct (Public Board Meeting)
Nov-25		<ul style="list-style-type: none"> CEO Report H&S Report 	<ul style="list-style-type: none"> Workshop: Auckland Zoo 	<ul style="list-style-type: none"> Risk and Finance Committee – 12 Nov Capital Projects Committee – 19 Nov Māori Engagement Committee – 19 Nov Board Meeting – 2 Dec (Nov Meeting)
Dec-25		<ul style="list-style-type: none"> CEO Report H&S Report 		

12-Month Work Programme

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"> Risk and Finance Committee – 22 Jan (½Y Accounts) Board Meeting – 28 Jan (½Y Acts)
Feb-26	<ul style="list-style-type: none"> Letter of Expectation Q2 Performance Report 	<ul style="list-style-type: none"> CEO Report H&S Report 	<ul style="list-style-type: none"> Board Strategy Session – TBC 	<ul style="list-style-type: none"> Remuneration Committee – 3 Feb Māori Engagement Committee – 12 Feb Capital Projects Committee – 18 Feb Board Meeting – 25 Feb
Mar-26	<ul style="list-style-type: none"> Draft 2026 -2028 Statement of Intent 	<ul style="list-style-type: none"> CEO Report H&S Report Auditor engagement and fees 		<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 MOTAT Director Appointments 	<ul style="list-style-type: none"> CEO Report H&S Report 		<ul style="list-style-type: none"> Capital Projects Committee – 15 April Board Meeting – 29 April
May-26		<ul style="list-style-type: none"> CEO Report H&S Report 		<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 	<ul style="list-style-type: none"> CEO Report H&S Report Annual insurance renewal 	<ul style="list-style-type: none"> Annual Plan and Capital Plan FY26 Three Year Plan 	<ul style="list-style-type: none"> Māori Engagement Committee – 10 Jun Capital Projects Committee – 17 June Board Meeting – 1 July (Public Board Meeting)

Chief Executive Report

Report to the Board of Tātaki Auckland Unlimited, 02 December 2025

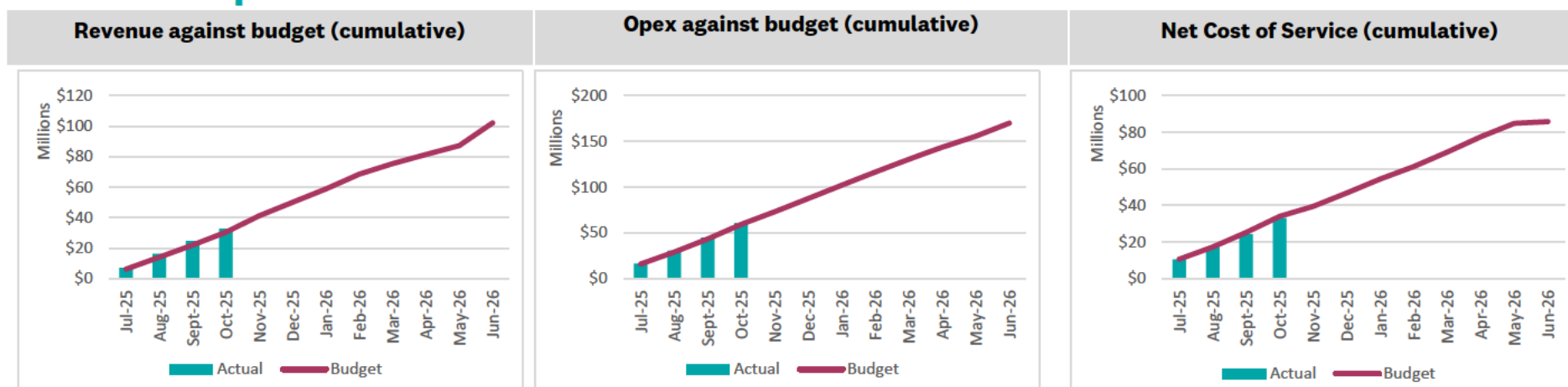
1. Introduction

- Auckland Council has finalised its new committee structure and associated remits. Committees of most relevance to TAU are:
 - Budget and Performance Committee (Chair: Sayers): Governance of CCOs including oversight of strategy and priorities, approval of LoEs and SOIs.
 - Policy, Planning and Development Committee (Chair: Hills): City centre, economic strategy, community and Māori outcomes, sustainability and environmental resilience.
 - Appointments and Performance Review Committee (Chair: Newman): Appointments to CCOs, performance and quarterly reporting of CCOs.
 - Community Committee (Chair: Fairey): Arts, culture, events and grants.

In addition, Deputy Mayor Simpson has been re-confirmed as the TAU Lead Councillor.
- Development and transition to a shared vision for Auckland Council Events to assist in regard to cohesion of events, shared identity, and ultimately the amplification of events impacts to Tāmaki Makaurau. [REDACTED]
- The World Indigenous Peoples' Conference on Education (WIPCE) 2025 event was successfully delivered by the TAU ACVE team, with more than 3800 delegates participating in a host of sessions across five days in the city centre
- The combination of WIPCE2025 alongside Metallica, Cliff Richard and a variety of other events assisted to deliver more than \$8m regional GDP and over 90 per cent occupancy across Auckland hotels in the last week of the month.
- Go Media Stadium Mount Smart received the 2025 EVANZ *Large Venue of the Year* award for the second consecutive year, reflecting another outstanding year of record crowds, major events successes, and investment into innovation and sustainability.
- Amendments to the New Zealand Screen Production rebate as recently announced by the Economic Growth Minister Nicola Willis, have been welcomed by Screen Auckland as an opportunity for New Zealand to regain global competitiveness as an attractive destination for film, television and streaming productions.
- The latest exhibition *Pop to Present: American Art* opened at the Auckland Art Gallery on 8 November, this landmark presentation of 52 compelling works from the world-renowned Virginia Museum of Fine Arts offers a comprehensive overview of the principal themes and styles shaping American art since 1945.

S7(2)(f)(i),(h),(i) LGOIMA 1987

2. Finance update



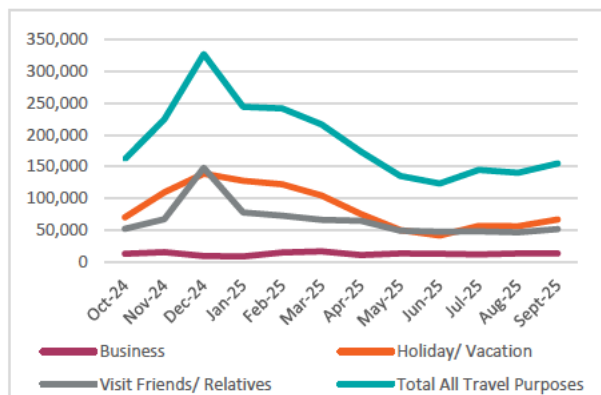
3. Cultural organisations at a glance

	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	197,611	69,660	8%	112%	61.4	45	\$28.86	\$36.55	-\$7.69
Auckland Zoo	290,740	290,740	35%	108%	68.2	45	\$21.69	\$17.73	+\$3.96
NZ Maritime Museum	51,170	31,289	4%	114%	44.4	45	\$40.97	\$33.84	+\$7.13
Auckland Stadiums	237,968	180,356	22%	156%	47.6	20	\$8.11	\$4.23	+\$3.88
Auckland Live	423,715	241,298	29%	110%	57.4	40	\$8.01	\$9.34	-\$1.33
Auckland Conventions	74,912	15,957	2%	-	-	-			
TOTAL	1,276,116	829,300	100%	120%	59.3	40	\$15.70	\$16.06	-\$0.37

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.

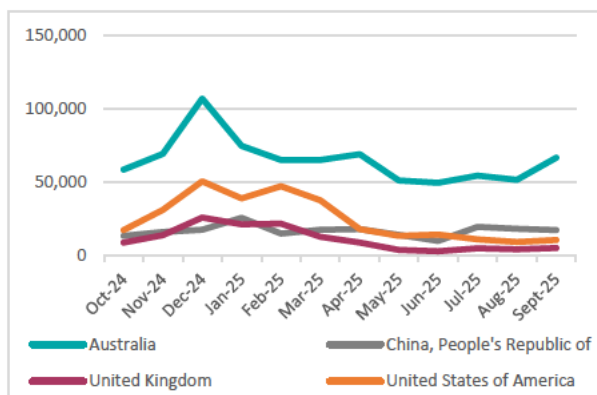
4. Auckland destination dashboard

Visitor arrivals into Auckland Airport
by purpose (to September)



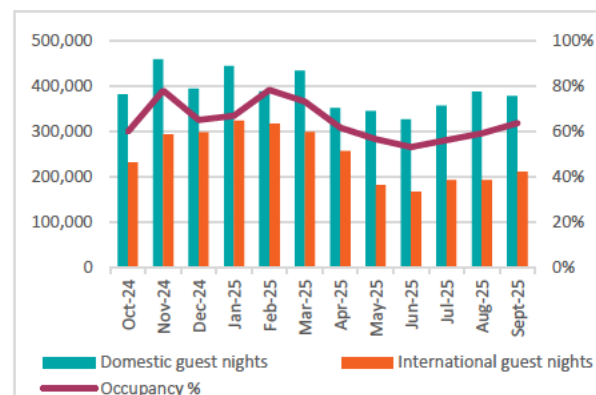
There were 155,100 international visitor arrivals in September, **5.5% higher** than in September 2024. In the year to September, there were 2.29m international visitor arrivals, **3.4% higher** than the previous 12 months.

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



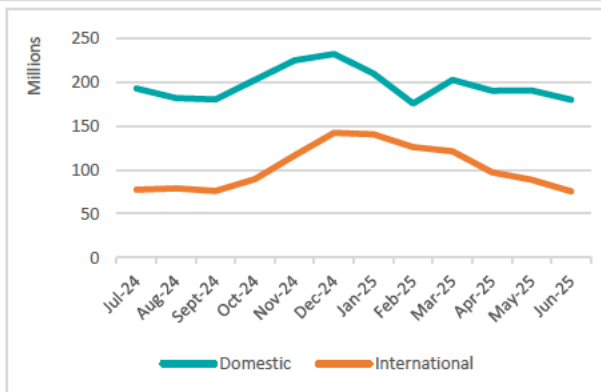
There were 66,800 Australian visitors in September, **9.0% higher** than in September 2024. In the year to September, there were 784,600 Australian visitors, **9.1% higher** than the previous 12 months.

Commercial visitor nights in
Auckland (to September)



In September, there were 588,200 total guest nights in commercial accommodation, **9% higher** than September 2024. Occupancy rates in September (64%) were **higher** than the same month last year (60%).

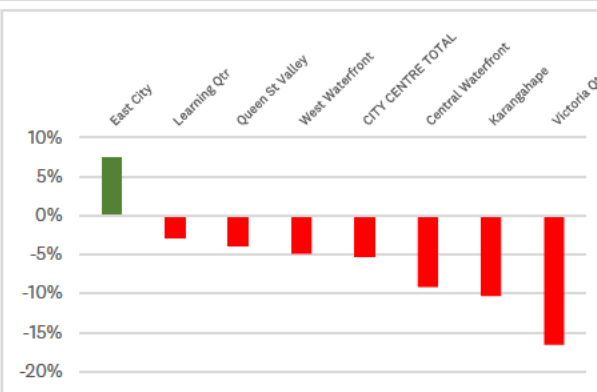
Monthly spend in Auckland:
International vs domestic (to June)



In June, domestic tourism spend in Auckland was \$180m (**2.6% higher** than June 2024) and international spend was \$75.6m (**11.2% higher** than June 2024)

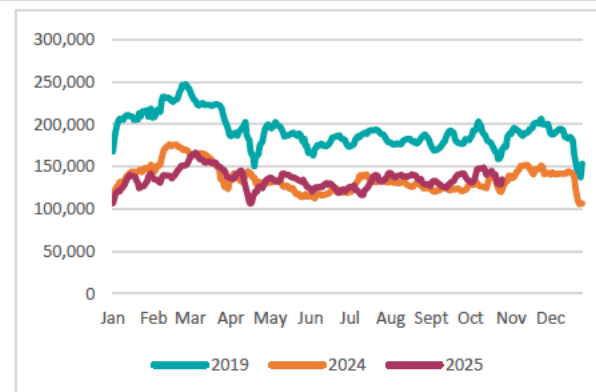
*MBIE has stopped measuring tourism spend post June 2025 and is procuring a new data set. Reporting will recommence as soon as this becomes available.

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



Total city centre card spending was **5.2% lower** in October than the same month last year

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



At the end of October, the 7-day rolling average city centre pedestrian count was 135,100 – **9.9% higher** than the same time last year but **20.8% lower** than the same time in 2019.

*Source: Heart of the City

5. Statement of Intent delivery

Experiences and Events

Performing Arts

- **Trent Dalton's Love Stories (13–21 October, The Civic):** This international theatre adaptation of Dalton's book proved a strong test case for non-musical theatre at The Civic, as Auckland Live expands the variety of genres presented in this venue. Event NPS was 65 and venue NPS was 72, and 94 per cent of show attendees said they were satisfied or very satisfied. One in five attendees were from outside Auckland and 66.7 per cent of attendees spent money in the city centre (away from the venue). Attendance was [REDACTED]
- **The Laureate Party 2025 (16 October, Aotea Centre):** Auckland Live supported the Arts Foundation's 25th anniversary celebration and Laureate Awards, honouring 10 senior artists across multiple genres. The event gathered leading artists, philanthropists, and arts supporters. Attendance was more than [REDACTED]
- **Dani and the Age of Wonder – Development Workshop (13–17 October, Herald Theatre):** Auckland Live supported a five-day creative development workshop of *Dani and the Age of Wonder* by Hand Pulled Collective. The focus was on refining the work and presenting a showing to invited guests to gauge potential for a co-production in 2026/27.
- A diverse range of events was presented through the Presenter Services team. Highlights across the venues included: increased Diwali programming in venues, Ballet International's presentation of *Dracula*, *Priscilla Queen of the Desert*, Winetopia, Commodores and Tami Neilson.

Marketing & Communications – October

- **83,798 tickets** sold, and **42 new events** (totalling **104 performances**) went on sale.
- Auckland Live supported **30 venue hire clients** and delivered six major campaigns, including: Auckland Arts Festival, Auckland Philharmonia, New Zealand Opera and Royal New Zealand Ballet 2026 season launches. In addition, 12 Auckland Live-presented campaigns were either active or in planning, including: *Trent Dalton's Love Stories*, Auckland Live Christmas in Aotea Square, and Auckland Theatre Company's Cabaret & RBG.
- Audience Insights for October: **13,001 unique customers** engaged with Auckland Live events this month; **23 per cent of tickets were purchased by customers outside Auckland**, and **2 per cent from international audiences**. Auckland Live welcomed **2759 new database opt-ins**, expanding its reach and engagement.
- The Civic was honoured at the **Auckland Heritage Awards 2025**, winning in the Public/Religious Building category. October's Civic Tour sold out.

Major Events

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

S7(2),(h),
(i)
LGOIMA
1987

Marketing & Communications

- Media planning for the Moana Auckland campaign is in progress with the first activity going live in Dec to be followed by above-the-line activity planned from Jan.
- Paid media planning for the Auckland Wooden Boat Festival is underway with activity planned to target boating communities as well as the wider Auckland public.
- Work commenced on an 'Auckland city postcard' as an alternative broadcast asset for SailGP, while leverage and city activation plans progressed on contracted events, incl. [REDACTED] matches.
- The BNZ Auckland Diwali Festival marcomms plan was successfully delivered. Successful earned media included 52 media items across domestic TV, print, radio and online, generating \$197,000 in EAV.
- Campaigns for the BNZ Auckland Lantern Festival and Pasifika Festival were briefed. A new visual identity was approved for the Pasifika Festival.
- Auckland Council Events attribution and spokesperson voice added to Auckland Marathon and Asia Pacific Amateur Golf media releases.
- Mitigated media and stakeholder risks after unverified reports from Australian media that State of Origin had been confirmed.

Business Events

S7(2)(f)(i),(h),(i) LGOIMA 1987

Auckland Conventions Venues and Events (ACVE)

- ACVE actualised 40 business events across 53 event days, with 14,759 attendees.
- Total gross revenue of [REDACTED] (inclusive catering). ACVE revenue was [REDACTED] Net contribution after COGS was [REDACTED] margin.
- ACVE YTD total revenue was [REDACTED]
- ACVE contracted 48 business events with a venue hire of [REDACTED]. The business received 79 business event opportunities with a value of [REDACTED].
- [REDACTED] of catering revenue to contracted panel caterers, a year-on-year (YOY) increase of 3.3 per cent.
- The World Ingenious Peoples' Conference (WIPCE) with 3800 delegates placed across three TAU venues – Aotea Centre, Shed10, and The Cloud. The event will have a significant positive impact on ACVE's financial result for November. The placement of the business in Auckland and not Christchurch or overseas was a result of extensive collaboration between Auckland Live (events were required to move to enable placement of the event in Auckland), ACVE and ACB (and support from Māori Outcomes).

ACVE Marketing & Communications – October

- Social media engagement - ACVE published 14 social posts in October, with the top-performing post reaching 1118 impressions.
- Australian growth & awareness - The campaign, launched on 9 October, is showing promising early results with 116 landing page views.
- Website & lead generation - The ACVE website attracted 5680 new visitors, resulting in 92 direct enquiries and 19 new newsletter sign-ups.
- Released ACVE Auckland Art Gallery [wedding brochure](#).

Auckland Convention Bureau (ACB)

- See table below for notable results.

Marketing & Communications

- Marcomms support for both TRENZ 2026 and MEETINGS 2026 in partnership with TIA, BEIA, Ngāti Whātua Ōrākei, NZICC and Auckland Airport, commenced.
- Final preparations were undertaken for the case study and wrap-around communications for WIPCE, including external partner engagement, video case study scripting and preparation of media stories.
- Draft MICCAI media release; draft Auckland Business Events Fund case study; reactive Q&A for Jehovah's Witnesses Convention finalised.

Events Transition Programme

- **Strategic Direction:** The council's Economic Development strategy, including destination and events, is being scoped by the Economic Development Office with a view to it being completed for consideration for funding through the Long-term Plan 2027-37. TAU is working closely with the EDO to support this work.

S7(2)(f)(i),(h),(i) LGOIMA 1987

- **Transitioning existing event activity:** Council's CCO Reform event change process is underway, with final decisions on staff redeployment and transfer of funding due in December. TAU recruitment has started for roles that are being funded through the change process, rather than being filled through staff redeployment (four roles in Performing Arts and one role in Major Events facilitation have been advertised). Transition planning to take responsibility for city centre event permitting has started, with transfer of responsibility for Te Komititanga from 1 January 2026 progressing. Further work needs to be done to fully understand events and 'activation' work previously undertaken by council teams in the city centre using City Centre Targeted Rate (CCTR) funding while the separate CCTR 'attraction' investment proposal is ready for approval by TAU Board and City Centre Steering Group.
- **Unified approach to events:** TAU event leaders now meeting regularly to review past event performance based on live data, to inform the long-term events pipeline encompassing major, business and performing arts events.
- **Event promotion:** The Auckland Council Events logo is being widely used across a range of events including Auckland Live's Christmas in Aotea Square programme, Waitemata Local Board's Parnell Festival of Roses, and the Te Manaaki Lighting Event at Te Komititanga. See below section re Auckland events calendar.
- **Engagement and communications:** First Auckland Council Events kaimahi newsletter released mid-November, with Auckland Council Events and Auckland events calendar to be promoted at the quarterly Destination Partnership Programme (DPP) industry update on 2 December and featured in TAU's Taki Reo on 11 December.

Auckland Events Calendar

- Successfully deployed **enhanced events functionality and content on Discover Auckland** - Homepage updates, What's on page, All events page, event listing pages and events storytelling.
- **Auckland Council Events logo** placement on relevant Discover Auckland event listings has been deployed and soon to be weekly events centric EDM testing is complete.
- **Data layer tracking** setup and deployed to ensure analytics reporting to help shape future development.
- **Event customer research** final report delivered, and findings shared across TAU and wider council group.
- **Planning for phase 2** will be informed by user behaviour, event customer research (complete), event channel audit (complete) and AI impact project.

Destination Management (Including Māori Tourism)

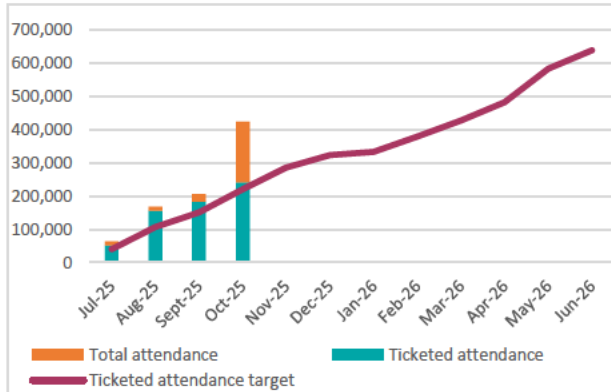
- **Destination Management-** TAU attended the Destination Think Forum in Queenstown exploring global innovation in destination marketing and climate-positive tourism. TAU has also joined the Think X Collective for three years, connecting Auckland with leading DMOs to support communities through change and shape a more sustainable visitor future.
- **TRENZ 2026:** Planning is well underway, including confirmation of Kingi Makoare, Ngāti Whātua Ōrākei, to lead the cultural engagement plan and ensure tikanga is authentically embedded throughout the event.
- **Tourism Awards/Tourism Summit:** TAU representatives attended Tourism Summit Aotearoa and the NZ Tourism Awards in Wellington. Auckland finalists included e-Ride Waiheke, The Hotel Britomart, Velskov, Auckland Sea Kayaks, and Hind Management. Hind Management and Auckland Sea Kayaks won their categories. TAU's goal is to help increase Auckland applications.
- **Cruise 2025/26 Season:** The season opened with the arrival of Celebrity Edge on 17 October, carrying 2934 passengers and 1377 crew, welcomed by our expanded volunteer team (40+ this year, up from 10). Carnival Cruises announced it will homeport Carnival Adventure in Auckland for winter 2027, delivering a major economic boost in a traditionally quieter period. TAU continues to work closely with PoAL to ensure Auckland delivering the best visitor/crew/ship arrival experience.
- **Auckland Golf Plan:** TAU convened the first meeting of Auckland's key golf courses to begin shaping a coordinated approach to establishing the region as a premium golfing holiday destination. This work aligns with Auckland's successful bids for major international golf events from 2026. TAU will now develop a plan outlining opportunities, required product development, and trade/consumer promotion.

Māori Tourism Development Programme

- Approaching one year since **Treasures of Tāmaki** launched - Communications team prepared an earned media wrap for stakeholders (55 media items generating \$98k in EAV across domestic and international media). Have several operators looking to join.
- **WIPCE:** Tourism contribution to ensure delegates and manuhiri visiting Tāmaki Makaurau Auckland to attend WIPCE, experienced our region's manaakitanga by supporting Treasures being promoted via the official website for pre and post experiences. Where there were gaps in product offering from Treasures portfolio, TAU worked with DPP partners. Supported the promotion of Auckland's indigenous restaurants and retail shops by partnering with Whāriki, which provided a micro site promoted to the delegates (where to go and what to see outside of the conference).

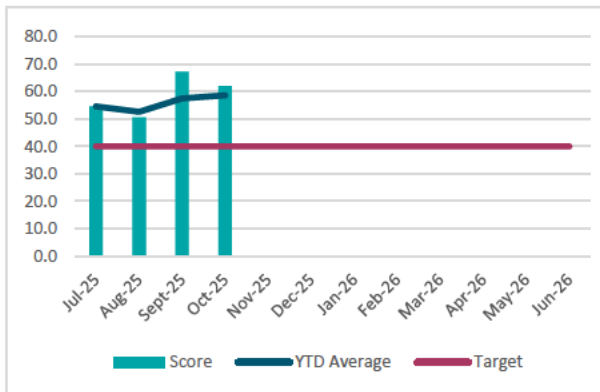
KPI RESULTS

Performing Arts: ticketed and total attendance (cumulative)



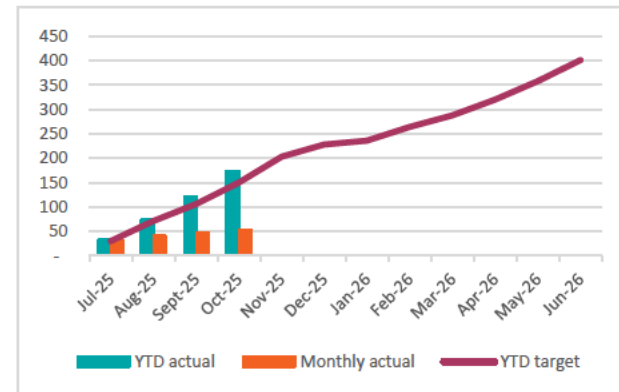
Performing Arts' YTD ticketed attendance is **above target** at 241,300

Performing Arts: NPS for TAU audiences and participants



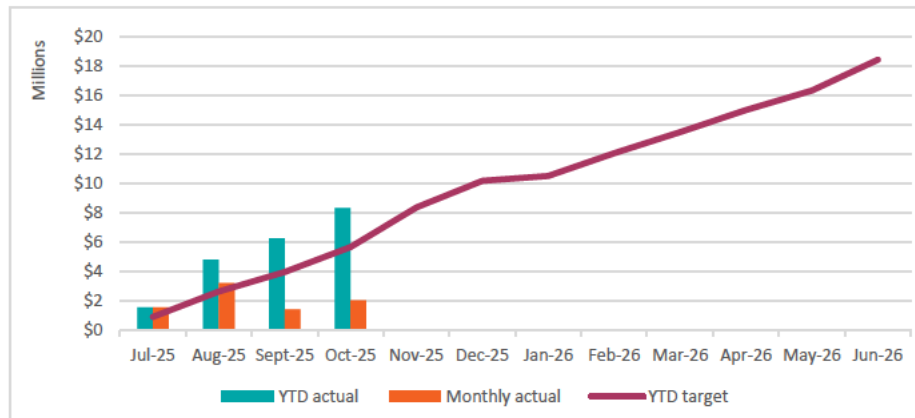
Performing Arts' YTD NPS score is **above target** at 57.4

Performing Arts: number of events



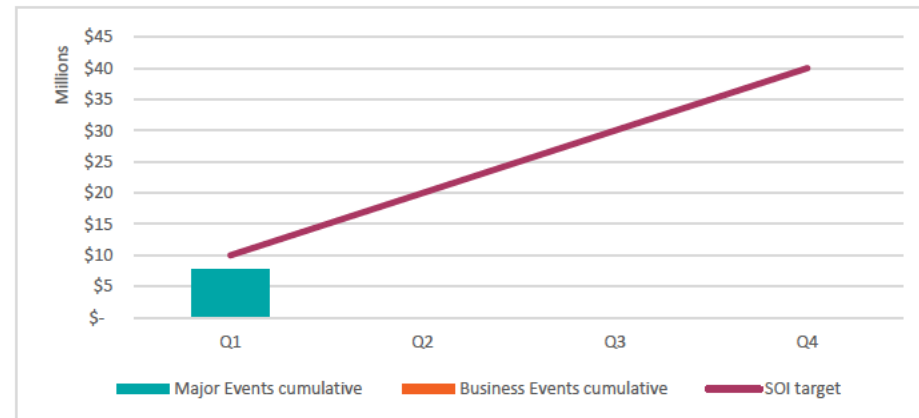
The number of Performing Arts events held YTD (174) is 16% **above the YTD target** of 150

Performing Arts: YTD Revenue



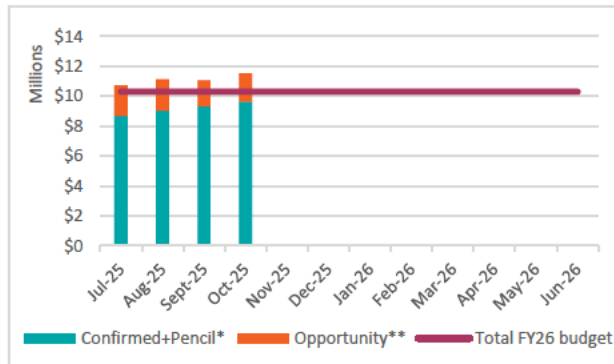
Performing Arts' YTD revenue is 47% **above budget** - \$8.3m against a budget of \$5.7m. Includes Director Performing Arts, Performing Arts and Presenter Services sub-units.

Major events and business events: contribution to regional GDP



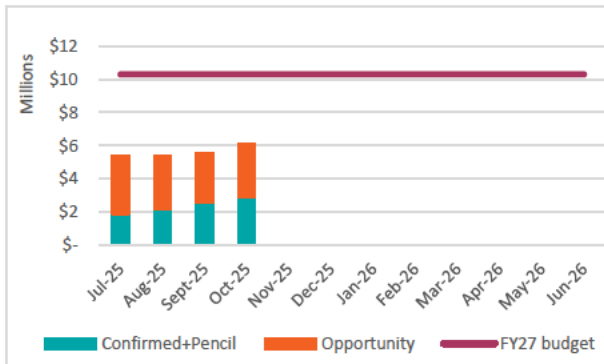
Q1 results are **below target** based on four events out of eight, with four pending evaluation.

ACVE: FY 2026 Forecast YE Revenue vs Budget



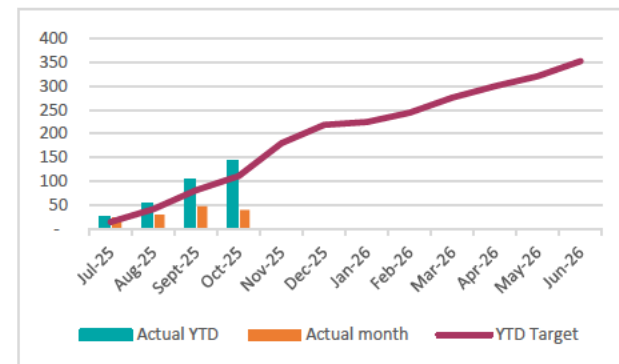
At \$9.6m, confirmed events are tracking below target against the FY25/26 budget. YTD Actualised revenue is \$4.8m, full year target \$10.34m. **Confirmed category includes confirmed events and * Pencil events - 1st in line and may proceed to contract if desired **Opportunity status is a sales enquiry or a lead (no booking space is held). Net revenue does not include catering invoices.*

ACVE: FY 2027 Forecast YE Net Revenue vs Budget



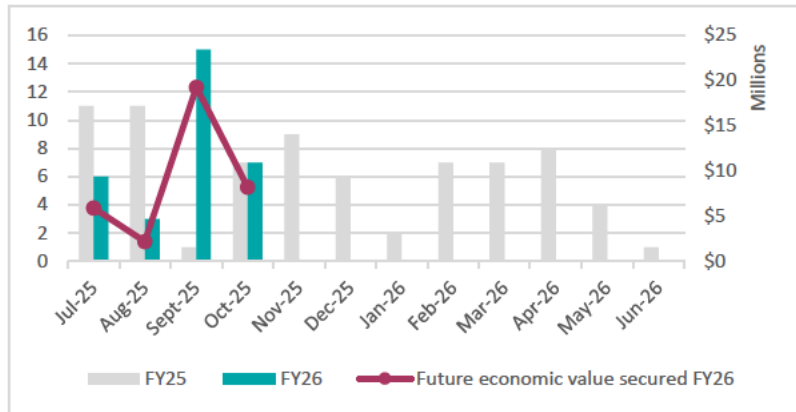
ACVE FY26/27 budgeted venue revenue is \$10.3m. Based on current bookings, \$2.9m of this revenue is confirmed, 29% of YTD Budget. A further \$3.1m of opportunities are in the pipeline.

ACVE: number of events (cumulative)

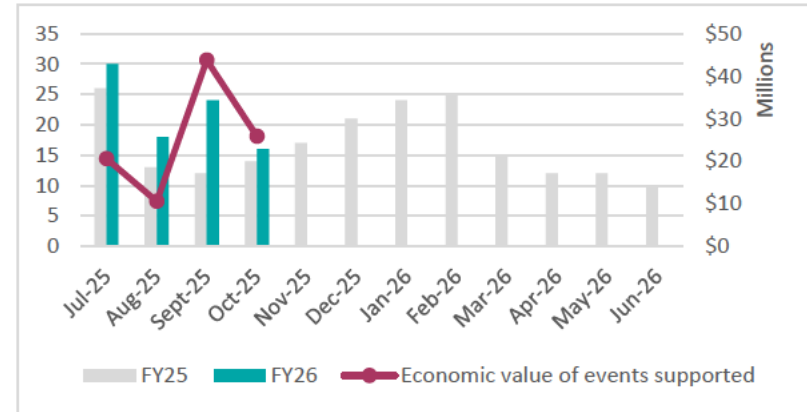


The number of ACVE events held YTD (142) is above the YTD target of 111.

Auckland Convention Bureau: business events secured



Auckland Convention Bureau: new opportunities supported



Taonga and places

Auckland Zoo

- October visitation was 73,905, the third highest October visitation on record but 13.6 per cent below budget. Year-to-date visitation is 290,740, 8.4 per cent above budget.
- October revenue from all sources was \$1.3m, 22.3 per cent below budget. YTD revenue is \$5.2m, 0.7 per cent above budget.
- Four wild rescue kororā, unable to be released back into the wild, were transferred to the West Coast Wildlife Centre in Franz Josef following months of careful rehabilitation at the Zoo. Enabling and supporting other Zoo and Aquarium (ZAA) member institutions across the country is part of Auckland Zoo's commitment to maximising the conservation education impact and advocacy reach of this collaborative species programme (managed by Auckland Zoo).
- Several of the Zoo team, ably led by Pest Control experts, have dedicated much time and expertise this month supporting the enhanced pest control and monitoring programmes in the Waitākere Range's Ark in the Park and Matuku Link projects.
- The vet team successfully treated and rehabilitated a Salvin's mollymawk (a type of albatross) to the point of being fit for release. The Zoo team, iwi and DOC subsequently set the bird free into the waters surrounding the Noises in the Hauraki Gulf.
- In coordination with Auckland Council and TAU, the Zoo's Donesafe implementation has gone smoothly, and the new system is a significant improvement over the former system.
- Masterplan Stage 3 Infrastructure and Enabling Works construction will begin 3 November for approximately six weeks. During construction, Carpark 1 will be closed to staff and visitors. The work will revise the Zoo's entry drive from Motions Road, install new utilities, carpark safety features and infrastructure.
- Watercare's remedial work on a section of the Ōrākei Main Sewer located in the Zoo has been completed. To date, no decision has been made as to whether further preventative maintenance will be required.

Marketing & Communications

- Production and roll out of assets for the Zoo's In Your Nature campaign continued and as at 14 November, more than 100 entries had been received for the associated In Your Nature Community Art Trail.
- With a focus on gifting of memberships, the Zoo's Christmas gifting campaign launched in market from 17 November aimed at driving revenue in November/December.
- A new 'Talk about wild' series was introduced highlighting conservation science stories at the Zoo. Aimed at building understanding among the Zoo's audiences, as well as strengthening brand trust and social licence to operate, the series explores complex conservation science at work.
- The Zoo achieved 60 media stories across the month which was led by a National Geographic feature on the Zoo's breed-for-release programme, and included penguins being relocated to the West Coast; the Zoo being interviewed and talking on panels about the importance of banning public sale fireworks for private use; and the Zoo's acknowledgement of the passing of Dr Jane Goodall.
- Comms planning for November's essential Zoo maintenance works (including closure of main carpark) and associated discounted November visitor entry including memo to elected members, reactive media messaging; ongoing media prep to boost the 'In Your Nature Community Art Trail' campaign, and call for submissions; story planning and filming for Wild Heroes (Series 4/2026).

Auckland Art Gallery Toi o Tāmaki

- **Visitation in October was 34,434**, 9.2 per cent below target. This brings the **YTD total visitation to 197,611, 16 per cent ahead of target**. A third of those visiting took part in either a tour, education programme, Artland public programme or membership event.
- **Exhibitions:** October was the first full month of Louise Bourgeois: In Private View being open; there were 10,897 visitors during the month at an average of 351 visitors a day.
- **Curatorial:** Recruitment underway for 2026 Marylyn Mayo Intern and 2026 Curatorial Assistant (both are externally funded entry level positions supporting sector development).
- **Gallery Operations:** A live emergency exercise took place on 23 October, simulating a protestor gluing themselves to an artwork. This tested coordination between Gallery staff, Risk and Security teams, and the Police. An effective response reinforced the Gallery's emergency procedures and readiness. Wayfinding Improvement Project commenced on 16 October with workshop led by Maynard & Practice. After initial research and site visits, six key recommendations developed to inform the preliminary design stage which will improve visitor navigation and experience. Significant progress made on Fire Compliance project and phase two on track for late November completion.
- **Research, Library & Archives:** Archivist Freya Elmer delivered two talks for Auckland Heritage Festival, 1 and 4 October based on the current Research Library Display Case on the performance art of Linda Buis and Peter Roche. For the Kids and Whānau Day (11 October), 448 came through the library for a badge-making activity. During October, there

were visits from other libraries, galleries and council teams including: the Artspace Aotearoa volunteer group; Auckland Council Insights & Analysis team; AUT Visual Arts students with Claudia Jowitt; and a University of Auckland Art History student group.

- **Publishing:** Pop to Present exhibition interpretation produced, including audio guide for purchase. Script finalised for Gallery's te reo Māori pronunciation guide. Website design and content creation progressed with TAU Digital and Content & Channels.
- **Gallery shop:** [REDACTED] Sales were comparable with October 2024, and the standard post-exhibition dip was less pronounced. After 18+ months, Lightspeed (point of sale software) is now integrated with Shopify (online store platform); TAU Digital team instrumental in the completion of this detailed, data-heavy project. Wallace Cotton X Toi o Tāmaki sleepwear range launched with great media coverage and positive early sales results. Shop front refurbishment colour update for Pop to Present exhibition opening in November.
- **Public Programmes & Tourism:** Final Open Late – Open Late: In the Web of Louise Bourgeois delivered successfully. Average Open Late attendance 4 x events = 760 pax per event, high of 1001 pax over 3 hours. Report for CCTR funding for Open Late series submitted to Barbara Holloway and approved. Remaining amount of \$29,000 for August and October Open Lates approved and journal actioned for November budget. Ticketure build still in progress for automated tour bookings (Te Ara Toi); ETA early December roll-out. Volunteer Guide Tours for Louise Bourgeois and Pop to Present on website. New script for Te Ara Toi complete.
- **Advancement & Business Development:** Continue to meet with prospects and current donors regarding funding for future exhibitions in FY26 and FY27, including [REDACTED] Patrons and Foundation donors' events held for Louise Bourgeois exhibition.
- **Membership:** Strong renewal rate has continued at 60 per cent. [REDACTED]
[REDACTED]
62 new members and 224 renewals. **Total of 7514 members against a target of 6600 (+14 per cent).**

Marketing & Communications

- The marketing campaign for Pop to Present launched in late October with a multi-channel approach across out-of-home, radio, print, TV, social, digital and search. The campaign is structured in three phases – launch, maintain and final weeks – and will run until 15 March targeting both Auckland and domestic audiences.
- Reporting showed that the A Century of Modern Art marketing campaign achieved strong paid media results with 1.3m completed video views, 10.4m total impressions and 12,500 clicks. Media partner NZME contributed an additional 1.1m impressions and 4000 clicks reaching an estimated 728,000 people (22 per cent of NZ's 15+ population).
- The Gallery gained 31 media mentions in October. Highlights included ongoing coverage of Louise Bourgeois exhibition, coverage of a new Gallery shop collaboration with Wallace Cotton and a Spinoff article with historical artworks by the curatorial team.
- Comms/media planning for the Greg Moyle bequest announcement, launch of Pop to Present, heritage project conclusion, and forward programme announcement.

New Zealand Maritime Museum

- NZMM has now opened its latest major exhibition - Ngā Huhua: Abundance, an immersive exhibition celebrating the lifeforce of Te Moana-nui-a-Toi, the outer Hauraki Gulf Marine Park, just beyond Auckland's shores. Te Moana-nui-a-Toi, an area largely unknown and rarely visited by most Aucklanders, comes alive through storytelling, ocean science, mātauranga Māori, contemporary art, and the voices of tangata whenua. This exhibition is presented in partnership with Ngāti Rehua Ngātiwai ki Aotea. The exhibition opening took place on 6 November and began with a Ngāti Whātua Ōrākei powhiri for Ngāti Rehua Ngātiwai ki Aotea, followed by a blessing of the exhibition by both iwi.
- NZMM opened an additional pop-up exhibition in October in the museum plaza. Called Manulele and Whetū, this exhibition has been crafted by weaving collective Manahua. Manulele and Whetū is a moving tribute to the birds of Aotearoa whose voices have been lost since human arrival. Created by creatives Brenda Railey and Abby Turbott, the installation began with the humble kono – a woven vessel of sixteen whenu. From this simple form, a constellation of 55 manu (birds) emerged, each representing an extinct species, suspended in flight and seeking their whetū (star). The second flock, rendered in red, extends this dialogue, their vivid colour evoking the memory of birds now lost to extinction.
- NZMM was represented at a Pacific Maritime Museum's regional workshop in Suva, Fiji. This event, convened by the Australian Maritime Museum, was paid for by the International Congress of Maritime Museums (ICMM) and Lloyds Register Foundation, and is part of ICMMs regional forum's initiative.
- Work has begun on the floor installation at Percy Vos, with completion due by end of the calendar year. Planning has begun for NZMM's first major public programme at the yard, to take place during the Wooden Boats Festival in early 2026.
- NZMM's Gallery Refresh 100 per cent Developed design document has been presented and work has been focussed on finalising a business case to the board for phase 1 and 2 construction of the project. Additionally, NZMM has secured a major grant in support of the gallery refresh project, with a \$300,000 commitment from NZ Lotteries.

S7(2)(f)(i),
(h)
LGOIMA
1987

Marketing & Communications

- The NZMM launched a Kids Club social media campaign using relatable talent across reels and static ads to drive awareness, repeat visitation and an uptake in membership. The campaign continued in market in November, having resulted in a significant increase in Kids Club subscribers with 986 new members in October.
- Marketing support for the NZMM's school holiday programme included digital ads, Meta and radio, while a first phase of marketing support for Ngā Huhua: Abundance saw promotional activity appear across paid digital, print and out-of-home media.

Auckland Stadiums

- October was a steady month in terms of events and attendance. Overall attendance was 50,023, with 90 per cent attributable to Go Media Stadium. Event days totalled 141, with 70 per cent related to North Harbour Stadium. Year to date, North Harbour Stadium accounts for 63 per cent of event days, followed by Go Media Stadium at 20 per cent. Go Media Stadium accounts for 80 per cent of attendance year to date, followed by North Harbour Stadium at 11 per cent.
- The Jelly Roll concert at Western Springs Stadium on 8 November was unfortunately cancelled just as gates were due to open as a result of the lead act's ill-health. The artist-led social media communications resulted in a level of initial confusion, but the team on the ground worked well to co-ordinate security, police, traffic management, and Auckland Transport resources to enable a smooth departure of patrons from the precinct. [REDACTED]
- Auckland FC's home season commenced at Go Media Stadium on Labour Weekend against the Western Sydney Wanderers and the team then hosted Adelaide United the following weekend. While they have started the season strongly, and currently sit near the top of the A-League, [REDACTED]

Marketing & Communications

- Announcement of the North Harbour Stadium Community Open Day, supported by the local boards representing the NHS Steering Group. The Open Day was one of the commitments made by TAU following the outcome of the NHS EOI.
- Marketing activity driving sales and awareness for four events across all three venues, including rapid turnaround for Afrosoul festival at Go Media Stadium. Cumulative organic social media views of 1.3m from approximately 50,000 followers. Also working with Auckland FC on addressing the drop in average crowd numbers for their matches.
- Planning for open media session for the conclusion of the Waikaraka Park upgrade project (end of November) which includes managing risk due to ongoing speculation about the readiness of Waikaraka Park, as well as its ability to host all classes of four-wheel speedway.

Film Studios

- Market news – On 7 November, the Government announced a range of changes to the International Screen Production rebated targeted to attract more international productions. These are positive steps for the industry.

Cultural Sector Alliance and TAU Partnerships

- The Cultural Sector Alliance (CSA) governance group next meeting is set for 26 November. The Sponsor Directors have in this period convened their respective working groups and will report back on initial outcomes. The working groups are:
 - Joint reporting metrics
 - Matariki
 - Education Product and potential portal
 - Marketing group.
- TAU Partnerships completed tendering with external providers for the MOTAT Board review. An appointment will be made by end of November, with the work to be undertaken early in 2026, and delivered in April 2026.
- TAU Partnerships continue to assist Stardome with its capital requirements around essential drainage and Planetarium infrastructure and is in discussion with it over long-term planning around governance.

Western Springs Precinct

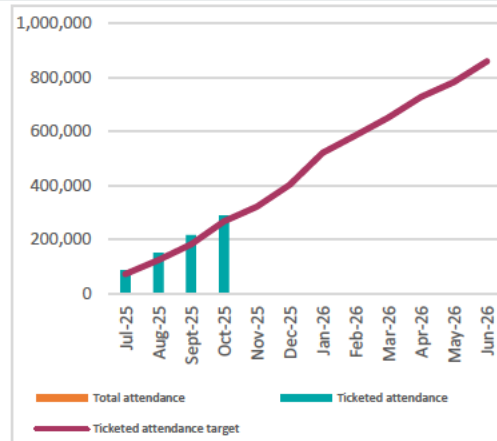
- Waikaraka Park upgrade project – Construction works are in the final phase with works on track to complete on time. Budget remains an issue. A blessing and site visit is planned for 27 November with local board, Mayor, and councillors being invited. The first race meet of the season is scheduled to occur on 29 November.

Central Wharves and Waterfront

Aotea Arts Quarter (AAQ)

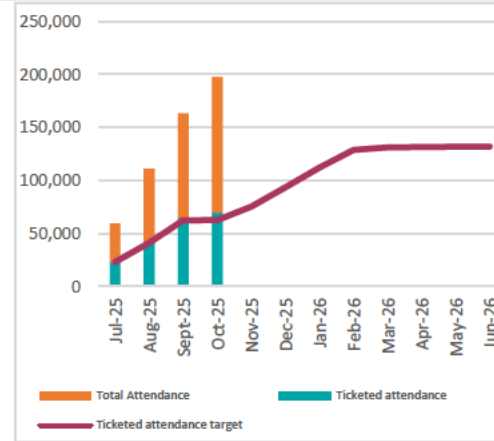
KPI RESULTS

Auckland Zoo: ticketed and total attendance (cumulative)



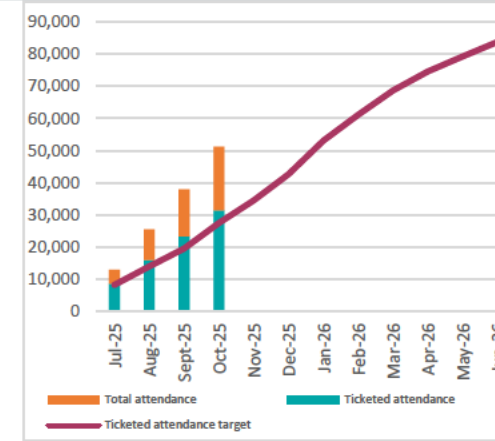
The Zoo's YTD ticketed attendance is **above target** at 290,700

Auckland Art Gallery: ticketed and total attendance (cumulative)



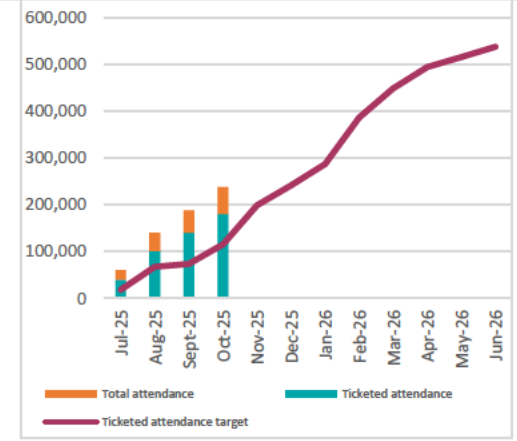
The Gallery's YTD ticketed attendance is **on target** at 69,700

NZ Maritime Museum: ticketed and total attendance (cumulative)



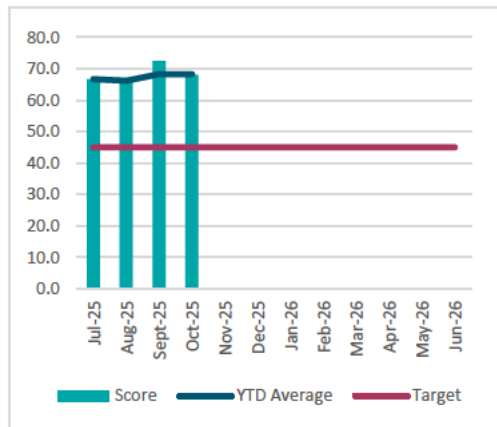
The Museum's YTD ticketed attendance is **above target** at 31,300

Auckland Stadiums: ticketed and total attendance (cumulative)



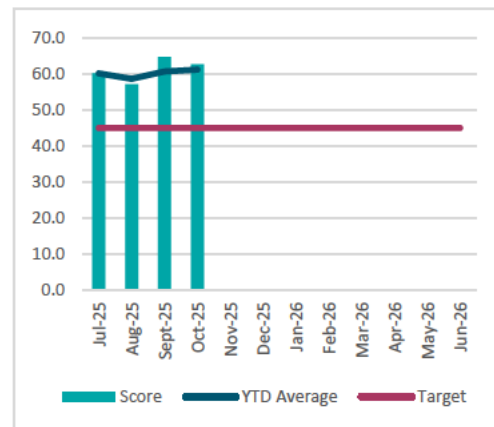
Auckland Stadiums' YTD ticketed attendance is **above target** at 180,400

Auckland Zoo: NPS



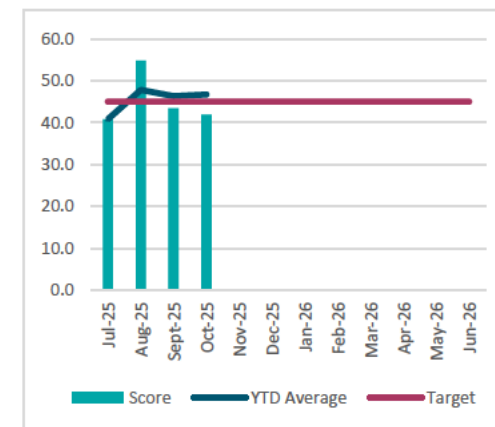
The Zoo's YTD NPS score is **above target** at 68.2

Auckland Art Gallery: NPS



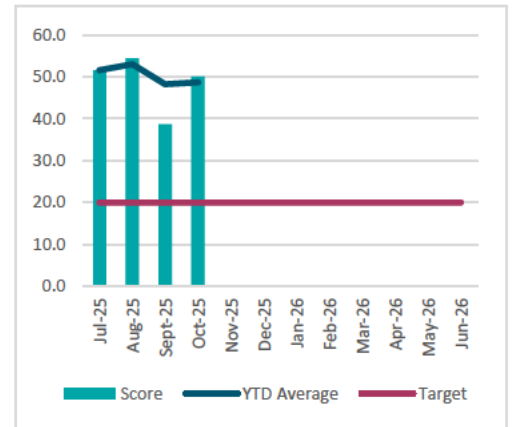
The Gallery's YTD NPS score is **above target** at 61.4

NZ Maritime Museum: NPS



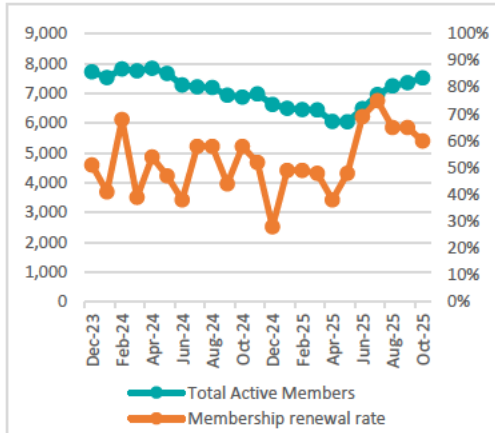
The Museum's YTD NPS score is **below target** at 44.4

Auckland Stadiums: NPS



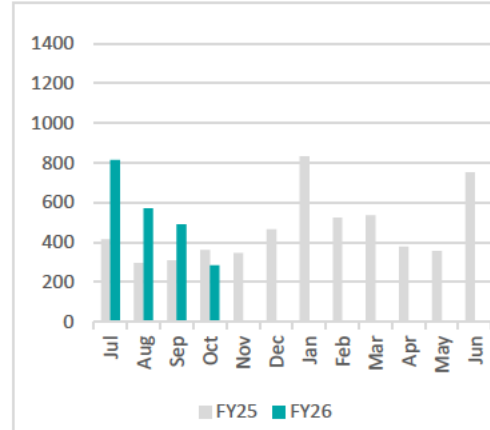
Auckland Stadiums' YTD NPS score is **above target** at 47.6

Auckland Art Gallery: active annual membership



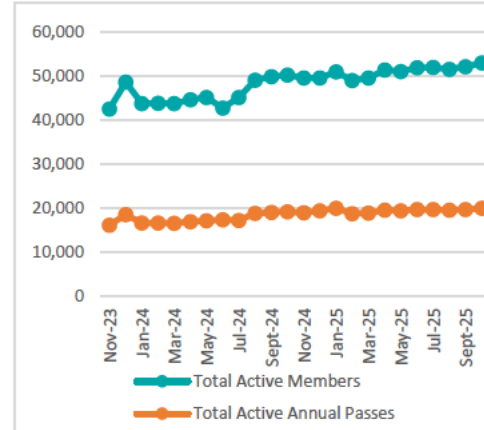
At the end of October, the Gallery had 7514 active members, and the membership renewal rate was 60%

Auckland Art Gallery: monthly membership sales



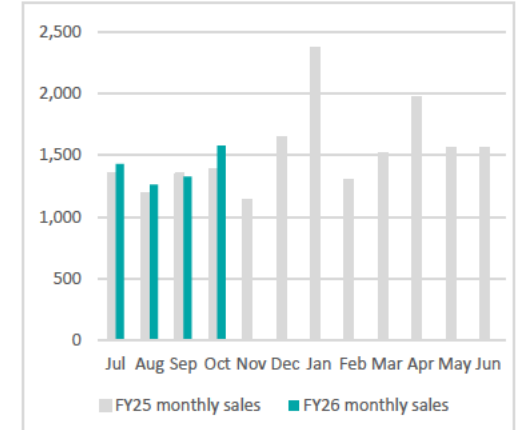
286 Gallery memberships were sold in October, compared to 361 in October last year

Auckland Zoo: active annual membership



At the end of October, the Zoo had 19,974 active passes and 52,986 active members

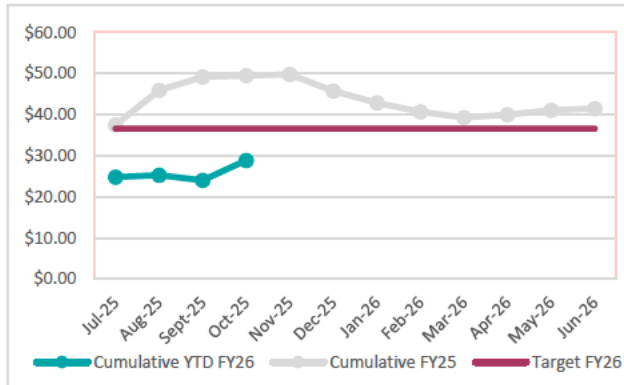
Auckland Zoo: monthly membership sales



1576 Zoo memberships were sold in October, more than in October last year (1379)

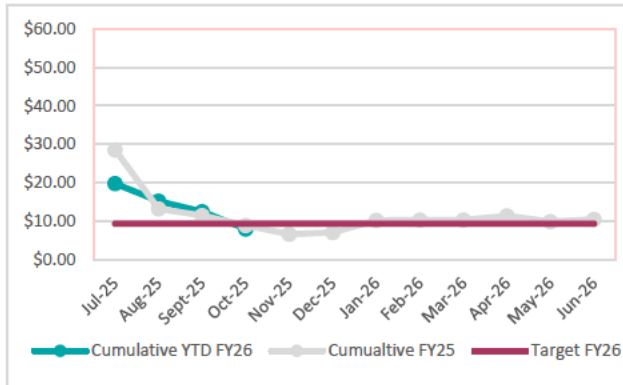
The charts below monitor 'net cost of service per patron' across TAU cultural organisations. Net costs include apportioned shared corporate staff and overhead costs. Patrons reflect total attendance at each venue (not ticketed attendance). This measure will continue to be developed and refined.

Auckland Art Gallery: Net cost of service per patron



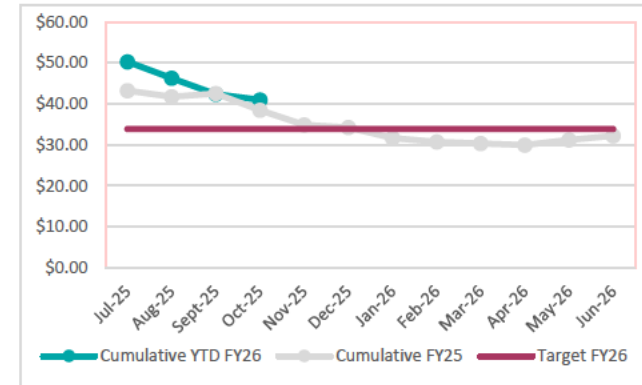
Auckland Art Gallery's YTD net cost of service per patron:
\$28.86

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



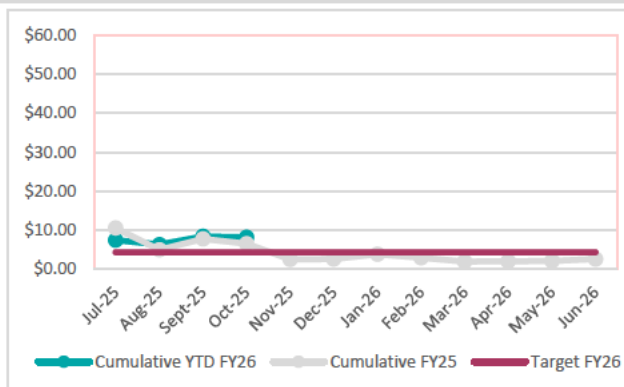
Auckland Live & Conventions' YTD net cost of service per patron:
\$8.01

NZ Maritime Museum: Net cost of service per patron



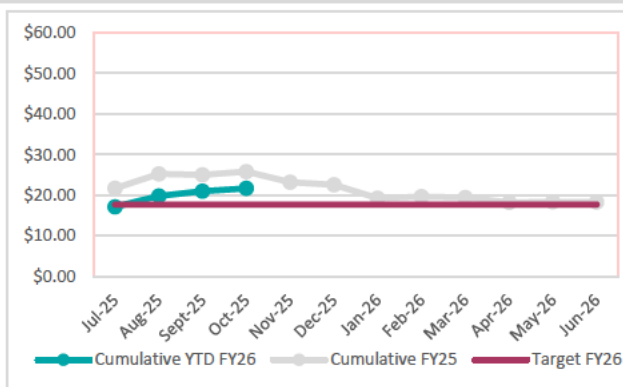
NZ Maritime Museum's YTD net cost of service per patron:
\$40.97

Auckland Stadiums: Net cost of service per patron



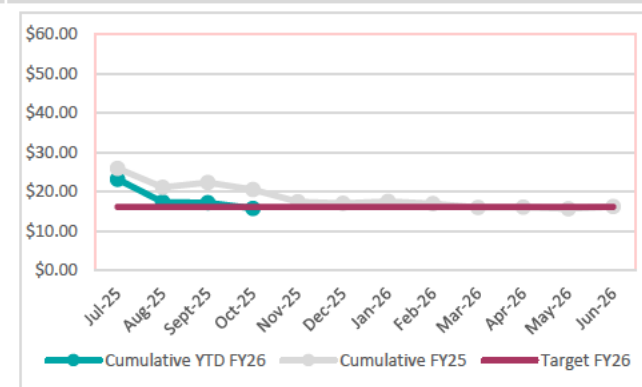
Auckland Stadium's YTD net cost of service per patron:
\$8.11

Auckland Zoo: Net cost of service per patron



Auckland Zoo's YTD net cost of service per patron:
\$21.69

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



TAUT's net cost of service per patron YTD:
\$15.70

Auckland's Reputation

Destination Marketing

Destination Partnership Programme (DPP)

- 160 partners have signed, and an additional two contracts have been sent (overall total \$1.8m).
- The Minister of Hospitality and Tourism, and Mayor have confirmed to speak at the destination industry end of year update taking place on 2 December at the Pullman Auckland Hotel. MC is Kate Roger and panel speakers confirmed are David Higgins (Duco Events), Nick Becker (Auckland FC) and Josh Emmett (chef).

Consumer Marketing – DPP related

Marketing

- The Auckland Society of Discovery campaign targeting Australian audiences concluded at the end of October with strong early results. Newsletter subscriptions reached 195 per cent of target, and the competition delivered more than 10,000 entries with 66 per cent of entrants opting in to subscribe to Discover Auckland eDMs. Seventeen DPP partners were featured across the content.
- The Auckland Society of Discovery assets are now being leveraged domestically through in-house social buying to fly and drive audiences until 10 December and are being supported by a domestic competition promoted in the Nov Discover Auckland (domestic) eDM.
- In Australia, the Qantas Travel Insider competition and content collaboration is live and was announced in the Nov Discover Auckland (Australia) newsletter, which now reaches almost double its previous audience following the subscription uplift noted above.
- Upcoming consumer activity includes the DPP summer lifestyle editorial campaign to ensure Auckland appears in lifestyle channels, while Kiwi North activity runs across airline and OTA channels, from Jan-Mar. A targeted digital programmatic test will also capture audiences exposed to North Island and TNZ activity.

Earned media

- Strong international media exposure this month across broadcast, print and online because of famils and proactive pitching, showcasing Auckland's food, culture, and regional experiences.
- Broadcast coverage: -Sunrise (Australia's biggest morning show); Brick Bay Winery & Matakana segment – Reach 8.5m, EAV \$79,276 NZD; Britomart segment – Reach 4.6m, EAV \$42,495 NZD; Total Broadcast Reach: 13.1 million
- Print & Online Features – **Australia** The Weekend Australian Magazine Feature on a culinary journey to Auckland – Pasifika flavours, fresh produce highlighting Auckland's food scene with a Waiheke follow-up story pending; Australian Good Food Guide had three features on Auckland chef profiles: Josh Emmett, Sean Connolly and Tala Auckland; and RUSSH Magazine featured a story on summer holiday destinations to book.
- Print & Online Features - **United States** Forbes featured Matakana Village and a review of Te Arai; Aotea Great Barrier included in AFAR magazine as best places to go ; Chef Ben Bayly (Ahi) featured in Underrated Kitchen Gadgets; and Bare Feet preview story featuring Mickela Mallozzi learning the haka in Auckland featured in Frommers.

Consumer marketing (other)

- Phase two of the CCTR-funded It's On In Auckland campaign came to an end on 16 November having targeted eight fly and drive markets with events-focused city centre promotion. Campaign impact and effectiveness research ran in field with results due late November and early indicators suggesting a positive story overall.
- The Nocturnalists series to build pride in Auckland's night-time culture and ultimately grow the city's nighttime economy was completed with six photo-stories going live in The Spinoff across October and November as part of the 'Auckland by Night' initiative. Each story on The Spinoff was accompanied by a personality led collection on aucklandnz.com. Early results for the series show it to have successfully outperformed The Spinoff's benchmarks by a significant degree.
- Thursday Night Revivals Series: positioning Thursday as the new Friday and encouraging people to stay in the city after work and socialise
- Auckland by Night partner-led model is in full swing with the launch of Late Night Bites events on consecutive Thursdays in October, across the city neighbourhoods working as one to encourage roaming of the city including Britomart, Viaduct Harbour, Commercial Bay, Sky City and K'Road.
- Inaugural Qantas Adelaide – Auckland flight launched on 31 October. Four key Australian travel media onboard with Auckland famils provided by TAU in collaboration with TNZ.
- Radio New Zealand – Coverage of Kiwi North initiative: North Island tourism taking combined approach to foreign visitors (Reach 1.5m).

Trade Marketing and Famils

- Kiwi Link UK/Europe and Kiwi Link North America attended – engagement with more than 200 travel sellers and advisors across UK/Europe and US/Canada, Tourism New Zealand teams and key airline partners. KiwiLink China attendance in November.
- **MBIE Regional Tourism Boost Fund** – TAU is part of two successful applications in MBIE's Regional Tourism Boost Fund (Round Two). The first, led by Tourism Rotorua, secures \$2m for a China-focused programme delivered in partnership with CTrip, involving Auckland, Rotorua and Wellington. The second is a North Island-wide partnership across all 15 RTOs, targeting Australia's Eastern Seaboard with an investment level of \$2.5m. Activity will focus on conversion, regional dispersal alongside experiences (activities) and hospitality messaging.
- Trade famils – high value North American & Australian trade hosted (strong October/November trade famil programme in place).

Discover Auckland

- **Quarter 1 development** planning underway with a workshop end of November to support Major Events feature enhancements.
- **Iconic Auckland Eats microsite** to support 2026 is under development, with an expected launch date of 15 December.
- **Auckland Society of Discovery** for NZ launched with updates to the microsite to support campaign activity.
- **Moana and Lantern microsites** are being actively updated with new content and relevant events.
- **Auckland by Night** content has concluded with Spinoff partnership. Looking to phase 2 and implementing a microsite to support activity.

Customer Strategy

- **Discover Auckland Customer Strategy** IRB pack finalised for the discovery phase, with focus on data foundation for personalisation.
- **Single View of Customer** agreement to use Dexibit (data sent from Ticketmaster via API) to assess the subscribers overlap and the dataset relevance to deliver the use cases for Ticketmaster purchases and Discover Auckland subscribers.
- Privacy and Consent Framework **AI assistant** developed with 99 per cent accuracy in QA testing; low-risk playbook expanded with new scenario.

Screen Auckland

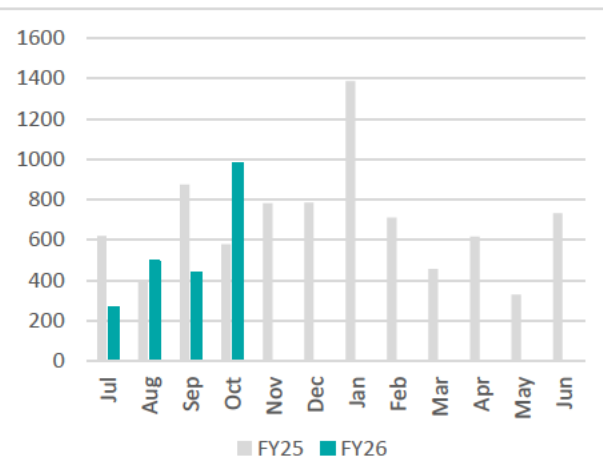
Marketing and Communications:

- Preparation for screening of Kaho Naa Pyaar Hai (Say It Is Love) – media release, stakeholder liaison, elected representative invites.

LGOIMA Requests

KPI RESULTS

Media coverage mentioning TAU



Media mentions **Increased by 118%** with nearly a thousand individual items. Television featured prominently, driven by syndicated coverage of *Sunrise* (Australia's Seven Network) from two key Auckland locations as part of the famil programme. Other articles included speculation of Auckland hosting a State of Origin match; the BNZ Diwali Festival; ASB Classic player announcements; and TAU's support for Samoan chef Henry Onesemo (TALA restaurant) who received the prestigious One Knife Award on a global stage.

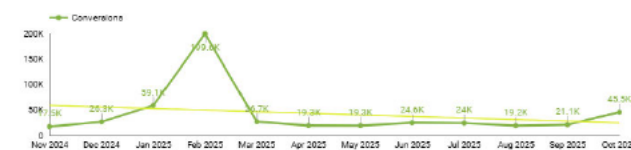
Discover Auckland Platform Performance

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



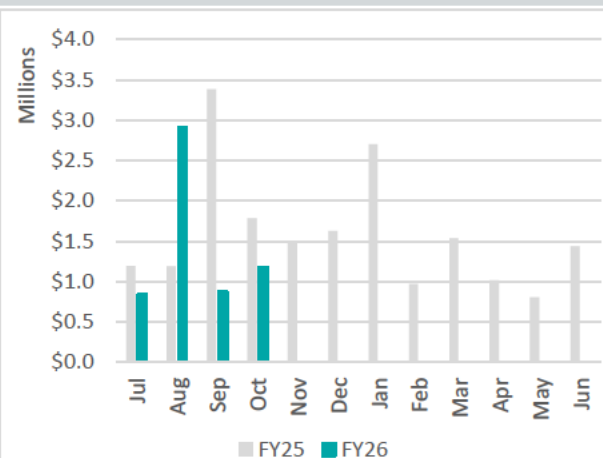
2.8m sessions over the past 12 months, with a 39% uplift in Oct 2025 vs 2024 due to Halloween collection, Cherry Blossoms, What's on in Auckland event content & paid social media activity.

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.



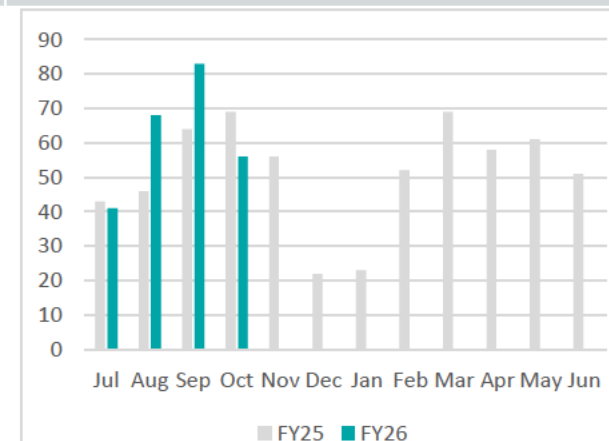
In November, the Explore listings that generated the most referrals were Rakino Island, Maungawhau Mount Eden and Wētā Workshop. For Events, Afrosoul, Lucky Ali and Cirque du Soleil were the strongest performers.

Equivalent Advertising Value (EAV) of TAU media coverage



In October, EAV **Increased by 35%** with television coverage dominating and significantly lifting the overall value ratio for the month. Major Events Group Manager Jep Savali and Head of Business Events Ken Pereira featured prominently across national coverage, reinforcing TAU's leadership in Destination and Auckland Council Events.

Screen Permits Issued



The number of screen permits issued in October 2025 (56) was lower than October 2024 (69).

All Aucklanders

Youth & Education

Auckland Live:

- **Auckland Live Showdown Awards (9 Oct, Bruce Mason Centre):** Annual awards celebrating Auckland high school theatre productions, supported by Auckland Live to foster emerging talent. Attendance was 425 (record high).
- **Play Week 2025 (18 Oct, Aotea Square):** Sport NZ initiative promoting play for tamariki and whānau. Auckland Live supported the event and provided equipment for Te Komititanga activation. Attendance was 318.
- **Checkmate (10 September – 5 October, Aotea Square):** A large inflatable activation for We The Young to boost Aotea Square attendance during the festival and school holidays. First-time use of CCTV for automated counts, a process that will continue to be improved. Attendance was 97,661 across 21 days.

Auckland Art Gallery:

- **7235 children** participated in educational experiences in October, +1059 per cent compared to October last year, and **12,850 visitors to Artland In the Creative Learning Centre. 2108 attended the first ever Kids & Whānau Festival on Saturday 11 October.** 1168 school visits and 821 ELC Ministry of Education valid visits (64% increase). 7084 participants in Kids & Whānau programmes (386 per cent increase).

Auckland Zoo:

- This month, the Zoo welcomed 6197 learners and teachers through 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 orgs will also be shared.

Programming for diverse audiences

Auckland Live:

- **Bibi (South Korean Singer and actress) (15 October, Kiri Te Kanawa Theatre):** 1 performance, attendance 1206
- Diwali In-venue performances
 - **Lucky Ali (12 October, Kiri Te Kanawa Theatre):** 1 performance, 886 attendees
 - **Miss India NZ (10 October, Great Hall):** 1 performance, 205 attendees
 - **Ram Leela (11 October, Great Hall):** 1 performance, 618 attendees
 - **Bollywood Meets Jazz (7 October, Concert Chamber):** 1 performance, 116 attendees

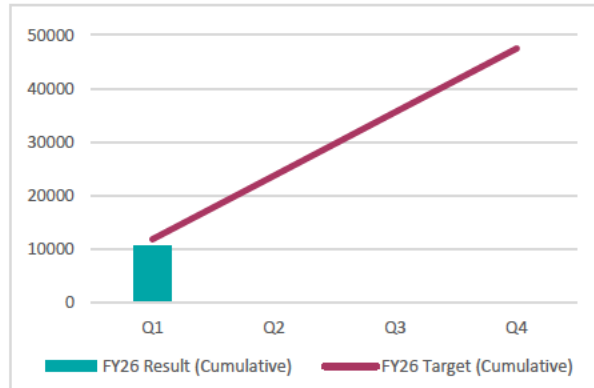
Accessibility

Auckland Live:

- **Priscilla Queen of the Desert – Accessible Performance**
First combined Audio Described and NZSL-interpreted show, with a pre-show touch tour. While successful, future events may separate these services for better patron support.

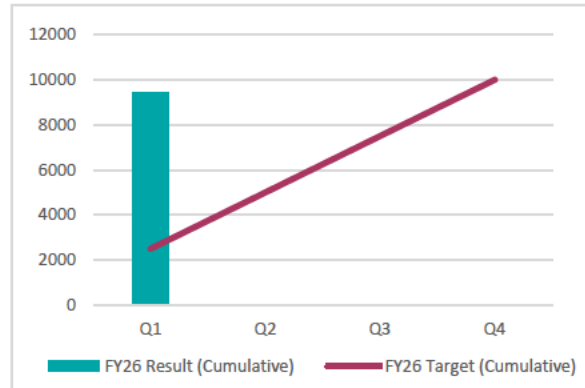
KPI RESULTS

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



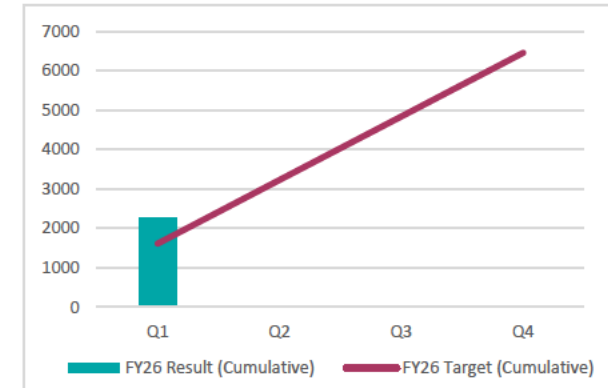
Q1 results for Auckland Zoo are below target

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



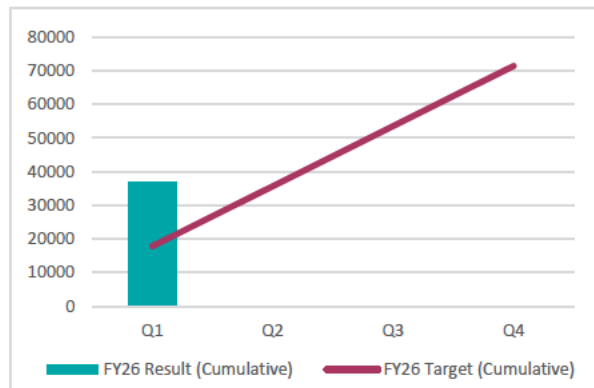
Q1 results for Auckland Art Gallery are above target

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



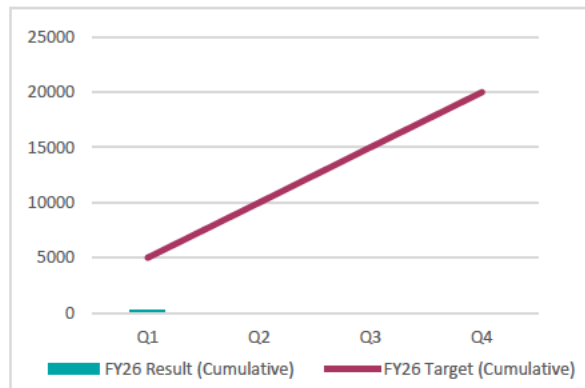
Q1 results for NZ Maritime Museum are above target

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



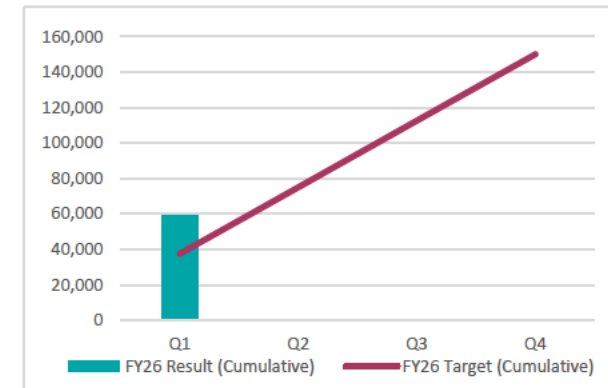
Q1 results for Performing Arts are above target

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 draft plan was presented to the Risk and Finance Committee along with recommendations for an approach to climate governance capability building. The plan will be presented to the Board for approval on 2 December.
- **Emissions reduction pathway:** Tonkin and Taylor provided an updated pathway which will inform on-going programmes and prioritisation. Key findings are the on-going need to ensure that all proposed decarbonisation projects are delivered by 2030 to be able to meet our organisational targets. Delivery of the target is also dependent on emission factors that are out of our control and change annually.
- **Climate resilience:** Physical climate risk assessment completed. Climate risks are informing Asset Management Planning (AMP) workshops to inform LTP.
- **Waste:** Delivered a well-received recycling week (w/c 20/10/25) with high levels of engagement. Featured case studies from across TAU. Modular, re-usable walls installed at Auckland Art Gallery, reducing C&D waste. Fixed water station installations complete at Auckland Stadiums.
- **Team:** The Climate Analyst role has now been filled with a new starter joining in January. Their focus will be on scope 3 emissions in the first instance. The team has also agreed a 5-month placement for a council graduate programme member who will focus on nature.

Māori outcomes

- **Ākina Highlights & Successes publication:** During October, work progressed on developing the third iteration of Ākina, featuring TAU's Māori Outcomes highlights and successes from the last financial year. Ākina will be launched in November and shared with kaimahi, key partners and collaborators.
- **Te Mahere Aronga refresh:** In October, we advanced planning for TAU's refreshed Māori Outcomes Plan, Te Mahere Aronga 2025–28. This collaborative approach aligns with TAU's three-year business planning cycle and connects closely with the new Tāmaki Ora framework. Each rūpū will identify priority delivery areas for maximum impact, with the Māori Outcomes team supporting lead teams and Pou Hononga through planning sessions as needed.
Timeline overview:
 - November 2025: Information templates distributed to directorates
 - November 2025 – February 2026: Engagement period for collaborative input
 - 20 February 2026: Completed information sheets due
 - February – March 2026: Draft plan development
 - March – April 2026: Review and refinement period
 - Late April 2026: Final refreshed Te Mahere Aronga published
- **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. The toolkit that has been developed includes a guide for kaimahi on engaging with Māori, an engagement planning template, an engagement register, and two workshops covering an introduction to engaging with Māori and applying the toolkit in practice. The framework also focuses on enhancing the Māori Outcomes rūpū support and advice capacity. Current work includes the development of an interactive AI tool to assist kaimahi in effectively using the framework.
- **Auckland Zoo:**
 - Māori engagement in October was a key part of preparations for upcoming general development and maintenance works.
 - A visit for 150 AUT Kaimahi Māori and whānau marked the end of the Wellbeing in Nature Community TAU programme. An insights report is expected to be completed by the end of November.
 - Waiata rehearsals continued for the core waiata group as the 'tuakana' who support cultural capabilities and tikanga for the wider Zoo cohort.
 - The Conservation Learning Facilitator – Kaupapa Māori hosted a visit for Te Wānanga Ihorangi – a significant move towards the recommencement of the full te reo immersion education programme.

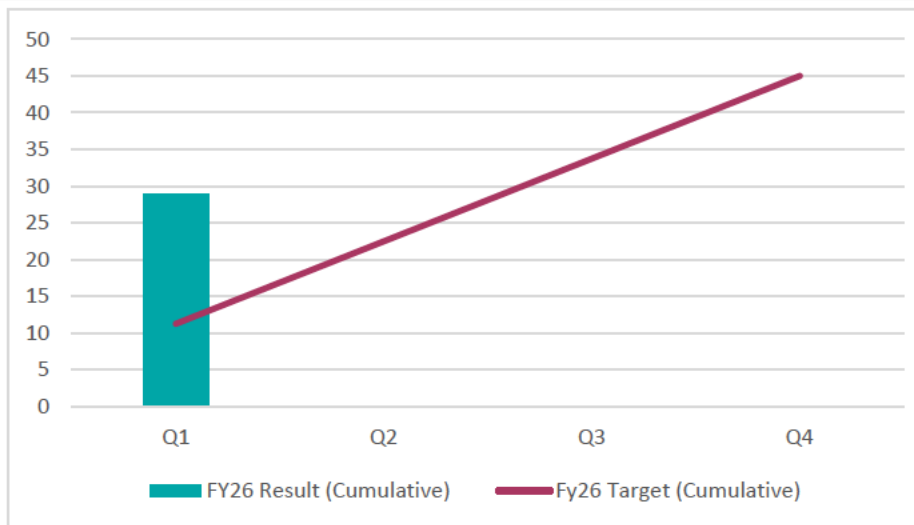
Tuakiri Ora | Culture, Identity and Wellbeing

- **Podcast series He Tumu Mātāwaka:** Māori Outcomes is collaborating with film producer Tainui Stephens 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 Alf Filipaina, Aroha Harris, Dame Naida Glavish, John Tamihere, Bobby Newson, Sharon Hawke, Sir Bob Harvey, Sir Haare Williams, and Tau Henare. Three episodes will launch on Youtube for WIPCE, with all nine episodes widely released as podcasts and videos in February to coincide with Waitangi Day.

- **SPSMW Acknowledgement Event:** During October, Māori Outcomes and Screen Auckland progressed planning for an event to acknowledge everyone who contributed to the Unitary Plan change enabling filming on Sites and Places of Significance to Mana Whenua (SPSMW). Titled Titiro Hoki, Anga Whakamua | Looking Back, Moving Forward, the event will bring together Mana Whenua leaders, SPSMW working group members, screen industry leaders, and key collaborators to acknowledge this significant achievement.
- **WIPCE 2025:** In addition to sponsorship support for WIPCE 2025 Aotearoa, Māori Outcomes partnered with Oyster & Moon to create a complementary activation space showcasing more than 40 Māori and Pacific creatives and their practice.

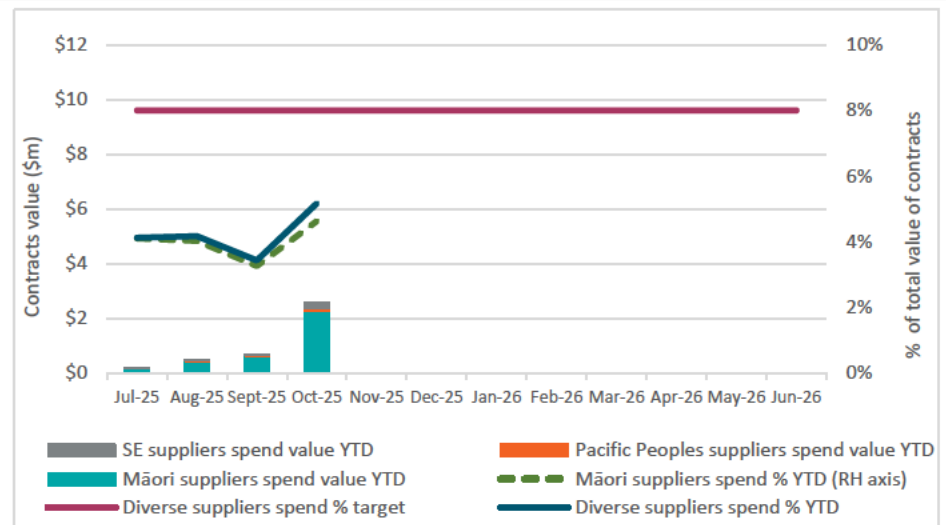
KPI RESULTS

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 5.2% - **below the full year target** of 8%. The majority of the total diverse suppliers spend value was with Māori suppliers at the end of September (90%).

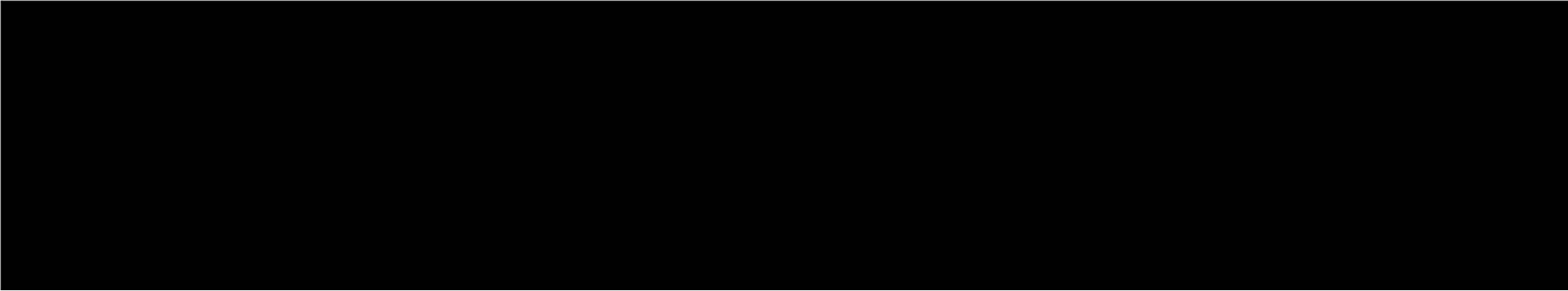
Māori and Pacific Peoples suppliers are defined as organisations which have at least 50% Māori or Pacific Peoples ownership (100% ownership if sole-proprietorship/trader). Social enterprises are purpose-driven businesses that trade to deliver positive social, cultural, economic and environmental outcomes.

Enabling activity

ICT Enhancement

- **Cyber security:** Additional communications and training material is being provided to kaimahi to support Cybersecurity awareness month. The TAU technical ecosystem is scanned regularly, and vulnerabilities are reviewed and worked on in line with criticality. We are working with third party supplies to ensure that their development practices align with our secure development standards and that our contractual cyber security clauses provide the level of protection that we require.
- **AI:**
 - A view has been developed of the AI opportunities across TAU, which have been summarised and themed by customer facing and back office, game changing and every day AI
 - The AI Impact project has been completed, and prioritised roadmaps developed for one-, three-, and five-years
 - The AI governance group met and assessed a number of risks that we face through the implementation of AI
 - TAU continues to assess data and privacy aspects of AI tools which the organisation identifies it has use cases for. The GSS Co-Pilot 365 trial has completed and the decision made not to move ahead on both a value and data risk basis. We are undertaking technical investigation as to whether TAU could independently continue with a wider roll out of the tool, given the shared nature of our technical eco-system.
- **Data:** Many aspects of the GSS data stream are being paused, however we are still pushing to get the Data Literacy modules updated to reflect TAU content. Good progress has been made on the quality of the event data as part of the Auckland Event Calendar project, however there is still considerable work to be done. Focus now turns to the provision of correlated automated data dashboards to support ELT conversations on:
 - the impact of the events in the city, on for example bed nights, footfall, spend, passenger numbers
 - the forward programme of events.
- **Dexibit:** Ticketmaster and Momentus data is being validated to support high-value use cases which have been identified around venue utilisation. It also forms part of the data dashboards for the ELT.
- **CRM:** a POC for the approval process for strategic invitations for Cirque Du Soleil has been delivered, learnings will be taken and the process repeated for major events in February and March. In parallel, the invite send process is being designed. Design work continues to progress for Tourism-specific functionality to ensure that it is aligned with the wider Destination CRM.
- **Eventdraw** has been successfully implemented, which allows the team to create room diagrams for conventions clients in line with competitors and also customers' expectations. It also provides a financial saving.
- The **Gallery website** project is concluding the design phase, and development has commenced using a phased approach in line with design sign offs.
- Stadiums turnstiles – good progress has been made to implement the Wi-Fi turnstiles solution at Western Springs Stadium for Ticketek. The last piece of work outstanding is for Ticketmaster at Western Springs which will occur in February for Laneways.
- **GSS Cyber Dashboard:** Incidents during the month are lower but remain elevated due to ongoing issues with offshore workers not advising of travel and administrative access (outside of hours) for approved changes. They were investigated but are benign in nature. Two P2 incidents were detected, contained and remediated without significant impact. One involved the unauthorised hosting of TAU (and Council) customer data assets on a vulnerable Internet server. Security Operations worked with the supplier to have the hosting site cleared of the data and with TAU management to ensure appropriate communication to TAU stakeholders (e.g. Privacy Officer). The Security Practice continues to make incremental improvements to the control environment including a security awareness event in the Albert St café, ongoing improvements to the coverage of security monitoring and the completion of a Purple Team exercise where specialists simulated an attack on Group Shared Services to detect test control efficacy. All of these improvements benefit GSS customers including TAU.

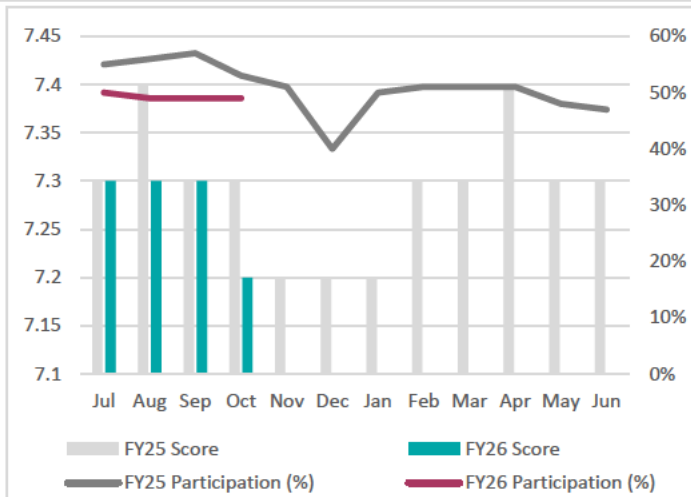
Group Shared Services (GSS) Implementation



S7(2)(f)(i),(h) LGOIMA 1987

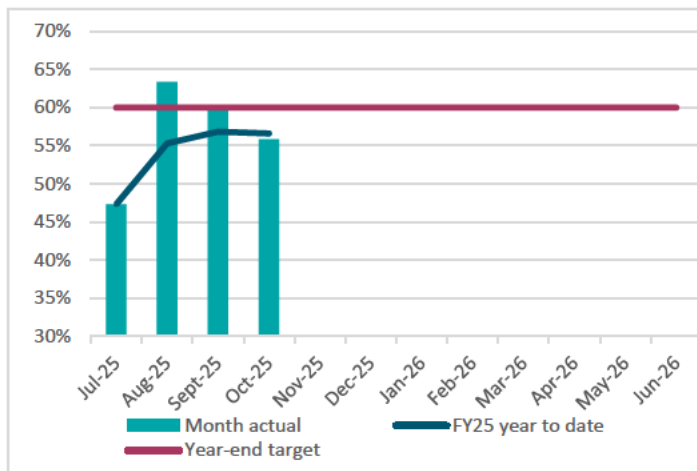
KPI RESULTS

OfficeVibe engagement score and participation



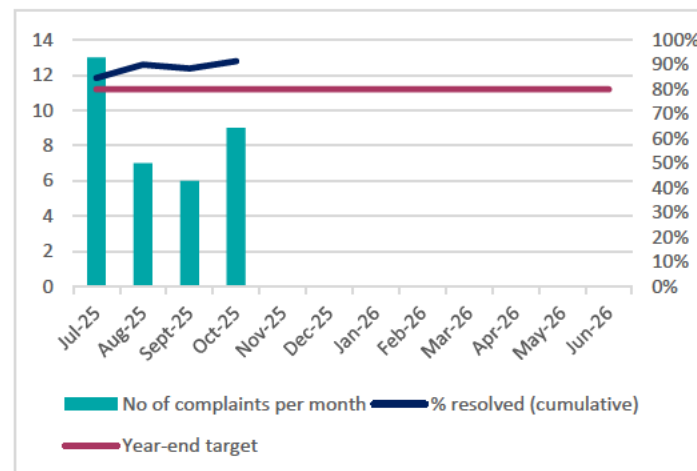
Participation stayed level at 49% in September, while the engagement score decreased to 7.2.

% expenses through non-rates revenue



At 57%, 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 October, 91% of complaints have been resolved within 10 working days YTD. **Above** target.

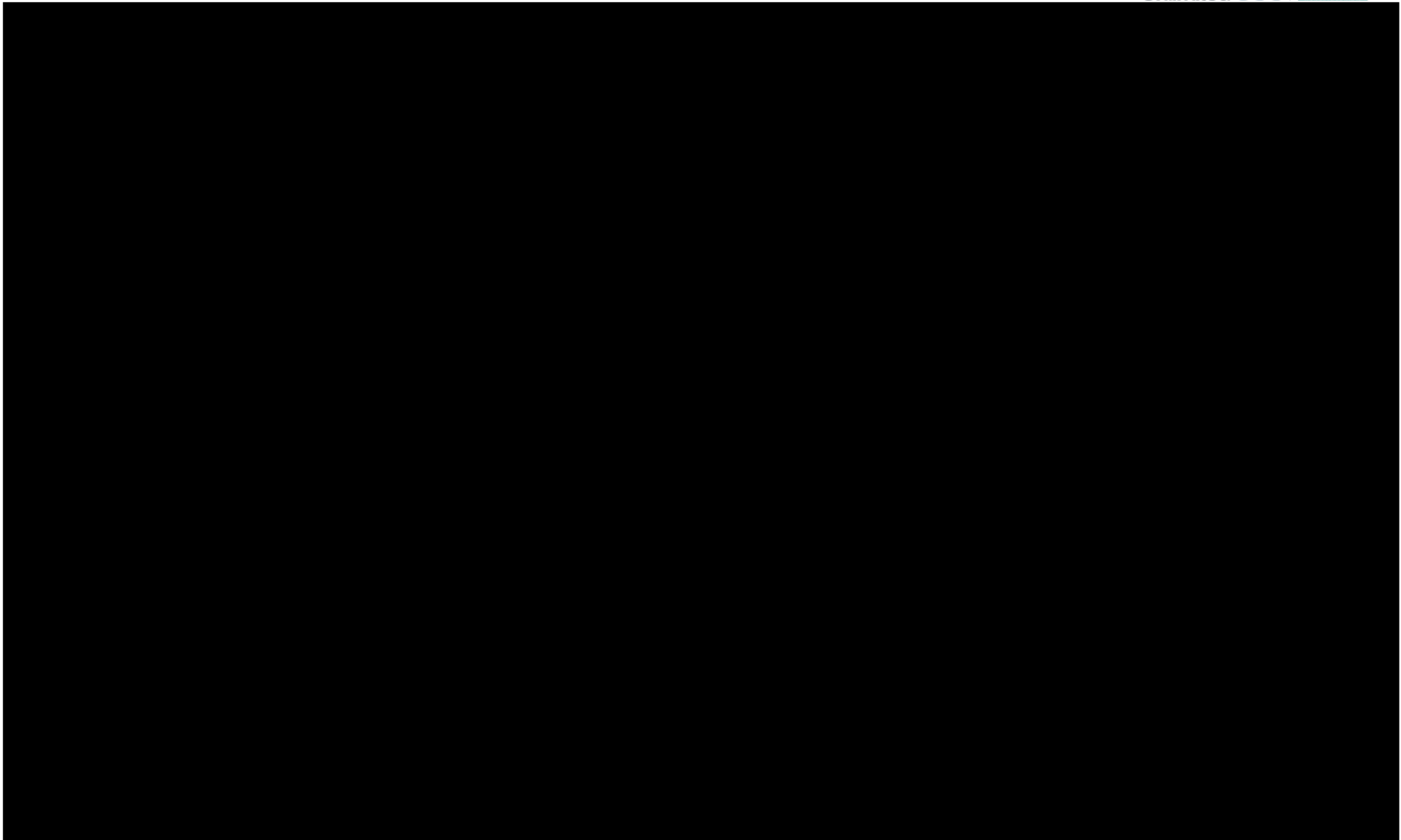
S6(c),S7(2)(f)(i),
(h)
LGOIM
A 1987

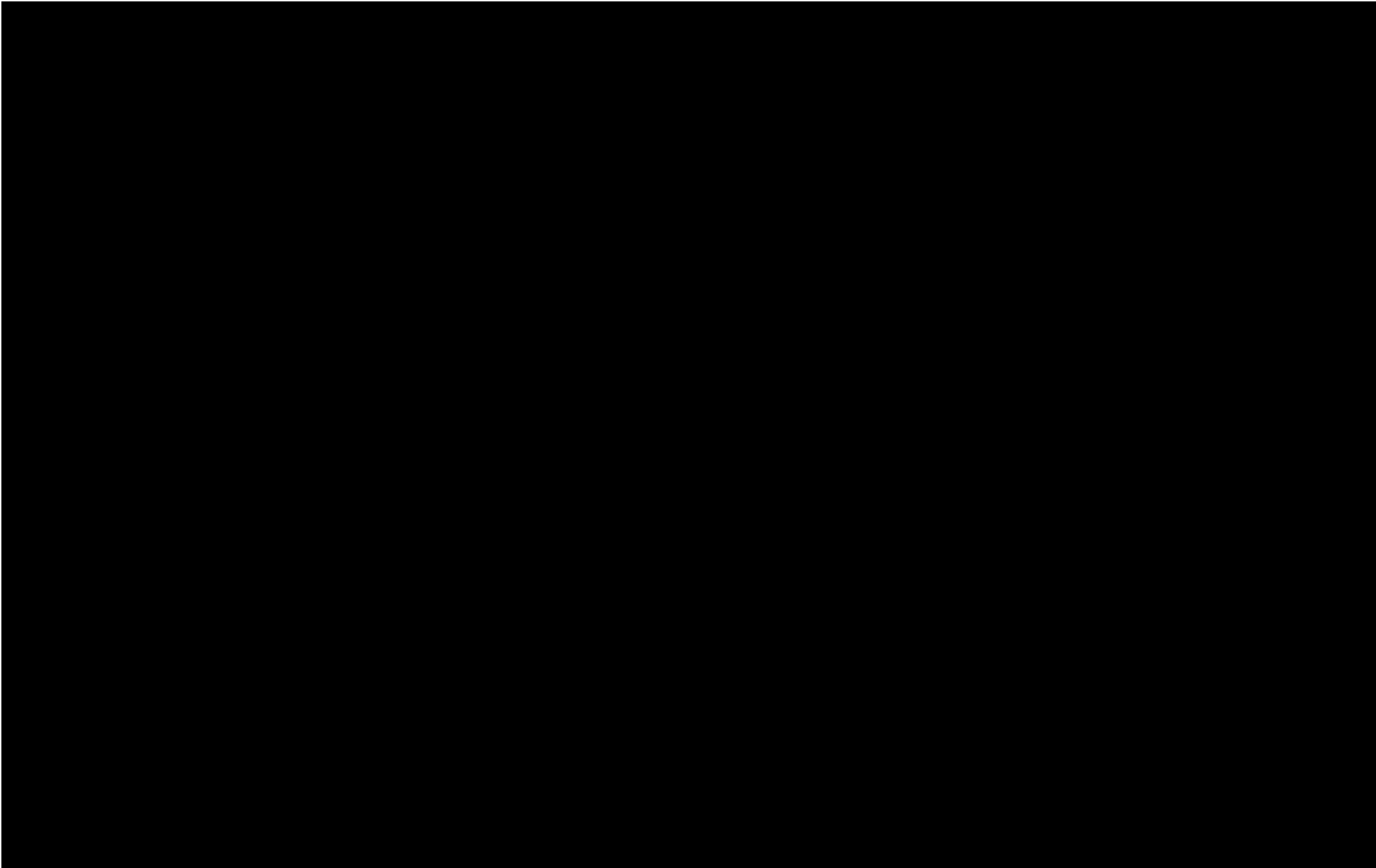
Schedule of Appendices

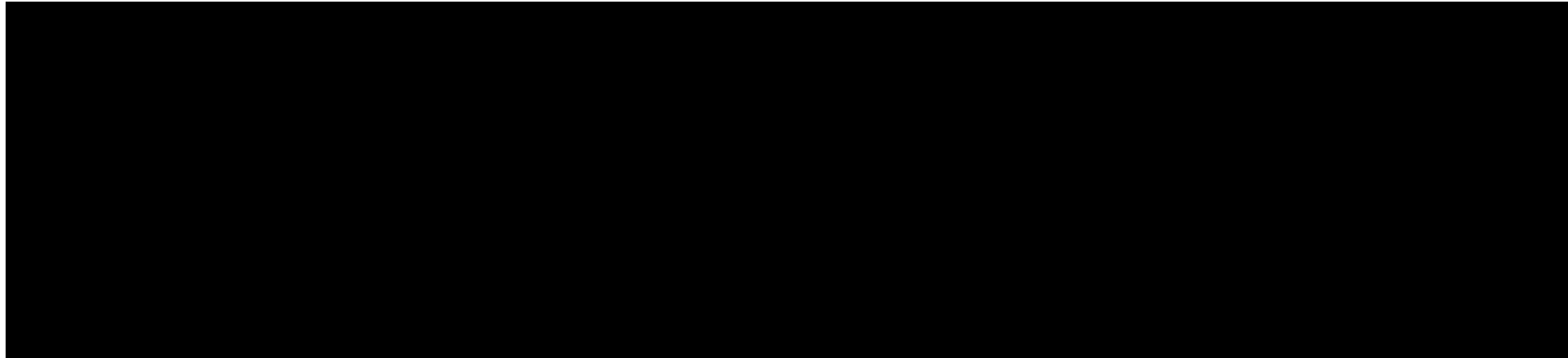
- | | |
|--------------------------------|-----------|
| 1. TAU Cybersecurity Dashboard | (Monthly) |
| 2. GSS Cyber Dashboard | (Monthly) |
| 3. TAU calendar | (Monthly) |
| 4. Major Events pipeline | (Monthly) |

CE sub-reports in Resource Centre

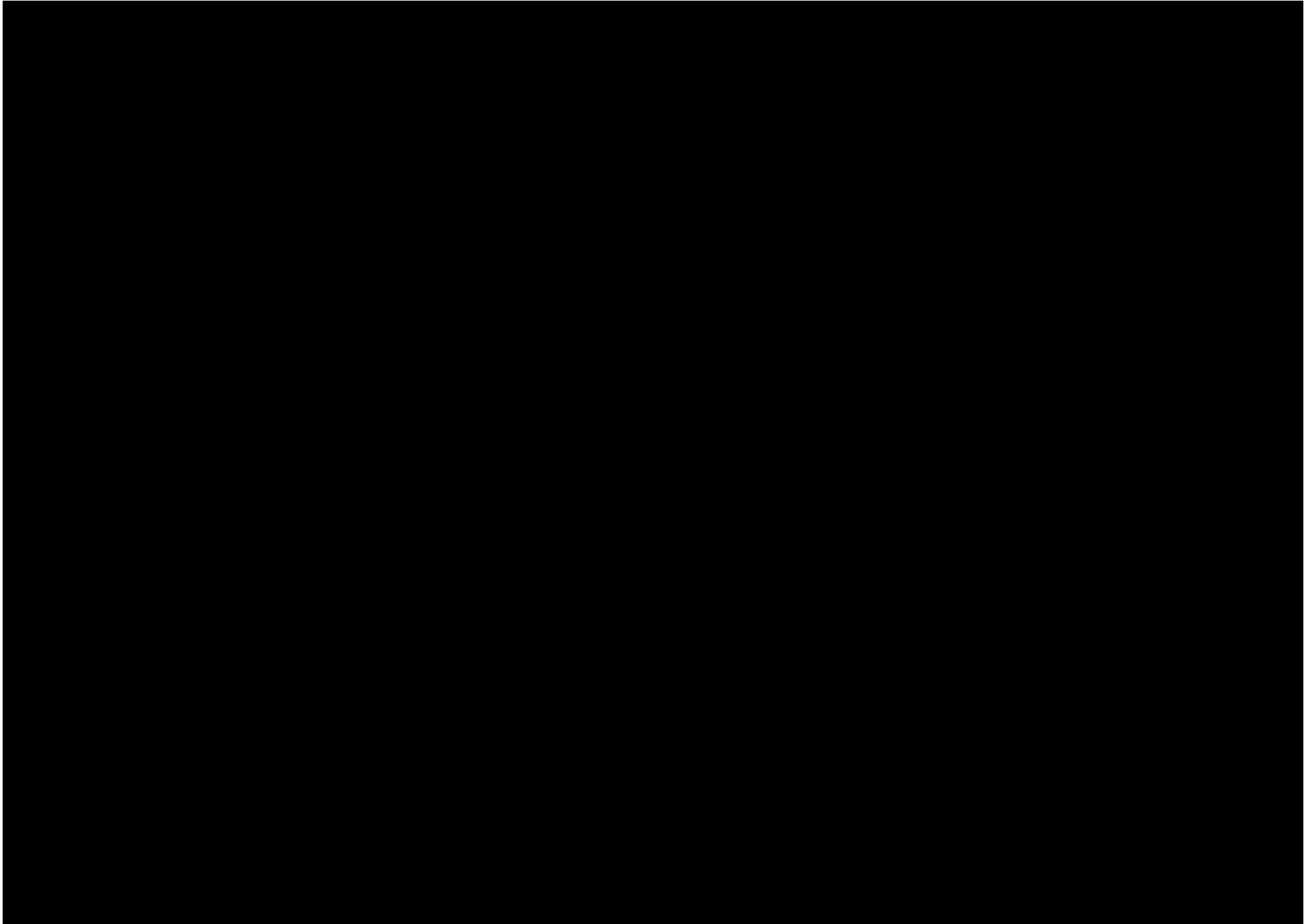
- | | |
|--|--------------|
| • Finance Report | (Monthly) |
| • Risk Report | (Monthly) |
| • Customer Strategy / CRM / eDM benefits dashboard | (Quarterly) |
| • Capital Projects Report | (Bi-monthly) |





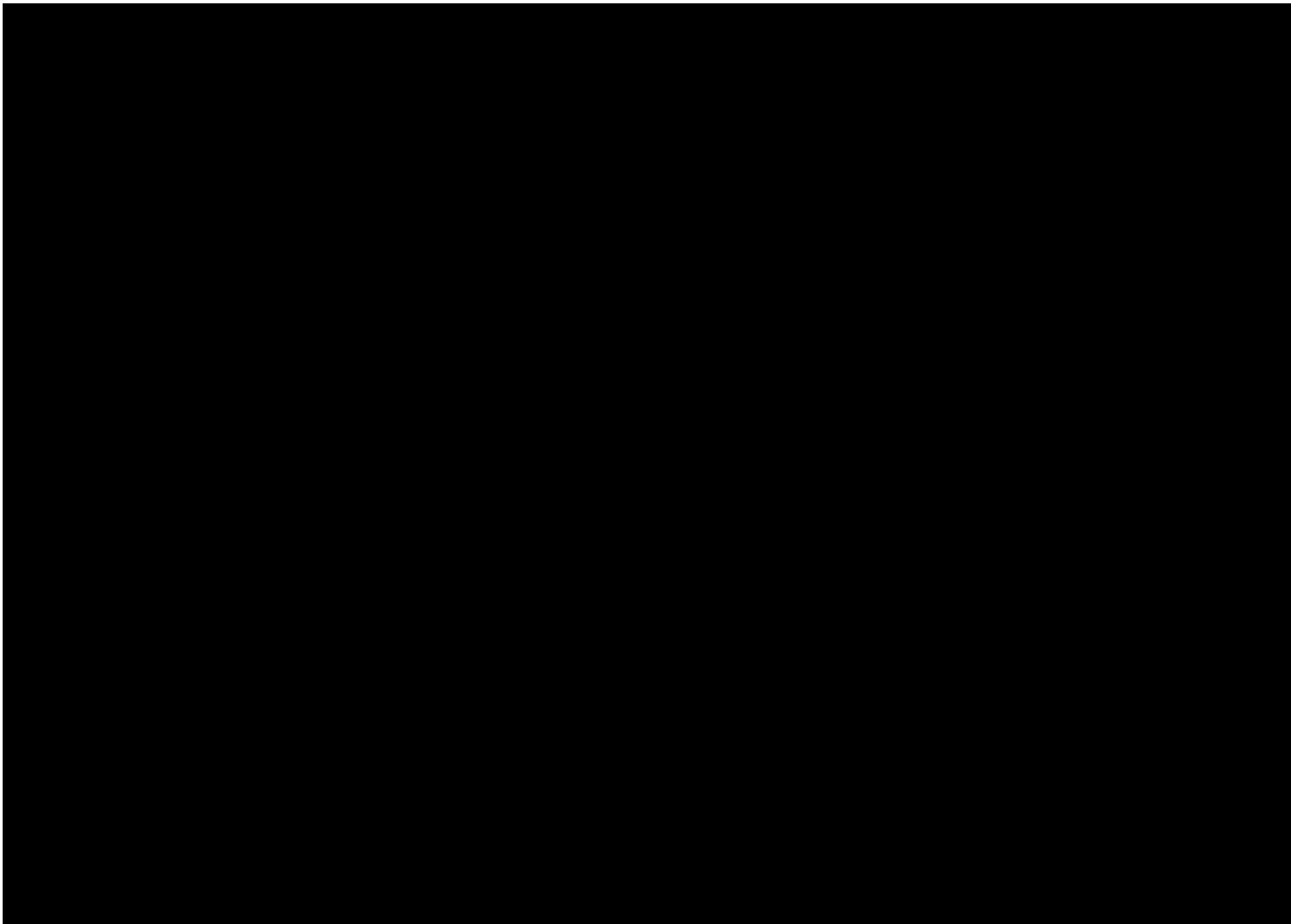


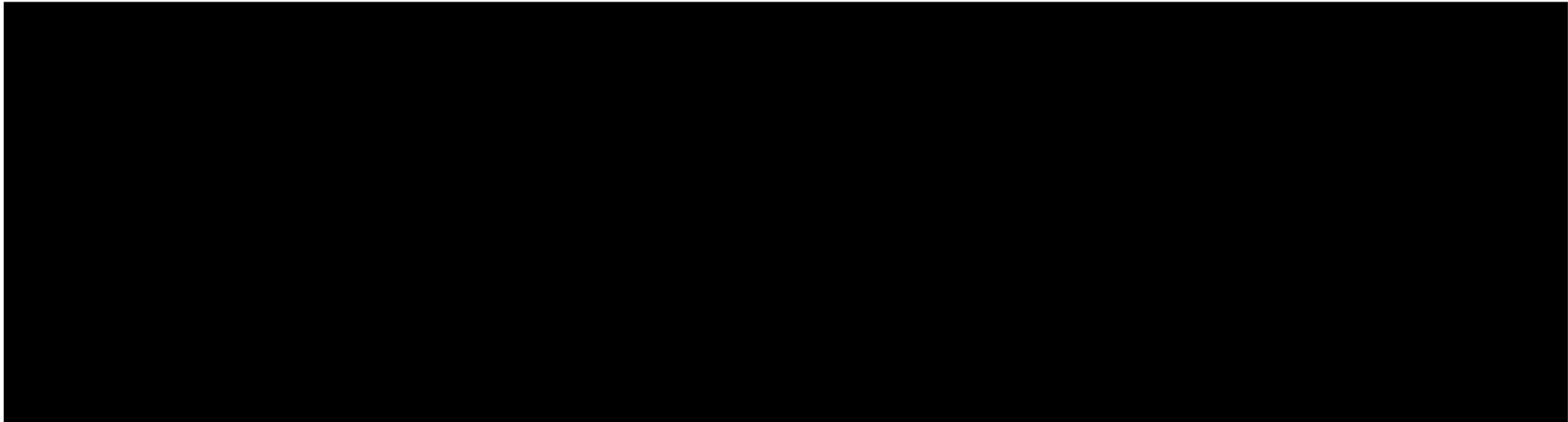
S7(2)(f)(i),(h) LGOIMA 1987





S7(2)
(f)(i),
(h)
LGOI
MA
1987





S7(2)(f)(i),(h) LGOIMA 1987

BOARD MEETING

HELD ON: Wednesday 29 October 2025 at 8.00 a.m.

AT: Waihorotiu Room, L4 Te Pokapū Aotea Centre, Auckland

PRESENT:

Vicki Salmon (Teams)	Chair
Jennah Wootten	Deputy Chair
Alastair Carruthers	
Carol Cheng	
Graeme Stephens (Teams)	
Dan Walker	
Hinurewa Te Hau	
Desley Simpson	Deputy Mayor and Lead Councillor

APOLOGIES: None

ATTENDED:

Executive Team	Nick Hill Chief Executive, Annie Dundas Director Destination, Daniel Clarke Director Performing Arts, James Parkinson Director Auckland Stadiums, Lynn Johnson Chief People Officer, Justine White COO
Georgina Cervin	Executive Officer
Tim Kingsley-Smith	Company Secretary & Legal Counsel
Craig Rice	Senior Advisor, PricewaterhouseCoopers
Jarrold Darlington	Director, PricewaterhouseCoopers
Matt Stanley	Managing Partner, Propero
Sarah Naude	Managing Partner, Propero
Sarah Johnstone-Smith	CCO Governance, Auckland Council
Peter Hayes	Head of Health and Safety
Mat Walsh	Event Development Manager
Julie Koke	Senior Registrar, Auckland Art Gallery.

Nick Hill, Justine White, and Tim Kingsley-Smith joined the meeting.

1. AGENDA AND APOLOGIES

The Chair opened the confidential meeting and a karakia was recited. The Chair noted that she was unwell and therefore joining the meeting remotely. At the request of the Chair, the Deputy Chair agreed to chair the meeting.

The Board acknowledged the recent passing of Ngāti Tūwharetoa chief Sir Tumu Te Heuheu. Sir Tumu leaves behind a legacy of commitment to iwi, hapū and to the environment.

There were no apologies.

2. 26 AUGUST 2025 CONFIDENTIAL MINUTES AND ACTION TRACKER

The Board referred to Action Point 2 on the action tracker and confirmed that Management should schedule a board strategy session to be followed by a board risk appetite session in March 2026. (amend **ACTION POINT**)

The Board:

1. **Approved** the 26 August 2025 confidential minutes as accurate records of the meeting; and
2. **Noted** the Action Tracker.

3. BOARD AGENDA DISCUSSION

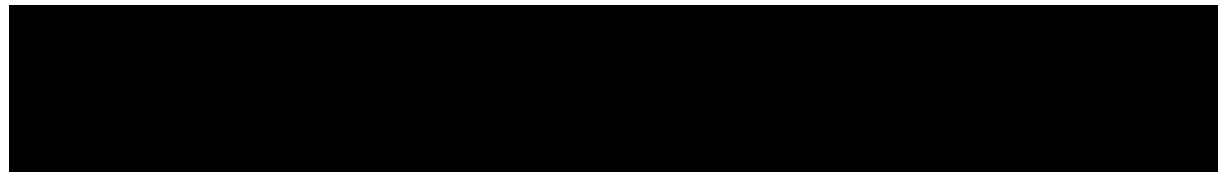
The Board discussed the agenda for the meeting.

4. CE CONFIDENTIAL UPDATE

Nick Hill presented to the Board.

General

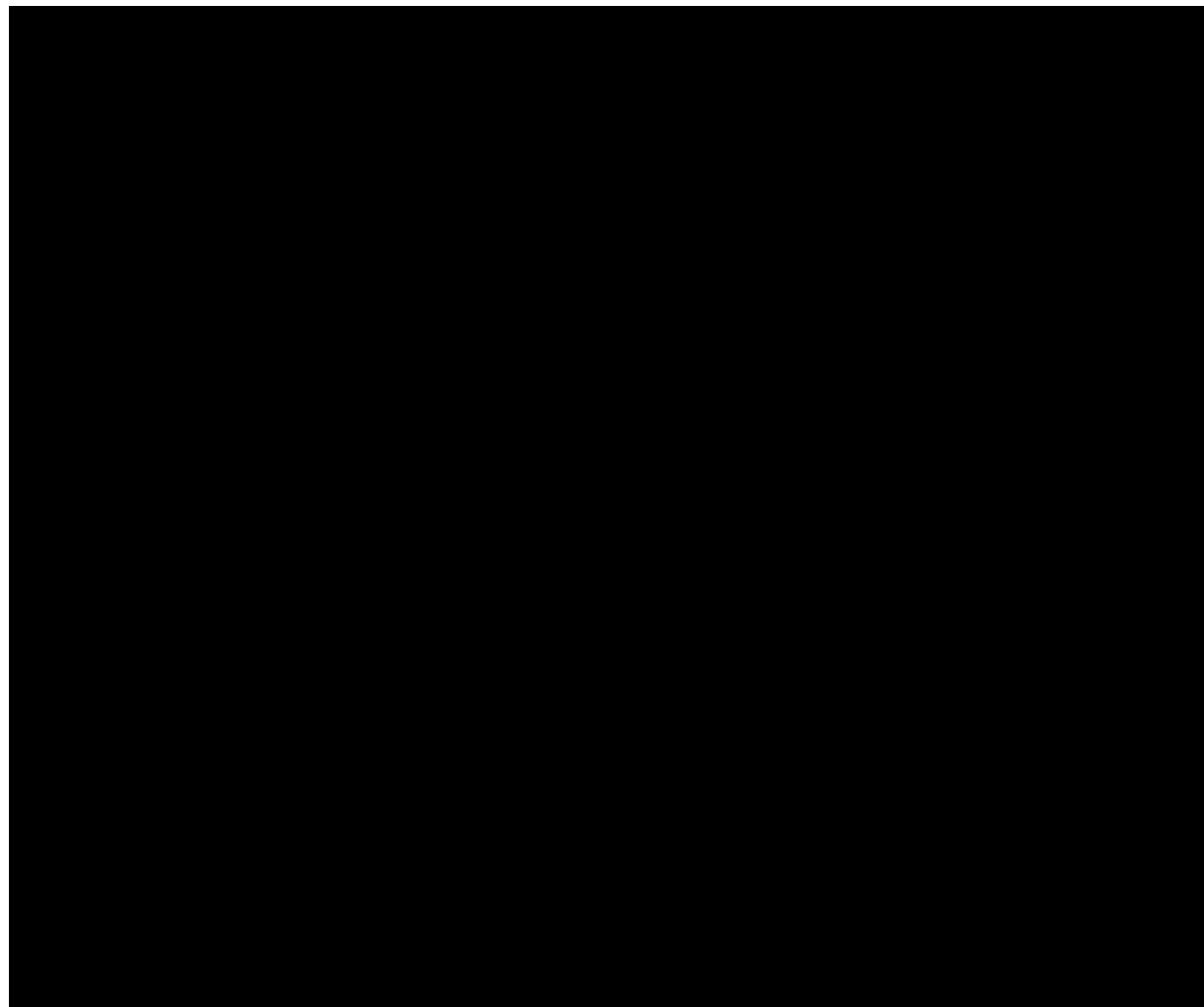
- Management noted that the local elections are now complete. Over the next term, the Governing Body and Council are likely to focus on some large issues that impact TAU such as Council's relationship with the Government, destination and major events funding, arts and culture strategy, and Auckland's stadium network. TAU needs to be ready to provide solutions and play its part to help create sustainable, high-quality models.
- The Board endorsed Management's positivity and renewed focus on delivery. It is good to hear that the recent 'roadshows' undertaken by the Chief Executive to communicate directly with all parts of the organisation were well-received and that there was significant staff engagement.



Craig Rice and Jarrod Darlington joined the meeting.

S7(2)(f)(i),(h),(i) LGOIMA 1987

Auckland Stadiums – Go Media Stadium Mt Smart and North Harbour Stadium



[REDACTED]

Craig Rice and Jarrod Darlington left the meeting.

[REDACTED]

Western Springs Stadium

[REDACTED]

Waikaraka Park

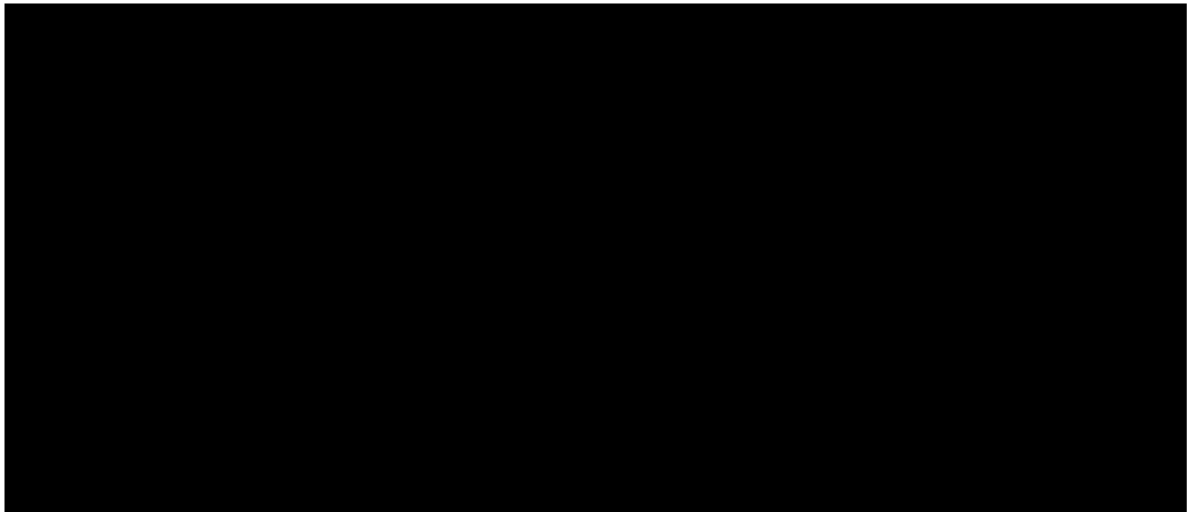
S7(2)(f)(i),(h),(i) LGOIMA 1987

[REDACTED]

The Board.

S7(2)(f)(i),(h) LGOIMA 1987

1. **Approved** the development of a single operator of stadiums for Auckland and requested that management report back in due course on future options.
 2. **Noted** that any future commercial arrangements that are negotiated for Auckland Stadiums should not compromise the ability to move to a single operator.
 3. **Approved** that TAU seeks to support attracting content into Auckland stadiums that creates the greatest value for Auckland irrespective of which venue that might be (while supporting the promoter or content owner's preferences).
- [REDACTED]



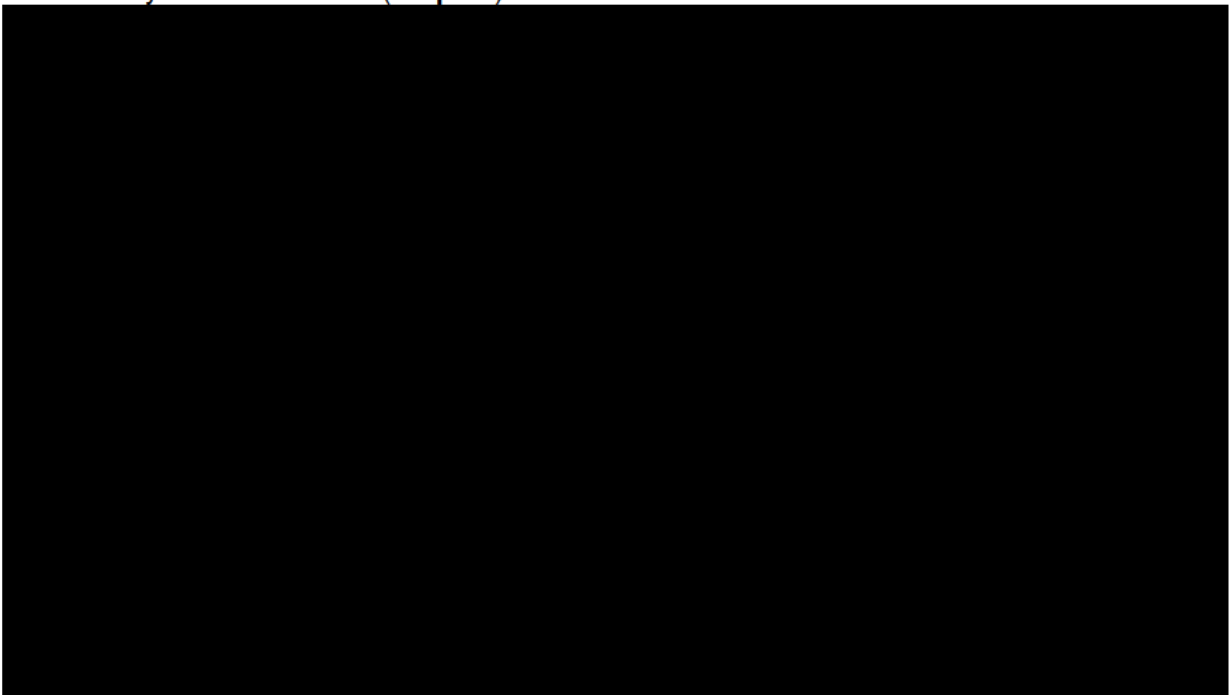
9. **Noted** that Management will report to the Board in January on recommendations to the Council Governing Body on completing the WSS EOI consultation.

Matt Stanley and Sarah Naude joined the meeting.

S7(2)(f)(i),(h),(i) LGOIMA 1987

5. BOARD EVALUATION FACILITATED DISCUSSION

Matt Stanley and Sarah Naude (**Propero**) facilitated a discussion with the Board.



S7(2)(f)(i),(h)
LGOIMA 1987

- The Board noted that the Chair, Deputy Chair and the Chief Executive will meet to discuss the key aspects of the board evaluation process once the process is fully complete. An action plan will be developed and presented back to the Board in due course.

The Board **thanked** Propero for undertaking the board evaluation process.

Matt Stanley and Sarah Naude left meeting. Deputy Mayor Desley Simpson, Sarah Johnstone-Smith, James Robinson and Melanya Burrows joined the meeting.

The Chair closed the confidential meeting and opened the public meeting.

6. REGISTER OF DIRECTORS' INTERESTS AND ROLLING 12-MONTH BOARD WORK PROGRAMME

The Board **noted** the Interests Register and the 12-Month Board Work Programme.

7. PUBLIC MINUTES 26 AUGUST 2025

The Board **approved** the 26 August 2025 public minutes as an accurate record of the meeting.

8. STATEMENT OF INTENT PERFORMANCE FOR YEAR ENDED 30 JUNE 2025

Nick Hill spoke to the paper, and a short presentation was shown.

- Deputy Mayor Desley Simpson noted that TAU has had an excellent year with record-breaking attendance at multiple venues, several successful new ventures, and funding 56% of its operational costs through its own activities. However, TAU could be better and more strategic about highlighting its positive activities and successes to the public and stakeholders.
- The Board thanked the Chief Executive, the Executive Leadership Team and all TAU staff for contributing to an excellent year for the organisation.

The Board **noted** the paper.

9. CE REPORT

Nick Hill spoke to the paper.

- The Board noted that the tribute video created by TAU for the recent event at the Auckland Art Gallery to honour and thank Dame Jenny Gibbs was excellent. It was an amazing video tribute and an amazing event.

The Board **noted** the paper.

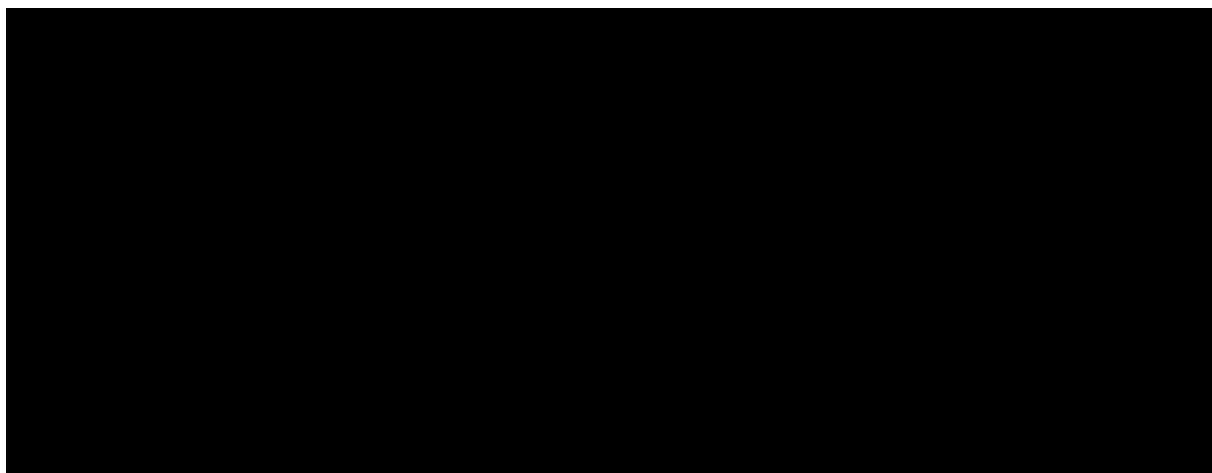
Sarah Johnstone-Smith, Deputy Mayor Desley Simpson, James Robinson and Melanya Burrows left the meeting.

The Chair closed the public meeting and opened the confidential meeting. Lynn Johnson and Pete Hayes joined the meeting.

10. HEALTH AND SAFETY REPORT

Lynn Johnson and Pete Hayes spoke to the paper.

- Management introduced Pete Hayes, TAU's newly appointed Head of Health and Safety to the Board. The Board welcomed Mr Hayes to the organisation and asked for his initial observations of TAU's health and safety (**H&S**) regime. Mr Hayes noted his initial views of TAU are that:



[REDACTED]

The Board **noted** the update.

S7(2)(d),(f)(i) LGOIMA 1987

Lynn Johnson and Pete Hayes left the meeting.

11. BOARD COMMITTEE UPDATES AND CIRCULAR RESOLUTIONS

Justine White noted that all circular resolutions approved by the Board since the last scheduled meeting have been included in the pack for reference.

[REDACTED]

S7(2)(f)(i),(h) LGOIMA 1987

- The Chair of the Capital Projects Committee noted that the committee recently met and recommended that the Board approve the two capital programme business cases that are on the agenda (Item 12). A third business case considered by the committee requires some additional information and will likely come to a future Board meeting.

The Board **noted** the updates.

James Parkinson and Dan Clarke joined the meeting.

12. CAPITAL PROGRAMME BUSINESS CASES

Justine White spoke to the paper.

GMSMS Flood Remediation

[REDACTED]

S7(2)(f)(i),(h)
LGOIMA 1987

- The Board requested that Management quickly report back to the Board if any additional issues are discovered during project.

Herald Theatre Façade

- Management noted that the Herald Theatre is an important part of Auckland's theatre and performance venue landscape. It is seen as a vital part of the ecosystem that has a high utilisation rate (71%). The Herald Theatre will likely become more important with the opening of the adjacent Waihorotiu Station next year.

The Board:

1. **Approved** the "GMSMS Gate A Flood Remediation" Business Case with a total CAPEX investment of up to [REDACTED]
2. **Approved** the "Herald Theatre Façade Remediation" Business Case with a total CAPEX investment of up to [REDACTED]

S7(2)(f)(i),(h),(i) LGOIMA 1987

3. **Delegated** the authority to Nick Hill, Chief Executive, to enter into the required contracts, within the approved CAPEX budgets, as required to deliver the above business cases.

James Parkinson and Dan Clarke left the meeting. Annie Dundas and Matt Walsh joined the meeting.

13. MAJOR EVENTS BUSINESS CASE

Annie Dundas spoke to the paper.

- Management summarised the business case to [REDACTED] in Auckland. The events represent an exciting opportunity for Auckland [REDACTED] that provides excellent international broadcasting opportunities. The Board agreed and noted that the events represent a great opportunity to showcase the city and the region to key overseas tourist markets, and the proposed timing [REDACTED] is also very good.

The Board:

1. **Approved** TAU investment of up to [REDACTED] to secure [REDACTED] for Auckland in [REDACTED]; and
2. **Delegated** authority to sign a three-year investment agreement for [REDACTED] with the event organiser, to the TAU Chief Executive.

Annie Dundas and Mat Walsh left the meeting. Julie Koke joined the meeting.

S7(2)(f)(i),(h),(i) LGOIMA 1987

14. FINE ART FREIGHT MASTER AGREEMENT

Julie Koke spoke to the paper.

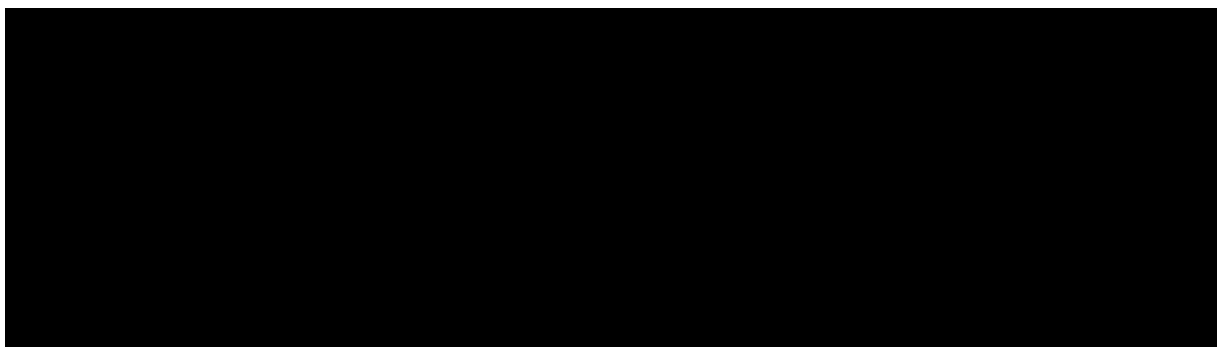
The Board **noted** the update.

1. **Approved** Tātaki Auckland Unlimited entering into a five-year master agreement with Global Specialised Services (NZ) Ltd to manage the Auckland Art Gallery's major international touring exhibitions; and
2. **Delegated** to Nick Hill, Chief Executive, TAU the authority to enter into the master agreement.

Julie Koke left the meeting.

15. SECURITY CAMERA ANALYTICS

Justine White spoke to the paper.





16. TAU Q1 PERFORMANCE REPORT

S7(2)(f)(i),(h) LGOIMA 1987

Justine White spoke to the paper.

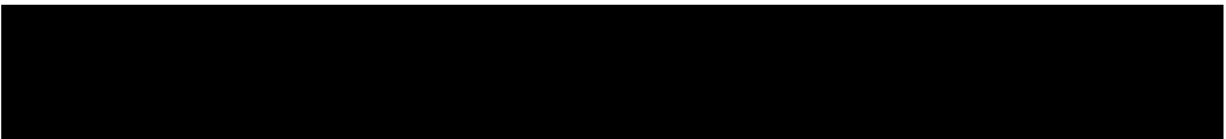
- Management agreed to make minor amendments to the Q1 Performance Report and to review the executive summary to capture more of TAU's current risks. (**ACTION POINT**)

Subject to the amendments discussed being made, the Board:

1. **Approved** the Quarter 1 Performance Report for the period ending 30 September 2025 for submission to Auckland Council; and
2. **Delegated** the authority to the Chief Executive to make minor changes prior to submission as required.

17. TAU Q1 RISK REPORT

Justine White spoke to the paper.



Subject to the amendments discussed being made, the Board:

S7(2)(f)(i),(h) LGOIMA 1987

1. **Approved** the TAU Q1 FY26 Strategic Risk Register and the TAU Q1 FY26 Risk Dashboard Report to be forwarded to the Auckland Council Audit and Risk Committee.

18. ANY OTHER BUSINESS

There was no other business

The meeting ended at 2.53 p.m. The next meeting is scheduled for 2 December 2025.



Chair

4/12/2025

Date

Operating Performance – FY2026

Operating performance 2025/26					
\$ million	Notes	FY 26			Full year
		Actual	Budget	Variance	Annual Plan
Net direct expenditure	A	33.2	33.7	0.5	85.8
Direct revenue	B	32.8	30.6	2.2	102.2
Fees and user charges		21.5	20.7	0.8	63.4
Operating grants and subsidies		1.7	1.1	0.6	4.7
Other direct revenue		9.6	8.8	0.8	34.1
Direct expenditure	C	66.0	64.3	(1.7)	188.0
Employee benefits		31.4	30.8	(0.6)	91.4
Grants, contributions and sponsorship		4.5	4.5	0.0	9.2
Other direct expenditure		30.1	29.0	(1.1)	87.4
Other key operating lines					
Vested assets		0.8		(0.8)	
Depreciation and amortisation		22.4	19.0	(3.4)	56.9
Finance & Interest		0.3		(0.3)	
Capital Grants to TAU+ Partners					
Capital investment trend					
Capital expenditure	D	15.8	25.6	9.8	73.9
Capital revenue		0.0	0.0	0.0	



Key commentary

A. Net Direct Expenditure is favourable year-to-date, driven by stronger-than-budgeted performance across several key areas. Performing Arts has 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 funding for upcoming Major Events and Visitor Economy 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 Performing Arts and Stadium events, both of which have exceeded attendance and revenue expectations. The result has been further strengthened by the receipt of external funding for Major Events, 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 Performing Arts and Stadium activity levels. Additional unfavourable variances reflect expenditure linked to externally funded Major Events, 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 **\$69 million**, representing approximately **93% of the approved FY26 capital program**. This variance primarily reflects timing differences, with expenditure expected to increase as projects progress through delivery stages in the latter part of the year.