

Board Meeting Agenda



8.00 a.m. Wednesday 28 January 2026

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 2 December 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, Nick Hill 1. Confidential Update ¹ 2. Cultural Sector Investment Model ² 3. Strategy Day (Pre-Meeting Discussion)	To Note and Discuss	T & C	8.30 a.m.	1 hour 30 mins
BREAK				10.00 a.m.	15 mins
WESTERN SPRINGS STADIUM					
5	Western Springs Stadium ² , Nick Hill	To Approve	T	10.15 a.m.	45 mins
CONFIDENTIAL MEETING CLOSED AND PUBLIC MEETING OPEN					
PROCEDURAL					
6	Register of Directors' Interests and Rolling 12-Month Board Work Programme, Vicki Salmon	To Note	T & C	11.00 a.m.	5 mins
7	Public Minutes 2 December 2025, Vicki Salmon	To Approve	T & C		
CE REPORT AND PERFORMANCE REPORTS					
8	CE Report, Nick Hill 1. Financial Performance Report ³ 2. Current Operational Risks ⁴	To Note	T & C	11.05 a.m.	55 mins
PUBLIC MEETING CLOSED AND CONFIDENTIAL MEETING OPEN					
LUNCH				12.00 p.m.	30 mins

¹ S7(2)(f)(i),(h),(i) LGOIMA 1987

² S7(2)(f)(i),(h),(i),(j) LGOIMA 1987

³ Financial information withheld to comply with NZX listing rules

⁴ S7(2)(f)(i),(h) LGOIMA 1987

Board Meeting Agenda

Item	Subject	Action	Trust/Co.	Start Time	Duration
COMMITTEE UPDATES AND CIRCULAR RESOLUTIONS					
9	Board Committee Verbal Updates and Circular Resolutions, Vicki Salmon	To Note	T & C	12.30 p.m.	10 mins
HEALTH AND SAFETY					
10	TAU Health and Safety Overview ⁵ , Pete Hayes	To Note	T & C	12.40 p.m.	30 mins
11	Health and Safety Report ⁵ , Lynn Johnson and Pete Hayes	To Note	T & C		
APPROVAL PAPERS					
12	Major Events Business Cases ⁶ , Annie Dundas 1. Business Case 1	To Approve	C	1.10 p.m.	50 mins
13	TAU Half Year Reporting Pack ⁷ , Justine White	To Approve	T & C		
14	TAU Q2 Risk Report to Council ⁸ , Justine White	To Approve	T & C		
15	Delegated Authority Policy Amendments ⁸ , Justine White	To Approve	T & C		
NOTING PAPERS					
16	TAU+ Overview ⁸ , Justine White and Vincent Lipanovich	To Note	T	2.00 p.m.	20 mins
ANY OTHER BUSINESS					
17	Any Other Business, Vicki Salmon	To Discuss	T & C	2.20 p.m.	10 mins
	Close of Meeting			2.30 p.m.	

⁵ S7(2)(a),(d),(f)(i) LGOIMA 1987

⁶ S7(2)(f)(i),(h),(i) LGOIMA 1987

⁷ Financial information withheld in compliance with NZX listing rules

⁸ S7(2)(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	- Salmon and Partners Ltd (Director and Shareholder) - Remuera Golf Club (President) - Greenhills Forest GP Limited (Shareholder)		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	- Perpetual Guardian Holdings Limited (Director) - Perpetual Trust Limited (Director) - Generate Global (Director and Shareholder) - National Facilities Advisory Group (Member) - JMW Trust (Trustee)	Active – Auckland Sports & Recreation (CEO)	
Alastair Carruthers	Non-Executive Director	- Homeland NZ Enterprises Ltd (Director and Shareholder) - Carruthers Consulting Ltd (Director and Shareholder) - Cornwall Park Trust Board (Trustee) - Auckland University of Technology (AUT) Foundation (Trustee) - Auckland Regional Amenities Funding Board (Board Member) - Auckland War Memorial Museum Trust Board (Deputy Chair) - Museum of Transport and Technology Board (Director)		- 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	- 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)		- 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	• 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)	• Co-ordinator of WOMEX (World Music Expo) Pan Indigenous Network	
Graeme Stephens	Non-Executive Director	• 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	• 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	Strategy & Business Focus	Board and Committee Meeting Dates
Jan-26	- Financial reporting for the ½ Year ended 31 December 2025 - Q2 Risk Report	- CEO Report - H&S Report	- Cultural Sector Investment Model - Western Springs Stadium EOI	- Board Meeting – 28 Jan (½Y Accounts) - Remuneration Committee – 29 Jan
Feb-26	Q2 Performance Report	- CEO Report - H&S Report	Workshop: TBC	- Māori Engagement Committee – 12 Feb - Capital Projects Committee – 18 Feb - Board Meeting – 25 Feb
Mar-26	Draft 2027 -2029 Statement of Intent	- CEO Report - H&S Report - Auditor engagement and fees	- Board Strategy Session – 16 March 2026 - Board Risk Appetite Workshop – 16 March 2026	- Risk and Finance Committee – 18 Mar - Board Meeting – 25 March
Apr-26	- Q3 Risk Report to Council - Q3 Performance Report - MOTAT Director Appointments - Draft TAU SOI 2027-29 presented to Budget and Performance Committee 21 April - TAU Q2 Performance Report to Council Apps.& Performance Review Committee 23 April 2026	- CEO Report - H&S Report	Workshop: TBC	- Capital Projects Committee – 15 April - Board Meeting – 29 April
May-26	- Q3 Risk Report to Council - TAU Q3 Performance Report to Council Apps. & Performance Review Committee 28 May 2026	- CEO Report - H&S Report	Workshop: TBC	- Risk and Finance Committee – 13 May - Board Meeting – 27 May
Jun-26	Public Board meeting - shareholder feedback on SOI	- CEO Report - H&S Report - Annual insurance renewal	- Annual Plan and Capital Plan FY26 - Three Year Plan	- Māori Engagement Committee – 10 Jun - Capital Projects Committee – 17 June - Board Meeting – 1 July (Public Board Meeting)

12-Month Work Programme

Month	Shareholder Accountability	Operations	Strategy and Business Focus	Board and Committee Meeting Dates
Jul-26	- Final SOI FY2027-2029 approval - Financial reporting for the year ended 30 June 2026 - Q4 Risk Report to Council	- CEO Report - H&S Report	Workshop: TBC	- Risk and Finance Committee – 22 July - Remuneration Committee – 30 July - Board Meeting – 29 July
Aug-26	- Q4 Performance Report - TAUL and TAUT Annual Report - Financial reporting for the year ended 30 June 2026 - Climate Related Disclosures	- CEO Report - H&S Report 2026 Board and Committee Meetings	Workshop: TBC	- Capital Projects Committee – 12 July - Risk and Finance Committee – 20 Aug (FY26 Statements) - Board Meeting – 26 Aug
Sep-26		- CEO Report - H&S Report		
Oct-26	- Public Board meeting - performance against SOI targets for Year Ended 30 June 2026 - Q1 Performance Report - Q1 Risk Report to Council - TAU Q4 Report to Council Apps. & Performance Review Committee 8 Oct 2026	- CEO Report - H&S Report		- Capital Projects Committee – 14 Oct - Board Meeting – 28 Oct (Public Board Meeting)
Nov-26	TAU Q1 Report to Council Apps. & Performance Review Committee 19 Nov 2026	- CEO Report - H&S Report	Workshop: TBC	- Risk and Finance Committee – 11 Nov - Māori Engagement Committee – 18 Nov - Board Meeting – 25 Nov
Dec-26		- CEO Report - H&S Report		Capital Projects Committee – 9 Dec

BOARD MEETING

HELD ON: Wednesday 2 December 2025 at 8.00 a.m.

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

PRESENT:

Vicki Salmon	Chair
Jennah Wootten	Deputy Chair
Alastair Carruthers	
Carol Cheng	
Graeme Stephens (Teams)	
Dan Walker (Teams)	
Hinurewa Te Hau	

APOLOGIES:

Desley Simpson	Deputy Mayor and Lead Councillor
Sarah Johnstone-Smith	Principal Advisor, CCO/External Partnerships

ATTENDED:

Executive Team	Nick Hill Chief Executive, Kevin Buley Director Auckland Zoo, Vincent Lipanovich Director - NZMM & Partnerships, Lynn Johnson Chief People Officer, Mandy Kennedy Chief Digital Officer, Shelley Watson Director Marketing, Communications & Growth, Justine White COO
Georgina Cervin	Executive Officer
Tim Kingsley-Smith	Company Secretary & Legal Counsel
Husain Al-Badry	Managing Partner, Seen Ventures
Richard Jarrett	Director, Group Shared Services
Simon Burson	Chief Information Security Officer, Council
Janelle Breckell	Planning and Performance Manager
Mat Walsh	Event Development Manager
Rosalin M.-Cripps	Prospecting Manager, Event Feasibility
Cheyne Stevens	Head of Major Events
Peter Hayes	Head of Health and Safety

Nick Hill, Justine White, Georgina Cervin, 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 the apologies of Deputy Mayor Desley Simpson and Sarah Johnstone-Smith. Item 14 on the agenda has been deferred by agreement with Management.

2. 29 OCTOBER 2025 CONFIDENTIAL MINUTES AND ACTION TRACKER

The Board requested three amendments to the draft minutes:

1. Add confirmation that the Deputy Chair chaired the 29 October 2025 meeting at the Chair's request (p.1 paragraph 1)
2. Delete unnecessary text at Item 4 (p.2 paragraph 1)
3. Delete sentence at Item 4 (p.3 paragraph 5)

Subject to the requested amendments being made, the Board:

1. **Approved** the 29 October 2025 confidential minutes as an accurate record 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.

Mayoral Proposal: Annual Plan 2026/2027

- The Chair noted that the Mayoral Proposal: Annual Plan 2026/2027 was recently received by Tātaki Auckland Unlimited (TAU) ahead of the Mayor's Letter of Expectation which is expected later this month. The Proposal emphasises maintaining long-term plan financial settings and discipline while progressing key reforms. The upcoming Annual Plan will be focussed on progressing and finishing what was started last term including transport reform, governance improvement, and achieving value for money.
- The Board noted that the Proposal calls attention to some key areas for TAU including the need for the Governing Body and the Council to develop a strong economic development strategy, ongoing arts and culture sector reform, and a focus on Auckland's City Centre as the economic heart of the region. TAU is ready to support the Council Group and play its part in achieving the Mayor's and Governing Body's goals over the coming year and term.

Auckland Art Gallery Toi o Tāmaki – Director appointment

- Management noted that following a rigorous recruitment process that attracted a strong field of applicants, Dr Zara Stanhope will shortly be offered the role of Director of the Gallery. With experience leading strategy and programming, and knowledge of art from across Aotearoa New Zealand and Te Moana nui-a-Kiwa, Asia, and South America, Zara will be well placed to expand the reach of the Gallery's extensive collection and share New Zealand stories with more communities.
- The Board noted that Dr Stanhope is a highly respected arts leader, curator, and researcher across Australia and New Zealand and will be strong leader for the Gallery. The Board thanked Tom Irvine for ably leading the Gallery as Acting Director during the recruitment process. Dr Stanhope will start her role in early March.

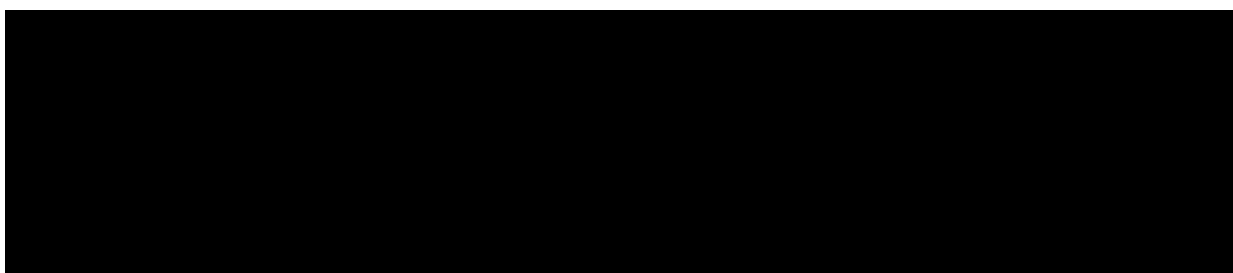
Waikaraka Park Upgrade Project

- The Board noted that Waikaraka Park successfully opened its season on Saturday (29 November) and the feedback on the new track and improvements (race-track renewal and realignment, safety fence rebuild, new lights, renewed toilets, PA system etc.) has been positive. The Board thanked Management and the Property team for completing the high-profile project largely on time and within budget.

Sale of Auckland Film Studios

- Management updated the Board on the sale of Auckland Film Studios. Each of the prospective buyers has been given until 6 December to make their final commitments and Management will meet with each party this week.

Auckland Stadiums



The Board noted the update.

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

5. TAU+ INVESTMENTS

Nick Hill spoke to the paper.

- Management summarised the 'TAU+' programme for the Board. TAU+ is a collection of rights and obligations related to regional venues and facilities that TAU fulfils on behalf of the Council. TAU+ facilities are not directly owned, governed, or managed by TAU and the role that TAU plays for each TAU+ facility varies. TAU invests in TAU+ capital projects on an ad-hoc basis. Examples of current TAU+ facilities which have had such capital project funding include Stardome Observatory and Planetarium, Spark Arena, The Trusts Arena, Eventfinda Stadium, Wero Whitewater Park, and MOTAT. TAU+ facilities are legally underpinned by an agreement that was agreed between the Council and RFA (now TAU) when the Auckland 'super city' was formed. The TAU+ programme is outlined in TAU's SOIs and financial statements.
- Management noted that [REDACTED] Council has requested that TAU consider investing into two key capital projects – and that TAU does so by adding the two relevant facilities to the TAU+ programme. The first project is the construction of a roof for the main court of Auckland's premier tennis arena Manuka Doctor Arena. [REDACTED]
- Management noted that in addition to some direct benefits to TAU such as advertising opportunities, each of the two projects would create significant value for Auckland:
 - Manuka Doctor Arena is a regionally important venue which hosts annual international tennis tournaments that create significant economic activity and international exposure for the city and region. However, without a roof to allow play to continue when the weather is poor, it risks losing the license to host these international events to other countries. Installing a roof on centre court would also create a new weather-proof regional venue that could then be used for other types of events and activations.

- Management noted that TAU can currently support each of the proposed projects within its Governing Body-approved three-year capital budget and has the authority to manage its capital programme within its capital plan. TAU investing in the projects is permissible under the Charitable Purposes of the TAU Trust Deed where "Regional Facilities" are defined to include "community assets of regional significance" regardless of whether TAU holds any "direct or indirect" interest or right in the facility.
- Management noted that each project is supported by the Mayor, the Council, and the Government, and the Governing Body is due to consider both projects at its meeting later today. [REDACTED]
- The Board noted that TAU is keen to support the Council [REDACTED]. Each of the proposed projects align with TAU's purpose given the benefits that would flow to TAU as well as the region, and each project is situated on and adding value to Council-owned land. TAU's support of the projects would be in keeping with TAU's role to:

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

- Provide regional facilities that engage with the communities of Auckland.
 - Provide world class regional facilities while applying a regional perspective.
 - Facilitate long-term outcomes and venues that provide greater benefits to Aucklanders.
- The Board noted that while TAU is supportive of the projects in principle, there are potential risks related to the management and oversight of the projects and defining where TAU's responsibilities begin and end. Also, TAU needs to be careful that supporting these projects and using the TAU+ mechanism does not inhibit required capital spending on TAU's own portfolio of facilities and venues. Management noted that TAU's potential investment into the projects is exceptional given that they are explicitly supported by both the Council and the Government [REDACTED]. TAU's primary role in each project is as a 'co-funder' and it is not proposed that TAU play a central governance, management, or delivery role in either project. [REDACTED].
 - The Board requested that Management provide a paper on the TAU+ programme and framework including current financials and financial forecasts at the next board meeting. **(ACTION POINT)**

Subject to the final draft agreements for the proposed projects being circulated to the Board for review – and the Board being satisfied that the agreements provide the requisite benefits to TAU and that they adequately address risks - the Board:

1. **Approved TAU:**

- a. Making a \$5 million capital grant to the Auckland Tennis Roof Project;
- b. Adding Auckland Tennis as a TAU+ facility for the purposes of making the grant;

2. **Noted** that the Governing Body is proposing to agree at its 2 December meeting that:

- a. TAU make a \$5m capital grant to the Auckland Tennis Roof Project;
- b. The preferred mechanism is for Auckland Tennis Association be added as a TAU+ facility for the purposes of making the grant;

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

3. **Delegated** authority to the CE to negotiate the development the relevant funding agreements including milestone payment schedules, and formal annual benefits to TAU of value in kind usage and branding.

Kevin Buley joined the meeting.

6. **AUCKLAND ZOO WORKSHOP**

Kevin Buley presented to the Board.

- Management discussed the role and importance of a good modern zoo and the perception challenge that all zoos face. Auckland Zoo is very aware that it must continue to nurture and develop its social licence to operate to earn the support of the public and remain relevant to the community. The Zoo's mission "to bring people together to build a future for wildlife" is supported by seven strategic commitments that have evolved from key local, national, and international strategies, plans and guidelines.
- Management summarised each of the Zoo's strategic commitments. The Zoo undertakes extensive customer research to better understand what it is doing well and where it can improve and is always open to new ways of doing things, and to minimising barriers to visit the Zoo.

- Management noted that in recent years the Zoo has increasingly used its expertise and resources to undertake intensive wildlife management with key stakeholders such as the Department of Conservation (**DOC**) both within the Zoo and in the wild to help species that are on the brink of extinction. As well as helping critically engaged species, this work has a positive impact on the Zoo's social licence and reputation.
- Management noted that the Zoo has made a good start in progressing its journey to strengthen its relationship with Te Ao Māori over the last 3-4 years and the Zoo now requires that a "te ao Māori lens" is applied to aspects of its strategic roadmap and strategic commitments.
- The Board thanked Management for the presentation and requested that the presentation slides be circulated to the Board. (**ACTION POINT**)

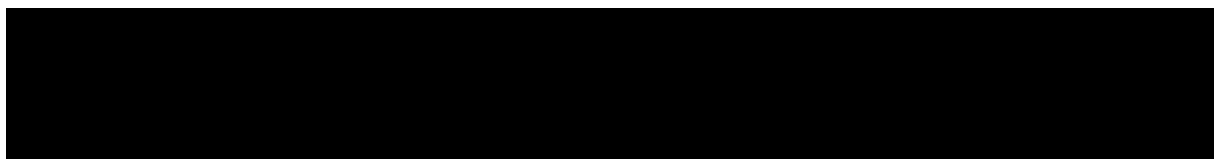
The Board **thanked** Kevin Buley

Kevin Buley left the meeting. Mandy Kennedy, Shelley Watson, Lynn Johnson, and Husain Al-Badry joined the meeting.

7. TAU ARTIFICIAL INTELLIGENCE STRATEGY UPDATE

Mandy Kennedy, Shelley Watson, Lynn Johnson, and Husain Al-Badry presented to the Board.

- Management noted that following the implementation of TAU's initial Artificial Intelligence (AI) Policy last year, TAU has established an organisation-wide AI user group and AI governance group. Approval processes have been implemented, and transparency guidelines have been developed. Training workshops for both general staff and the digital team have been undertaken.



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

- The Board thanked Management for the update and noted that AI and its various applications continue to evolve quickly. While there is a lot of potential for AI at TAU, care needs to be taken to fully understand:
 - How success can and will be measured so the benefits of investing in AI can be weighed directly against the costs.
 - The potential impacts of AI on the workplace (e.g. AI replacing the role of juniors in the workforce) and how to develop an aligned workforce strategy.
 - The potential negative impacts of biases within AI, how AI bias can be addressed, and how TAU can lead a more Aotearoa New Zealand-based approach to AI utilisation.
 - How AI will impact how people get information in the future (e.g. the expected continued increase in 'AI data harvesting' searches on the internet).

The Board:

1. **Endorsed** the direction of TAU's AI Strategy; and
2. **Noted** that Management will continue to develop TAU's AI Strategy before returning to the Board for approval.

Mandy Kennedy, Shelley Watson, Lynn Johnson, and Husain Al-Badry left the meeting. Melanya Burrows joined the meeting.

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

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

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

9. PUBLIC MINUTES 29 OCTOBER 2025

Subject to the amendments made to the draft minutes at Item 2, the Board **approved** the 29 October 2025 public minutes as an accurate record of the meeting.

10. CE REPORT

Nick Hill spoke to the paper.

- The Board queried the variance in the New Zealand Maritime Museum's (**NZMM**) cost to serve per patron compared to target for the year to date. Management noted that the variance is largely a seasonal issue with the NZMM traditionally getting better visitation over the upcoming summer period. The same trend applies to Auckland Zoo, so the average cost to serve per patron should start to decrease as the NZMM and Zoo enter their busy summer periods.
- Management noted that attendance at the Art Gallery's *Pop to Present* exhibition is below target to date. The relatively dry and sunny weather over the past few weeks may have contributed to this as good weather tends to depress Gallery visitation.
- The Board noted that *Discover Auckland* digital platform has made good progress over the last year and is now providing a better user experience. The team has done well to keep developing it, broadening the information provided, and to taking on board user feedback.
- The Board noted that Auckland Conventions Venues and Events is well down on its budget. Management noted that the team is starting to feel the impact of the NZICC coming online but remains positive that smaller to medium events at TAU venues will increase again as the NZICC becomes part of the landscape.

The Board **noted** the paper.

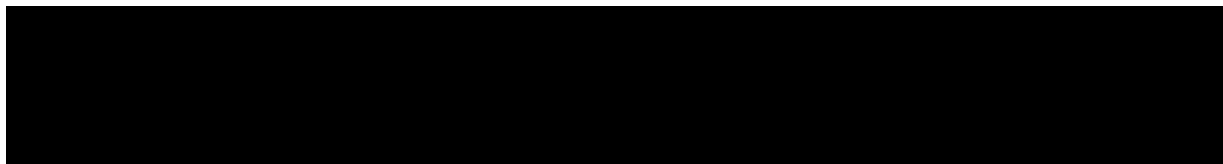
Melanya Burrows left the meeting.

The Chair closed the public meeting and opened the confidential meeting. Richard Jarrett and Simon Burson joined the meeting.

11. GSS CYBER SECURITY UPDATE

Richard Jarrett and Simon Burson spoke to the paper.

- Management noted that the Group Shared Services (**GSS**) and TAU ICT teams have been increasing collaboration over the past year and are now working much closer together, particularly on issues such as addressing cyber incidents as they arise.



The Board **noted** the update.

S6(c),S7(2)(f)(i),
(h) LGOIMA 1987

Richard Jarrett and Simon Burson left the meeting.

12. BOARD COMMITTEE UPDATES AND CIRCULAR RESOLUTIONS

Nick Hill noted that there were no circular resolutions approved by the Board since the last scheduled board meeting.

- The Chair of the Risk and Finance Committee (**RAFC**) summarised the recent committee meeting. The Committee considered and recommended that the Board approve two items that are on the agenda Climate Transition Plan (Item 16) and Capitalisation Policy (Item 17) as well as receiving TAU's formal Audit Report. The Audit Report did not identify any significant issues.

- The Chair of the Māori Engagement Committee noted that the committee recently met and was provided with an update on the Te Mahere Aronga refresh and on the Treasures of Tāmaki programme. There was discussion of TAU's new social procurement goals this financial year, and the Māori Outcomes team was recognised for the role it played regarding the recent positive Auckland Unitary Plan change related to Sites and Places of Significance to Mana Whenua.
- The Chair of the Capital Projects Committee noted that the committee recently held its regular meeting at Auckland Zoo which included a walk-through of key areas of capital investment. The committee received more information on Stage 3 of the Zoo's masterplan which has been improved following feedback to Zoo management. There was one paper related to a potential carpark project that was deferred so further work can be undertaken on it.

The Board **noted** the updates.

Shelley Watson and Janelle Breckell joined the meeting.

13. CITY CENTRE TARGETTED RATE

Shelley Watson and Janelle Breckell spoke to the paper.

- Management summarised the FY26 City Centre Attraction investment proposal (**CCA**). Once TAU has endorsed the proposal it will be considered by the City Centre Advisory Panel before then being considered and approved by the City Centre Steering Group. Once finally approved, the CCA may necessitate that TAU's SOI is varied to take account of it.
- The Board queried how new events in the future will be affected by the CCA and how the programme will be monitored and reported on. Management noted that a new CCA plan will be put in place each year and formal reporting to the Steering Group will be undertaken on a half-yearly basis. The TAU Board will also receive monthly reporting via the CE Report. While this year is a transition/formation year, in future years during the lead up to annual CCA plan, there will likely be public EOI processes and more collaboration and partnerships with the sector to encourage new events and investment proposals for the city centre.
- The Board queried the relatively high estimated return on investment (ROI) for the CCA. Management noted that the team has used standard measures to calculate the ROI and is comfortable with its methodology. However, it needs to be understood that 'ROI' in this context is the calculated additional money added to the local economy, not money that is returned to TAU. Furthermore, TAU will often not be the only investor in an event or activation - the ROI calculation attributes the additional economic activity created on the basis that the event or activation is enhanced, or would not have proceeded, without investment.

The Board:

1. **Approved and recommended** the FY26 City Centre Attraction Programme investment proposal to the Auckland Urban Development Office (AUDO) and City Centre Steering Group (CCSG) for endorsement.
2. **Noted** that this proposal is subject to feedback from the CCSG, which may result in changes to ensure alignment with broader city centre and City Centre Targeted Rate considerations. The Board will be updated on feedback.
3. **Noted** that the investment proposal is for the [REDACTED] attraction boost fund only, as all other allocations relate to core TAU activity that is already committed.

Shelley Watson and Janelle Breckell left the meeting.

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

14. CAPITAL PROGRAMME: NZMM GALLERY REFRESH STAGE 1&2 BUSINESS CASE

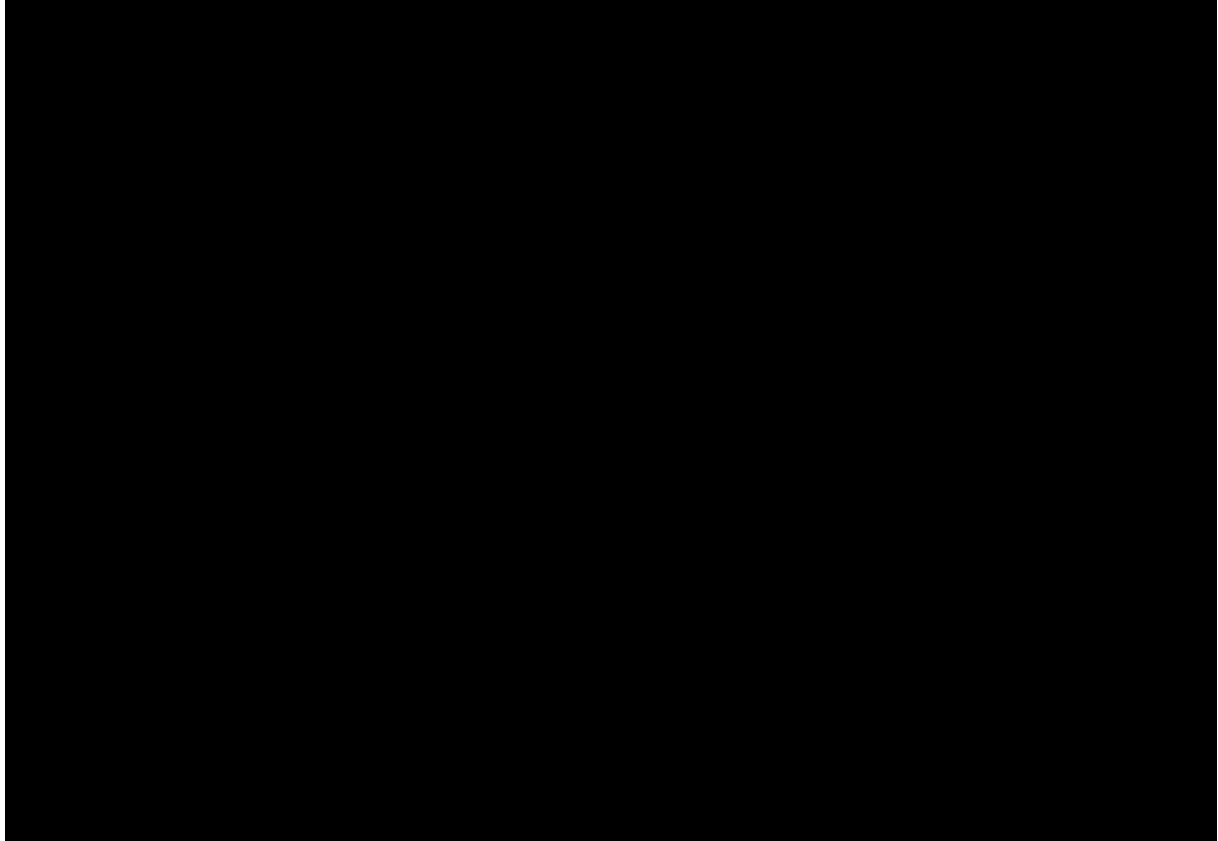
The Board agreed with Management to defer this item.

Annie Dundas, Mat Walsh, Rosalin MacKenzie-Cripps and Cheyne Stevens joined the meeting.

15. MAJOR EVENTS BUSINESS CASES

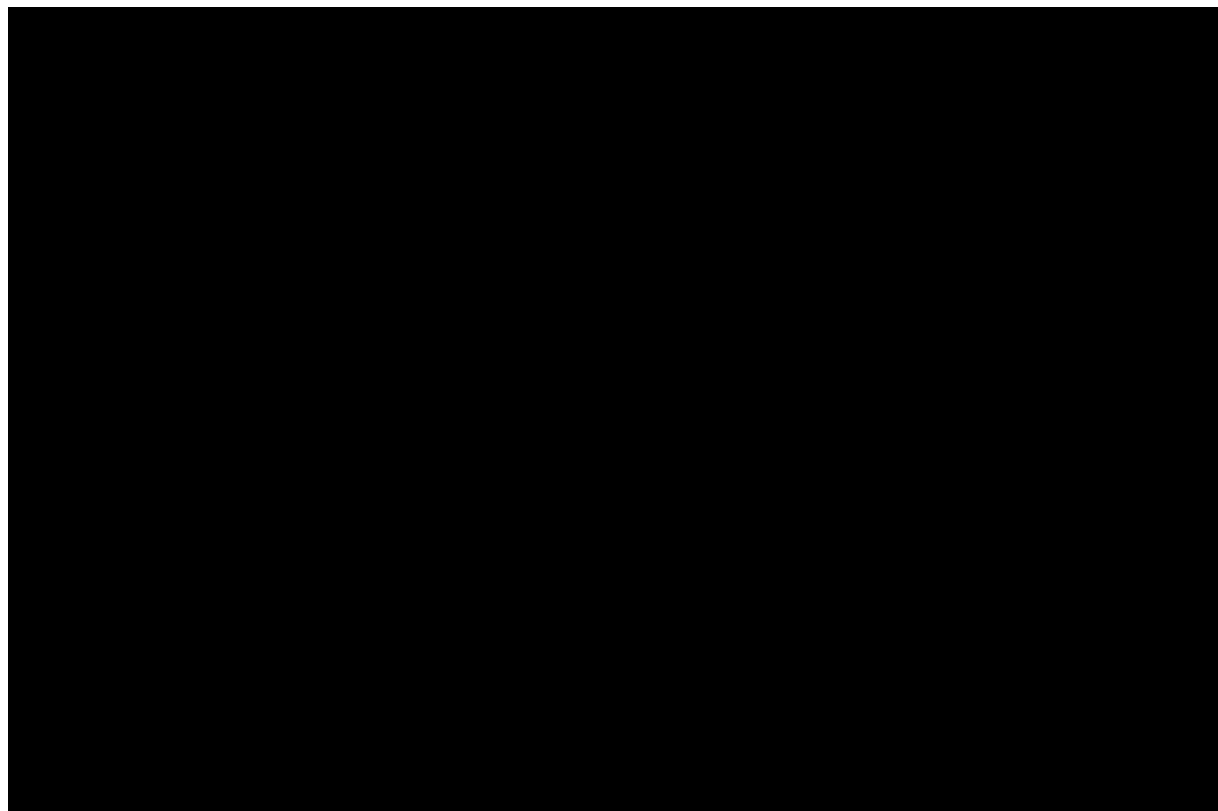
Annie Dundas, Mat Walsh, Rosalin MacKenzie-Cripps and Cheyne Stevens spoke to the papers.

SailGP



New Zealand Rugby

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



Annie Dundas, Mat Walsh, Rosalin MacKenzie-Cripps and Cheyne Stevens left the meeting. Sarah Anderson joined the meeting.

16. TAU CLIMATE TRANSITION PLAN

Sarah Anderson spoke to the paper.

- The Board noted that the RAFC will undertake a training session on climate governance and climate risks at its March 2026 meeting which will be open for all directors to attend.
- Management summarised TAU's Climate Transition Plan which was recently considered and recommended by the RAFC to the Board for approval. While the Transition Plan is currently an internal document, TAU is required to publish the first of its annual progress reports this year (the TAU Climate Change and Environmental Strategic Plan Annual Progress Report FY25).

The Board:

1. **Approved** the Climate Transition Plan; and
2. **Noted** the approach to further build capabilities in climate governance; and
3. **Approved** the Climate Change and Environmental Strategic Plan Annual Progress Report FY25 for publication.

Sarah Anderson left the meeting.

17. CAPITALISATION POLICY

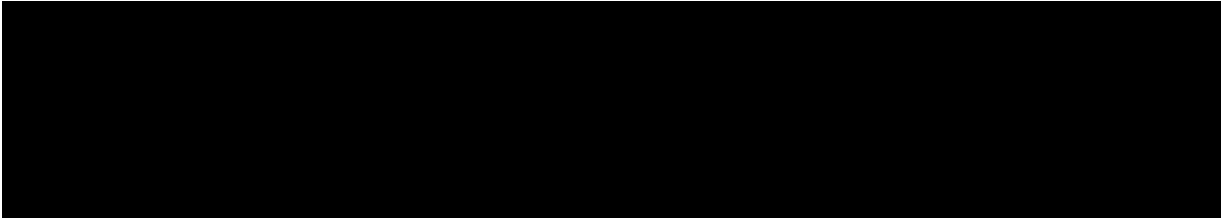
The Board **approved** the variance in TAU asset capitalisation threshold to that of Group Policy.

Lynn Johnson and Pete Hayes joined the meeting.

18. HEALTH AND SAFETY REPORT

Lynn Johnson and Pete Hayes spoke to the paper.

- Management noted that it has recently completed the first of several planned risk-based assessments at Auckland Town Hall. While taking this approach is relatively new to TAU, the approach will help TAU to incrementally improve across the organisation.



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

- The Board requested that the health and safety report appendices be added to the Diligent Resource Centre and that the new Head of Health and Safety's initial overview of health and safety at TAU be deferred to the next board meeting. (**ACTION POINT**)

The Board **noted** the Health and Safety Report.

19. REMUNERATION COMMITTEE UPDATE

The Board agreed with Management to defer this Item.

The meeting ended at 2.44 p.m. The next meeting is scheduled for 29 January 2026.

Chair

Date

Chief Executive Report

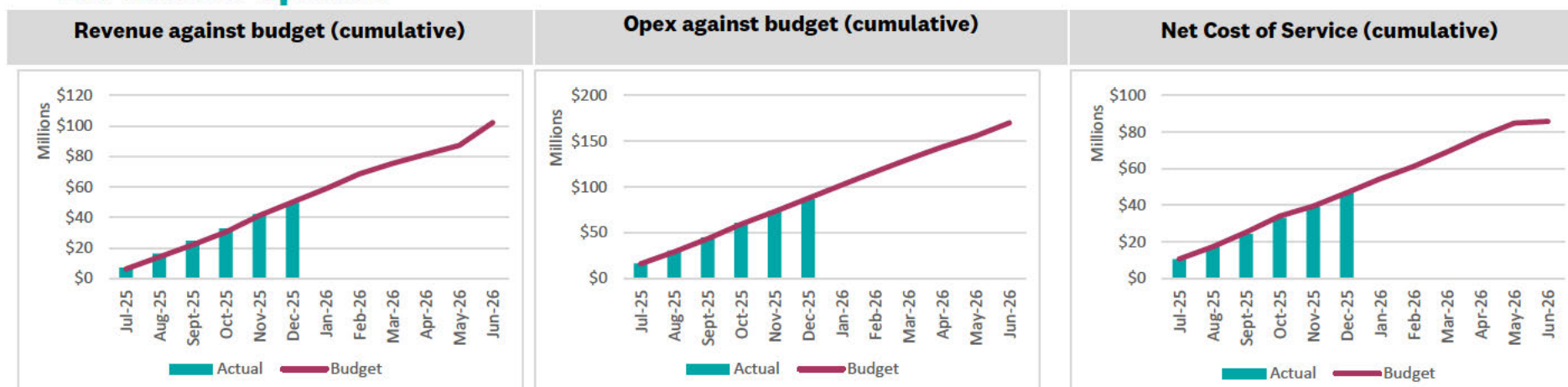
Report to the Board of Tātaki Auckland Unlimited, 28 January 2026

1. Introduction

- Auckland Council has confirmed a number of key opportunities for engagement with elected members over the first half of this calendar year. These include:
 - Attendance at the council-delivered Elected Members Symposium – Hui Taumata – on 17 February at the Aotea Centre, part of the elected members’ induction programme for the 2025-28 council term. TAU will host two adjoining stands introducing our areas of activity and responsibility. Content is under development.
 - Presentation of our draft *Statement of Intent 2026-2029* at a meeting of the Budget and Performance Committee (Chair: Cr Sayers) on 21 April.
 - Attendance at meetings of the Appointments and Performance Review Committee (Chair: Cr Newman) on 23 April and 28 May to answer questions related to our Q2 and Q3 Performance Reports. Cr Newman has written to our Chair emphasising a focus from the committee on financial performance as well as achieving the deliverables and targets set out in the statement of intent, and requested board representative attendance.
- A strong Christmas offering across Auckland Live venues and events saw multiple targets exceeded, with 40 events taking place during December.
- The ASB Classic was held 2 – 17 January with 20 of 22 sessions sold out. The final attendance figures are yet to be reported but organisers confirmed the tournament will break ticket sale records.
- Auckland Zoo’s Masterplan Stage 3 – Enabling works and Car park 1 renewal was successfully completed in time for Christmas and the busy summer period.
- [REDACTED]

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

2. Finance update



Revenue is **below budget** by 1% at the end of December

Opex is **below budget** by 1% at the end of December

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

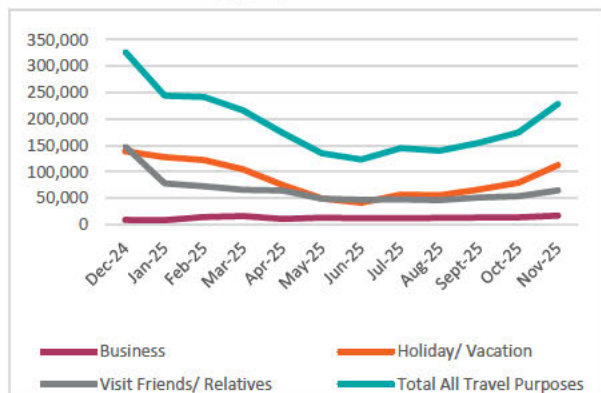
3. Cultural organisations at a glance

	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	271,943	86,178	7%	92%	65.9	45	\$36.93	\$36.55	+\$0.38
Auckland Zoo	414,328	414,328	35%	103%	67.1	45	\$21.46	\$17.73	+\$3.73
NZ Maritime Museum	84,994	49,940	4%	117%	53.1	45	\$34.29	\$33.84	+\$0.45
Auckland Stadiums	335,622	250,571	21%	104%	39.3	20	\$7.40	\$4.23	+\$3.17
Auckland Live	681,504	355,382	30%	110%	56.9	40			
Auckland Conventions	192,676	18,681	2%	-	-	-	\$5.69	\$9.34	-\$3.65
TOTAL	1,981,067	1,175,080	100%	106%	58.5	40	\$14.80	\$16.06	-\$1.27

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.

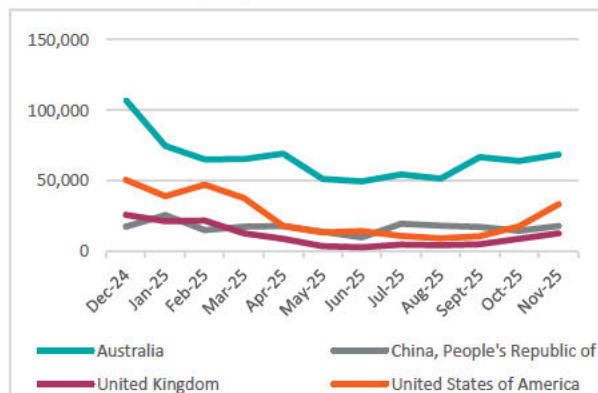
4. Auckland destination dashboard

Visitor arrivals into Auckland Airport
by purpose (to November)



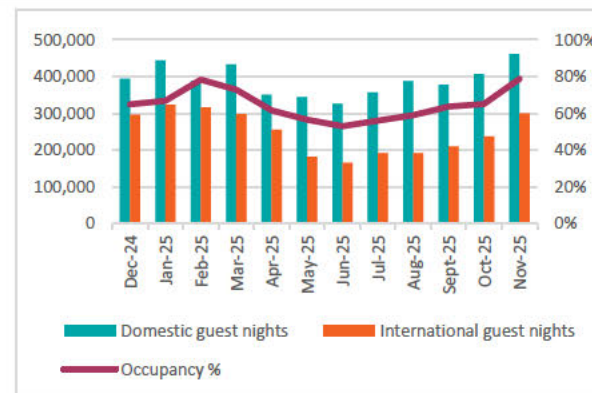
There were 228,208 international visitor arrivals in November, **1.6% higher** than in November 2024. In the year to November, there were 2.3m international visitor arrivals, **3.5% higher** than the previous 12 months.

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



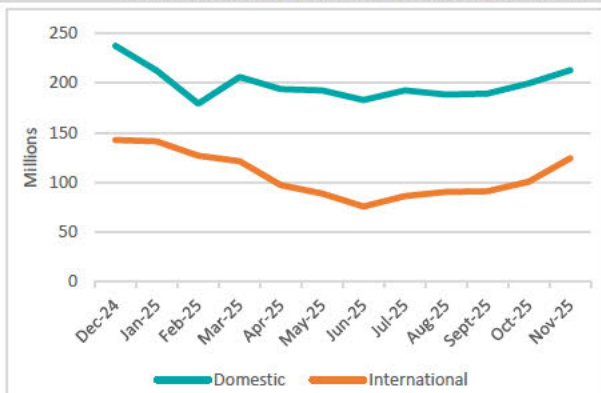
There were 68,720 Australian visitors in November, **1.2% lower** than in November 2024. In the year to November, there were 789,130 Australian visitors, **7.6% higher** than the previous 12 months.

Commercial visitor nights in
Auckland (to November)



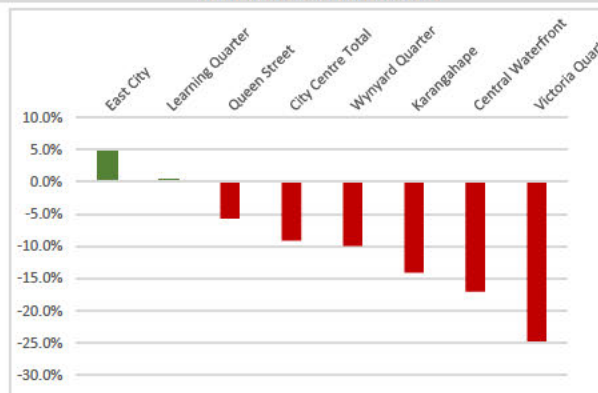
In November, there were 761,100 total guest nights in commercial accommodation, **1% higher** than November 2024. Occupancy rates in November (79%) were **higher** than the same month last year (78%).

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



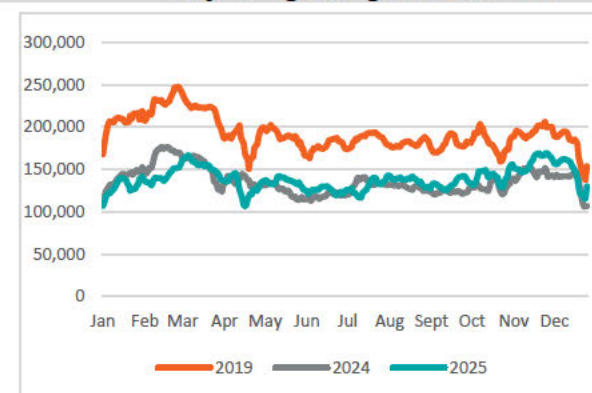
In November, domestic tourism spend in Auckland was \$212.7m (**7.6% lower** than November 2024) and international spend was \$124.3m (**6.6% higher** than November 2024).

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



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

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



At the end of December, the 7-day rolling average city centre pedestrian count was 129,640, **21.6% higher** than the same time last year, but **15.5% lower** than the same time in 2019.

*Source: Heart of the City

5. Statement of Intent delivery

Experiences and Events

Auckland Live (Performing Arts)

Programming & Producing

- **A Christmas Carol (2 – 8 December, The Civic):** Auckland Live tested Auckland's appetite for a Christmas theatre production. *A Christmas Carol* by Australian-based theatre company Shake and Stir was presented in The Civic. It was the company's first performance in Auckland since 2016. Eight performances, including a NZSL-interpreted performance, were presented, attracting an audience of [REDACTED]. We believe there is an appetite for a regular end-of-year offering to amplify the Christmas festive season. The show achieved an NPS of 65.4 with 94 per cent of survey respondents reporting that the event met or exceeded expectations. Of those surveyed, 52.2 per cent said they would attend the show again in 2026 and 58.2 per cent would attend if it were presented again in 2027. The experience of patrons at The Civic received an NPS of 74. In addition to attending the performance, 64.2 per cent of attendees spent money in the city centre.
- **Morning Melodies 2025 – The Royal New Zealand Navy Band (8 December, Bruce Mason Centre):** The eleventh and final concert for 2025 featured a much-loved Christmas special from the Royal New Zealand Navy Band. Attendance: [REDACTED]
- **Auckland Live's Christmas in Aotea Square (28 November – 21 December):** This annual free public programme commenced in late November with the installation of local light studio Angus Muir Design's Christmas Pavilion and the Neon Star. The programme offered entertainment and activations every Thursday to Saturday over four weekends with play equipment, seating and bean bags set out daily to support families and young people spending time in the square. Programming performances and workshops from a wide range of artists and communities used the stage within the Pavilion. Thursday and Friday evenings showcased some of New Zealand's hottest contemporary music talent. This year's activation was branded with the Auckland Council Events logo and supported by the city centre targeted rate with an overall attendance across both the programmed activity and the passive square activations of [REDACTED]. Attendance at the programmed activity increased from 2024 by [REDACTED] (to 5803).

Presenter Services: With [REDACTED] ticketed attendees across multiple venues and spaces, against a projected target of [REDACTED] December was another busy month of people experiencing live performances. There was a strong Christmas offering from venue hirers and major presenters, and the RNZB's Nutcracker was seen by more than [REDACTED] people, exceeding expectations and a welcome result for the company as they piloted this new two-week season at the end of the year with Auckland Live's support.

Highlights Included:

- **RNZB – The Nutcracker (4-13 December, Kiri Te Kanawa Theatre):** 12 performances (10 public, 1 private - Ryman's, 1 school - Act 2 only): Total [REDACTED] attendees
- **Oprah In conversation (14 December, Civic Theatre):** [REDACTED] attendees
- **Auckland Choral Society – Handel's Messiah (14 & 15 December, Great Hall):** 2 performances, [REDACTED] attendees
- **ASO Christmas Concert (6 December, Great Hall):** [REDACTED] attendees
- **sombr (2 December, Great Hall):** [REDACTED] attendees
- **Jimmy O Yang (1 December, Kiri Te Kanawa Theatre):** 2 performances, [REDACTED] attendees
- **The Greatest Christmas show (19 & 20 December, Bruce Mason Theatre):** 2 performances, [REDACTED] attendees

Marketing & Communications

- **Audience Insights:** Average tickets per Ticketmaster account: 3.15. **19,111 unique customers**, with **17.5 per cent** first-time attendees. **16.2 per cent** of tickets sold outside Auckland and **1.96 per cent** internationally. **16 sold-out events**, **25 new events** (32 performances) went on sale, and **2472 new subscribers** opted into the Auckland Live database.
- **Marketing & Campaign Activity:** Supported **34 commercial clients** and **six major presenters/festivals**, including Royal NZ Ballet, Auckland Arts Festival, and NZ Opera. **Eight Auckland Live campaigns** in planning. Key highlights: *A Christmas Carol*, Auckland Live Christmas in Aotea Square both had live stories on TVNZ's Breakfast programme, and **announcements** for Auckland Live Summer in the Square and the 2026 Auckland Live Morning Melodies programme and its 25-year milestone (supported by TAU in-house communications). Marketing collateral and videos by in-house Studio. Marcomms prep underway for Lunar New Year city centre programme.

- **Website and Digital Performance:** Google Ads delivered an **ROI of \$20.45 per dollar spent** with a CPA of **\$2.68**. Paid social campaigns achieved an **ROI of \$4.29** per dollar spent.
- **Te Komitanga** venue pages, including hiring information, now live on the Auckland Live website.

Major Events

- **ASB Classic:** 20 of 22 sessions sold out, final attendance figures are yet to be reported but organisers confirmed the 2026 tournament will break ticket sale records.
- **For a comprehensive view of upcoming events, including proposed 'Underwrite' events, refer to Appendix 4: TAU Calendar and Appendix 5: Major Events Pipeline.**

Marketing & Communications

- Moana Auckland promotional campaign continues across destination channels. Media for MBIE-funded activity to promote the Auckland Wooden Boat Festival (AWBF) into Australia was confirmed. AWBF promotion is now underway in markets including Tasmania, home to Australia's Wooden Boat Festival. Marketing collateral developed in-house.
- ASB Classic destination activity delivered strong organic visibility for Auckland across player and creator channels. Hosted experiences included bungy jumping, golf, dining, retail, coastal and island visits with multiple men's and women's players sharing real-time content highlighting the region's offering. Player activity extended across Waiheke, Mission Bay, the city centre and key visitor attractions, with several moments amplified through broadcast and partner channels including Sky. A high-reach tennis content creator also produced Auckland-based content during the tournament period with further assets expected.
- An 'Auckland's Big Weekend' destination campaign, featuring Auckland FC, Warriors, Blues and Ellerslie Champions Day, will run domestically and into Australia promoting the super-sport weekend in early March.
- Themed SailGP destination-led social posting goes live in the lead up to Valentine's Day.
- Marcomms campaigns for BNZ Auckland Lantern Festival and Pasifika Festival are underway.
- Pasifika Festival media release distributed announcing brand refresh, developed by in-house designer, and 2026 event details. Interview set up with Pacific Media Network Tonga for Major Events Group Manager Jep Savali.
- Supported TAU's Tennis Auckland Roof Project funding announcement through an on-site media conference and media release, securing positive coverage across all major TV, online and radio outlets, as well as a week-long gratis billboard campaign late December/January.
- TAU voice added to ISPS HANDA Japan-Australasia Championship announcement leading to coverage in domestic and overseas media.
- Radio interview set up for Nick Hill with Newstalk ZB Mike Hosking to leverage MBIE event fund boosting, value of major events and continued need for sustainable funding.

Business Events

Auckland Conventions Venues and Events (ACVE)

- ACVE actualised 31 business events with 11,878 attendees.
- Total gross revenue received by ACVE was [REDACTED] Net contribution was [REDACTED] gross margin.
- ACVE YTD total actualised revenue is [REDACTED]
- ACVE contracted 17 business events with a venue hire of [REDACTED] The business received 56 new opportunities with a value of [REDACTED]

ACVE Marketing & Communications

- The ACVE website **received 4230 new visitors this month**, resulting in **39 enquiries** via our website.
- In December, ACVE published seven social posts, the highest performing one **receiving 1558 organic impressions**.
- Two website articles were posted, **Behind the Scenes of WIPCE 2025 was the highest performing article** generating 82 page views.
- The Australian growth and awareness campaign continues to **show good results, with 207 landing page views** this month.

Auckland Convention Bureau (ACB)

- See table below for notable results.

Marketing & Communications

- Auckland's theme for MEETINGS 2026 was gifted by Ngāti Whātua Ōrākei.

Events Transition Programme

- **Strategic Direction:** The Mayor's Letter of Expectation (18 December) repeats the expectation that "the council's Economic Development Office (EDO) will be leading the progression of a new economic development strategy, which will include destination and major events, and will provide direction on the council group's role in this area. While council will lead this work, TAU expertise will be sought and valued in the development and implementation of this strategy. Council is proposing an increased focus on economic growth this term, of which a vibrant city with increasing visitor numbers is an important part." It is expected that the EDO will workshop the scope of a refreshed economic development strategy in early February. TAU staff continue to work closely with the EDO to support this work.
- **Transitioning existing event activity:** Transition planning for new staff and event activity transferring from the council to TAU is underway.
- **Unified approach to events:** TAU internal pipeline planning team has stood up a way of working framework drafted to connect prospecting plans across TAU rōpū. This will be extended to incorporate Council Group and external event organisers planning early this year.

Auckland Events Calendar

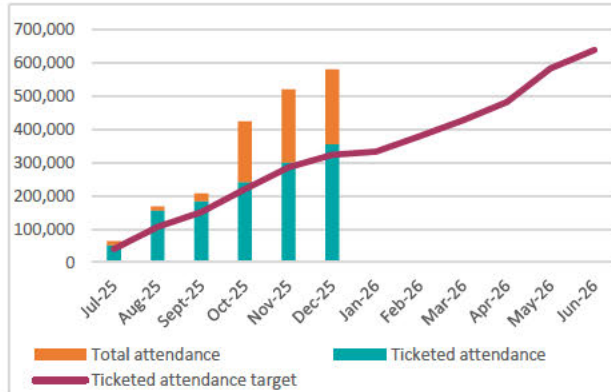
- Successfully deployed next round of **enhanced events functionality** (MVP 1.1) on Discover Auckland - Icon updates, Breadcrumbs, Event Count, Event listing enhancements.
- Launched **Search Engine Marketing campaign** to raise awareness and drive traffic to the new events section and related content.
- Presented at **Taki Reo** and published **Ako article** introducing the Discover Auckland enhanced events section to kaimahi.
- Increased number of live **event listings** from 103 (5 Dec) to 289 (15 Jan) to ensure a wide coverage of events and showcasing Auckland as an 'always on' destination.

Destination Management (Including Māori Tourism)

- **Cruise:** A new cruise map has been developed in collaboration with Auckland Transport (AT). AT is covering most of the costs with TAU highlighting the places of interest, and utilisation of public transport to get to places of interest – islands, Devonport, the bays area, Ponsonby, Newmarket and Parnell. This is specifically for Cruise but there is scope for this to be utilised in other areas, such as student and business events.
- **TRENZ:** 
 Half day trade famils – strong support from the industry to host more than 300 buyers on the first day of TRENZ.
- **Product Development:** a plan will be completed in January for golf in Auckland to include Major Events leveraging investment across the organisation.
- **Māori Tourism Development Programme:** A recommendation paper for the future of the Treasures of Tāmaki Makaurau programme will be provided by the end of January to share with Head of Tourism and Director of Māori Outcomes.

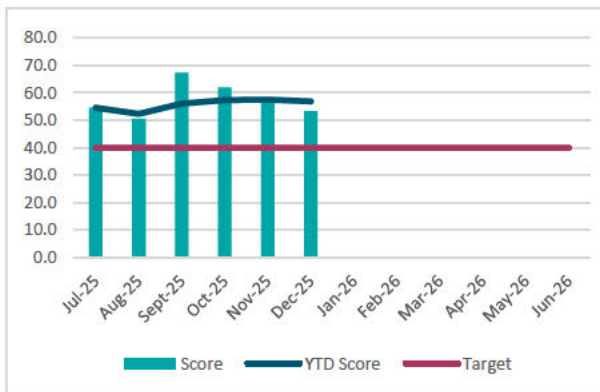
KPI RESULTS

Performing Arts: ticketed and total attendance (cumulative)



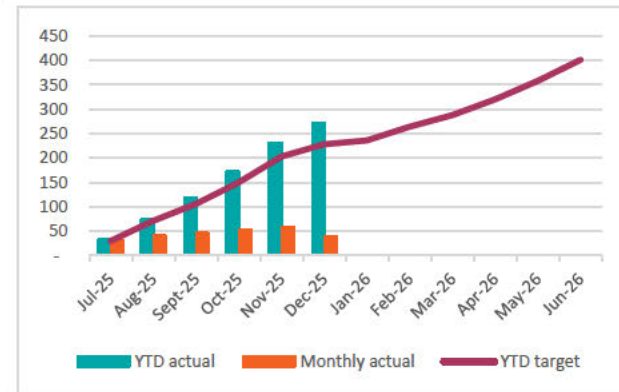
Performing Arts' YTD ticketed attendance is **above target** at 355,382

Performing Arts: NPS for TAU audiences and participants



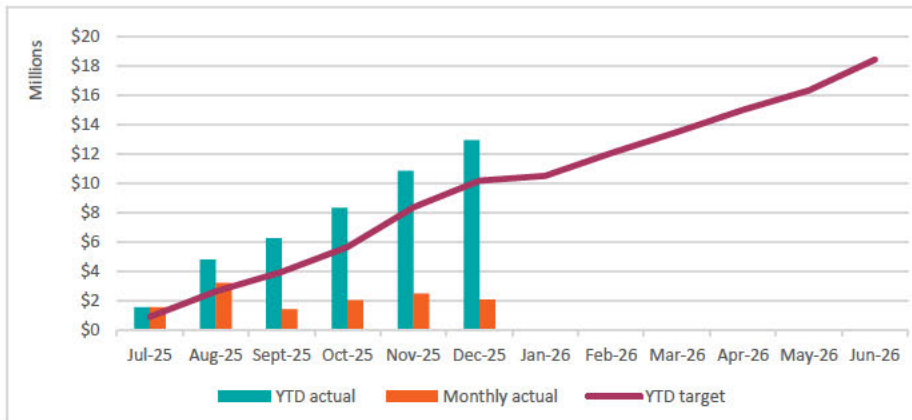
Performing Arts' YTD NPS score is **above target** at 56.9

Performing Arts: number of events



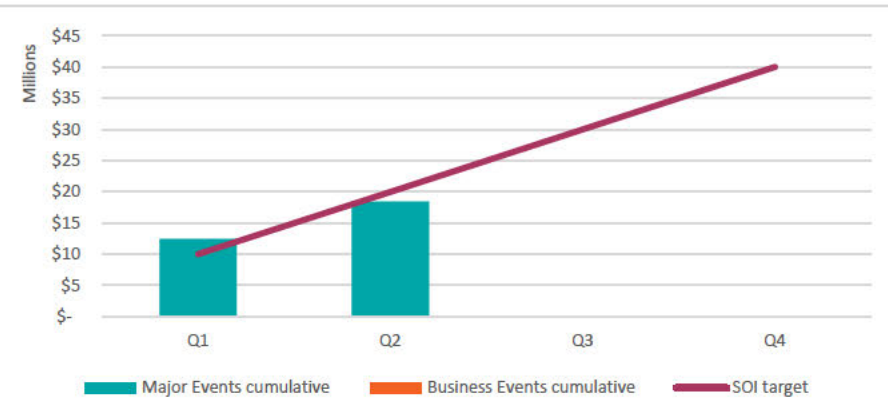
The number of Performing Arts events held YTD (272) is 19% **above the YTD target** of 228

Performing Arts: YTD Revenue



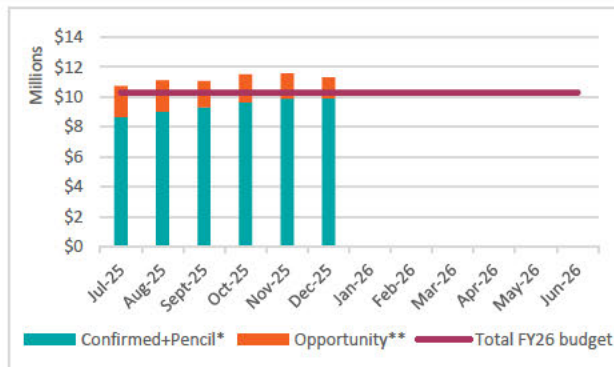
Performing Arts' YTD revenue is 27% **above budget** - \$13.0m against a budget of \$10.2m. Includes Director Performing Arts, Performing Arts and Presenter Services sub-units.

Major events and business events: contribution to regional GDP



Q2 results are **below target** but only include results for 12 out of 19 events year to date.

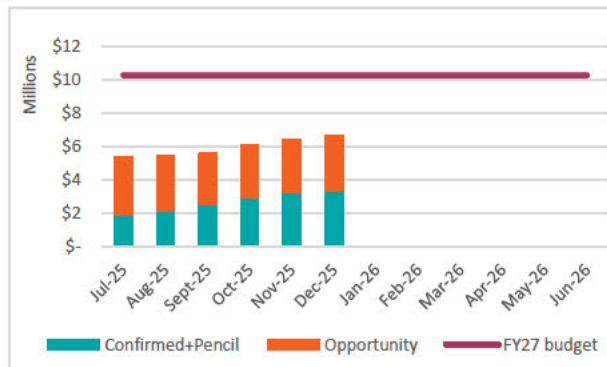
ACVE: FY 2026 Forecast YE Revenue vs Budget



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

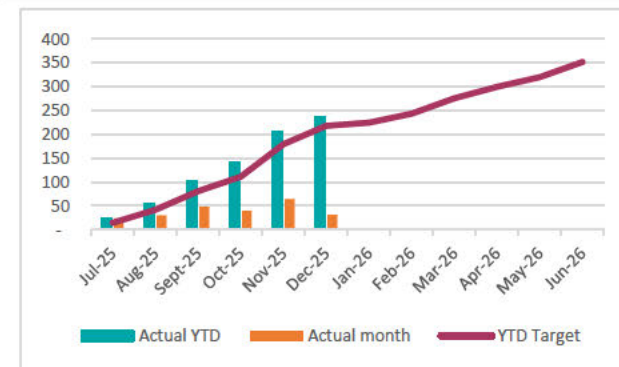
**Confirmed category includes confirmed events and * Pencil events - 1st in line and may proceed to contract if desired **Opportunity status is a sales enquiry or a lead (no booking space is held). Net revenue does not include catering invoices.*

ACVE: FY 2027 Forecast YE Net Revenue vs Budget



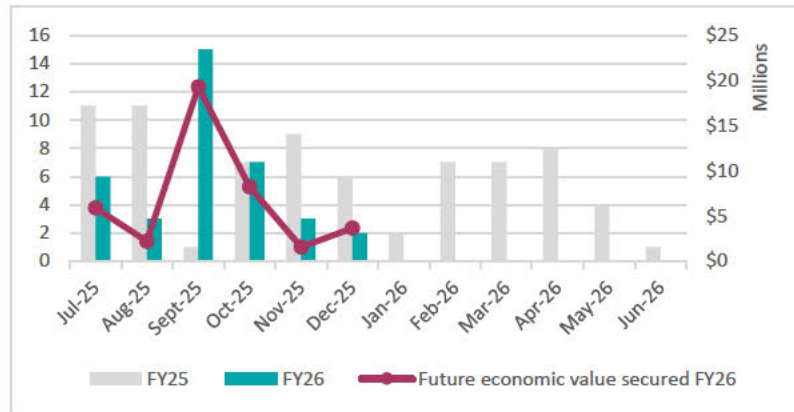
ACVE FY26/27 budgeted venue revenue is \$10.3m. Based on current bookings, \$3.3m of this revenue is confirmed, 32% of YTD Budget. A further \$3.3m of opportunities are in the pipeline.

ACVE: number of events (cumulative)



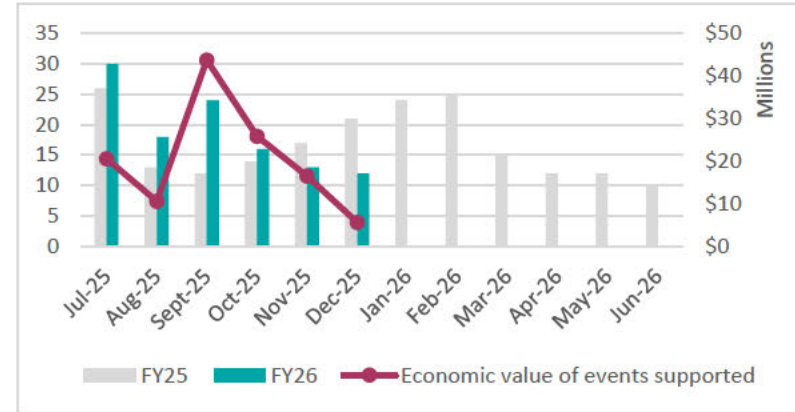
The number of ACVE events held YTD (237) is above the YTD target of 218.

Auckland Convention Bureau: business events secured



ACB helped to secure **2 new business events** for Auckland in December with an estimated value of **\$3.6m** in future economic benefit for the region. The events are due to take place through to 2026.

Auckland Convention Bureau: new opportunities supported



ACB generated or assisted with 12 new **business event opportunities** for Auckland in December, with dates through to 2028 and an estimated economic value of **\$5.6m** if all are secured.

Taonga and places

Auckland Zoo

- December visitation was 65,757, 18.4 per cent below budget. International and domestic visits were above budget, but member and local visits were down significantly (27 and 25 per cent respectively).
- YTD visitation is still tracking slightly above (2.7 per cent) budget at 414,328.
- December revenue from all sources was \$1.36m, 12.8 per cent below budget. YTD revenue is \$7.6m, 4 per cent below budget.
- The Zoo was pleased to receive formal notification of accreditation by the Zoo & Aquarium Association, Australasia (ZAA). This is the culmination of a great deal of work by many of the Zoo's Animal Care & Conservation team and reconfirms the Zoo's continued high levels of operations in animal care and welfare.
- The tara iti season is now well underway and despite some challenges related to the supply of feeder fish this year, the Zoo team have already successfully hatched and reared six chicks. This first cohort were transferred to the release pen at Mangawhai in January where they will be monitored and fed by DOC colleagues while our technical experts focus on hatching and rearing a second cohort of four.
- Orua, the Zoo's last sub-Antarctic fur seal, was euthanised – bringing the era of pinnipeds (fur seals and sealions) in human care in New Zealand to an end. He was at the upper end of lifespan for his species and though he had some chronic health conditions, his dedicated carers worked tirelessly to maintain his welfare. However, when the aged facility in which he lived suffered irreparable failure, and with his age, health and future all front of mind, the decision was made to euthanise and thereby proactively prevent any potential compromise to his welfare.
- The Zoo's project team successfully delivered construction of Masterplan Stage 3 – Enabling works and Car park 1 renewal, in time for Christmas and the busy summer period.
- The Zoo achieved its goal of eliminating all single-use coffee cups from its retail catering outlets by the end of 2025 and continues to exceed its 80 per cent diversion of waste from landfill target, with a current diversion rate of 83 per cent.

Marketing & Communications

- The *In Your Nature* campaign, entirely conceived and produced in-house, wrapped on 15 Dec, having generated 8k+ webpage sessions, which represented a significant 2000 per cent increase on the previous period.
- The Zoo's seasonal Gifting campaign generated revenue of \$36,000 against a \$10,000 marketing investment.
- Zoo membership reached a high of 53,000 by 31 December with revenue of more than \$200,000.
- The Zoo achieved 158 media stories across the month. Significant stories extensively reported on were the euthanasia of two much-loved elderly Zoo animals – 20-year-old subantarctic fur seal Orua and 36-year-old Southern white rhinoceros Zambezi – carefully and sensitively communicated with the community via the Zoo's online channels.
- Conservation efforts for sea turtles, tara iti (NZ's rarest breeding bird), waikaka/black mudfish and kōrorā/little penguin with conservation partners, also featured. This included a TVNZ/*Seven Sharp* story with Zoo/DOC staff - with this breeding season successfully incubating and hatching six tara iti to help give this 'nationally critical' manu a fighting chance.
- Additionally, the Zoo engaged several media (NZME/Herald, Three/STUFF) about life at the Zoo on Christmas Day and animal care staff efforts providing natural Christmas-themed enrichments for some of the Zoo's animal whānau - resulting in prime Christmas coverage.
- From 22 December (and running through January), THREE began re-running Series 1 of the Zoo's highly successful *Wild Heroes* following the 6pm prime news slot – gaining additional promotional story pick up.

Auckland Art Gallery Toi o Tāmaki

- Visitor Experience: Visitation in December was 37,680**, 14 per cent below target. This brought the **YTD total visitation to 271,943, 52.3 per cent of annual target**. Despite coming in under target, the Gallery is 6 per cent ahead of the year's visitation target. The Gallery closed on Christmas day – the only scheduled closure day in of the year. Christmas Eve and Boxing Day were quiet days with fewer than 1000 visitors. The Gallery's busiest day since October was 29 December, with 2460 visitors.
- Exhibitions & Collections:** 8455 visitors to *Pop to Present: American Art from the Virginia Museum of Fine Arts since opening in November*. Lydia Gutierrez started her role as Painting Conservator on 1 December.

- **Curatorial:** Recruitment completed for 2026 Marylyn Mayo Intern and 2026 Curatorial Assistant (both are externally funded entry-level positions supporting sector development). Curator, International Art Kenneth Brummel, finished at the Gallery on 13 December for a new role in the United States. Attendance at end-of-year multiple onsite and external stakeholder events.
- **Gallery Operations:** [REDACTED]
Gallery Café acoustics - testing complete; preferred treatment option identified (with integrated branding opportunity). Next steps are underway to finalise scope and delivery timing. **Fire Compliance (SAARA):** delivery phase continues to align procedures and roles (Ops/Security/Property). **Lighting control proof of concept** - connectivity testing progressing; firewall/access and licensing constraints being worked through to enable full application validation. [REDACTED]
Visitor Experience Manager recruitment - Andrew Witty has taken a role in Canberra. Replacement interviews scheduled for mid-January. **Wayfinding project** - progressed to preliminary design, with visitor-focused wayfinding surveys to inform refinement scheduled for 20 January. Internal wayfinding work is being developed in parallel with external signage project to ensure a coordinated, end-to-end visitor navigation solution.
- **Research, Library & Archives:** Work is progressing on upgrade of Whakamīharo Lindauer Online website. Research Library & Archives Manager, Philippa Robinson, attended Art Libraries Society (ARLIS) Australia/NZ Annual General Meeting. Completion of Artspace Aotearoa and E H McCormick Research Library internship project, cataloguing and rehousing initial deposit of the Artspace Aotearoa Archive, with conclusion of second intern Deryn Gerrard's work.
- **Publishing:** Progressed AAGTOT website design and content creation with TAU Digital and Content & Channels. Membership magazine Art Toi published and sent to members.
- **Gallery shop:** [REDACTED]
Top 3 selling products by revenue: Wallace Cotton X Toi o Tāmaki Robe, Pop to Present Catalogue, Keith Grinter Shard Glass. **Top 3 selling products by quantity:** Fanny Osborne Pōhutukawa Postcard, Small Marble Assorted, Henri Fantin-Latour Roses Postcard.
- **Advancement & Business Development:** Entertained all donor groups at year-end/holiday events at the Gallery and in private homes. Launched a new artwork with the AAG Foundation, edition by Denis O'Connor, created on the original slate tiles from the Gallery's roof. Sales proceeds support the Gallery through the AAG Foundation.
- **Public Programmes & Tourism:** Delivery of 2 x Access Programmes - Toi Ora Group Tour of Pop to Present and Blind & Low Vision Artland Experience. 514 pax attended Programmes/ Additional tours and 211 attendees for Daily General Collection Tour. Ongoing conversations with Visitor Experience regarding upscaling tour capacity next season. Sold out tours of *Pop to Present* and Louise Bourgeois (noted for next December to increase volume).
- **Membership:** Lower renewal rate of 46 per cent in December, which is not uncommon at this time of year. Total sales revenue -38 per cent against budget, however +30 per cent against last month and +146 per cent compared to December 2024. 127 gift memberships sold, up from 84 in 2024. [REDACTED] 927 members + 399 guest visits (total 1326) in December to *Pop to Present* exhibition. 219 new members and 243 renewals. **Total of 7547 members (-46 from last month) against target of 6800 (+11 per cent).**

Marketing & Communications

- Following the launch of digital promotion for *Pop to Present* via Meta and search in late October, TikTok, YouTube and Google activity kicked in from mid-December to give a bigger push over the holidays. Activity to mid-Jan has delivered 5.4m impressions and 16,400 clicks to site. Also as at mid-Jan, 46 per cent of campaign traffic has been delivered by Google, while YouTube is delivering maximum awareness with more than 700,000 completed video views. Videos, branding and marketing collateral were all developed and produced in-house.
- In December, the Gallery had 38 mentions with a potential reach of 1.85m. Coverage was dominated by the Gallery's new director appointment across nationwide titles and international arts media, but also included a feature article on the heritage restoration project in the NZ Herald and continued coverage of current exhibitions.
- There was further prominent coverage of *TOITŪ Visual Sovereignty* in *Metro* Magazine and RNZ's Culture 101 interviewed Philip Larratt-Smith (curator for Easton Foundation) about Louise Bourgeois and the current Gallery exhibition.

New Zealand Maritime Museum

- *Ngā Huhua: Abundance*, an immersive exhibition celebrating the life force of Te Moana-nui-a-Toi, the outer Hauraki Gulf Marine Park, continues to be well received. The exhibition is having an especially impactful marketing campaign due to the support of TAU Comms and Marketing team. The museum instituted a system where Ngāti Rehua iwi not resident in Auckland receive free entry to the exhibition.
- The museum's brigantine Breeze has been successfully completed and marketing for summer sailings in Breeze has begun, with virtual sell outs for all available dates. Breeze will also attend the Tall Ships Festival in January 2026 in Russell for the first time in nearly 10 years, after H&S and Surveyor sign off the transit plan.
- Development of the museum's as yet untitled next exhibition is progressing – this will focus on traditional maritime practice throughout the Pacific and aims to have representation from knowledge holders from all 17 of the Pacific diaspora communities in Auckland. Exhibition curatorial recourse has been engaged and communication into the various communities.
- Installation of the Percy Vos yard floor was completed and work around H&S SOPs will be the main focus before the Auckland Wooden Boat Festival in March.

Marketing & Communications

- The museum's popular Christmas sailing was a sell-out event supported by targeted social media advertising and online digital listings.
- The NZMM experienced a notable increase in followers across social channels driven by a high-performing Instagram reel that achieved 154,000+ views.

Auckland Stadiums

- December was a quiet event month with 119 event days and 29,160 attendees across the three stadia. YTD the venues have hosted 335,622 attendees across 1156 event days. This compares to 361,973 attendees across the same six-month period last year. Year to date, North Harbour Stadium accounts for 65 per cent of event days, followed by Go Media Stadium at 22 per cent. Go Media Stadium accounts for 75 per cent of attendance year to date, followed by Western Springs Stadium at 14 per cent.
- Go Media Stadium hosted two Ed Sheeran concerts on 16 & 17 January. There were over 70,000 attendees across the two nights, which were the start of Ed Sheeran's new Loop World Tour. The stage featured the largest LED screen built in New Zealand. Feedback was strongly positive from attendees with the success of the first night generating additional sales for the Saturday night. Pack-out commenced immediately following the conclusion of the Saturday concert with 1800m² of turf to be replaced ahead of Auckland FC's match against the Central Coast Mariners on 24 January.

- North Harbour Stadium is co-hosting the inaugural round of OFC's new Pro League with Eden Park. Each match day features a double header with fixtures at North Harbour Stadium on 20, 21, 23 & 24 January. [REDACTED] The best-selling event day is 23 January, which features South Island v Vanuatu and Auckland FC v Bula.
- The dedicated North Harbour Stadium business development manager has been on board since late November and making great progress in building the calendar of community focused events. The first of these was a night market in December [REDACTED]

Marketing & Communications

- Marketing activity driving sales and awareness for three events through December and the summer shutdown: 2x Auckland FC matches at Go Media Stadium, and a music event at Lilyworld (500 pax). Approx 35,000 tickets sold. Cumulative organic social media views of 375,000 from approx. 51,000 followers.
- Comms support for partners OFC, confirming North Harbour Stadium as the host venue for eight matches for the brand new OFC Pro League in January.
- Marketing activity and comms preparation (including stakeholder and media management) for the Ed Sheeran shows at Go Media Stadium in January.
- Upcoming opportunity: Economic impact report commissioned for Rufus Du Sol and Laneway concerts at Western Springs Stadium.

Film studios

Cultural Sector Alliance and TAU Partnerships

There was no Cultural Sector Alliance governance group meeting in December. All working groups have been established and will next report back to the governance committee in early February. Working group projects are:

- Joint Metrics Project
- Matariki Working Group
- Education Programme and Portal
- Joint Marketing
- Long-Term Joint Storage: new group established in November, under the sponsorship of Auckland Museum.

In December, the TAU Board Chair and CE met with the Stardome Chair and CE to discuss potential integration post directive of the Political Working Group on Cultural Sector Integration.

Western Springs Precinct

- Waikaraka Park upgrade project – the project is complete and the project is being closed down, there is no ongoing role for TAU.

Central Wharves and Waterfront

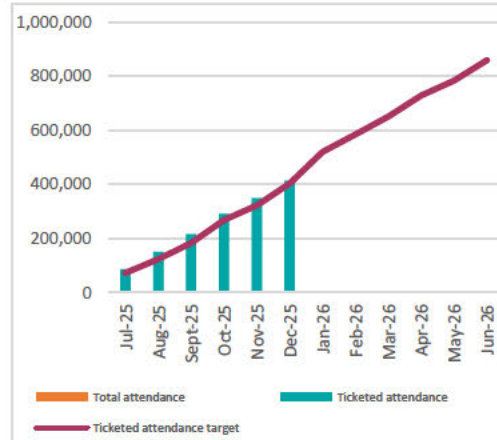
- TAU CE has briefed Phil Wilson on The Cloud decision and the briefing is now with the Mayor's office awaiting feedback before wider socialisation.

Aotea Arts Quarter (AAQ)

- No updates.

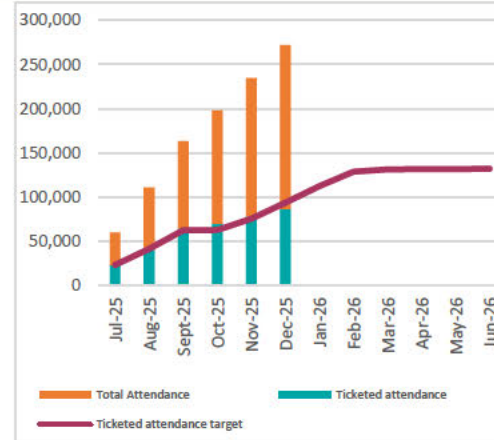
KPI RESULTS

Auckland Zoo: ticketed and total attendance (cumulative)



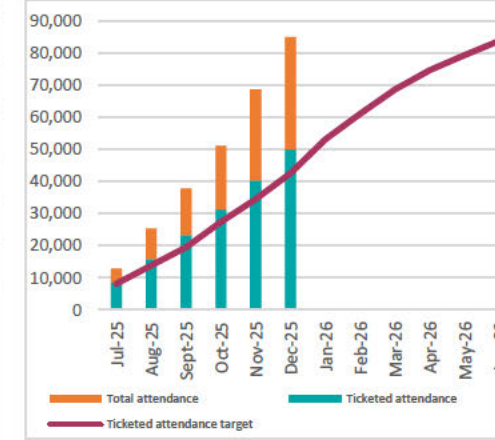
The Zoo's YTD ticketed attendance is **above target** at 414,328

Auckland Art Gallery: ticketed and total attendance (cumulative)



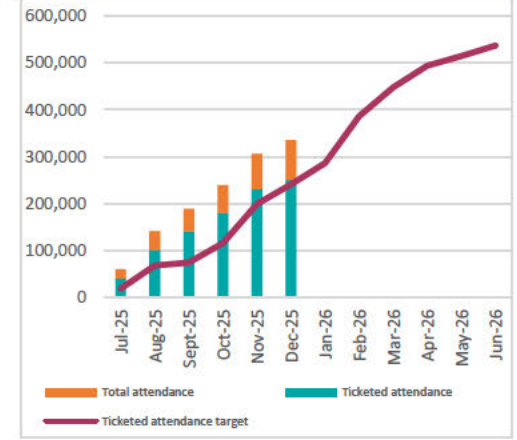
The Gallery's YTD ticketed attendance is **below target** at 86,178

NZ Maritime Museum: ticketed and total attendance (cumulative)



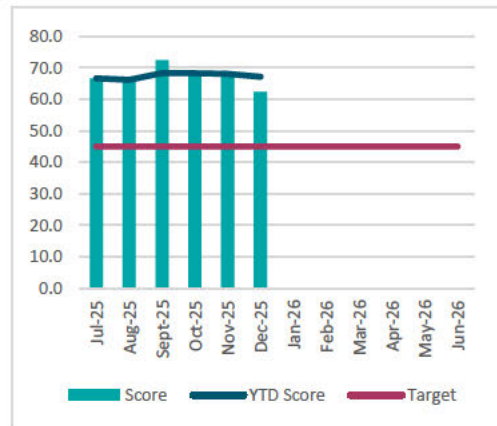
The Museum's YTD ticketed attendance is **above target** at 49,940

Auckland Stadiums: ticketed and total attendance (cumulative)



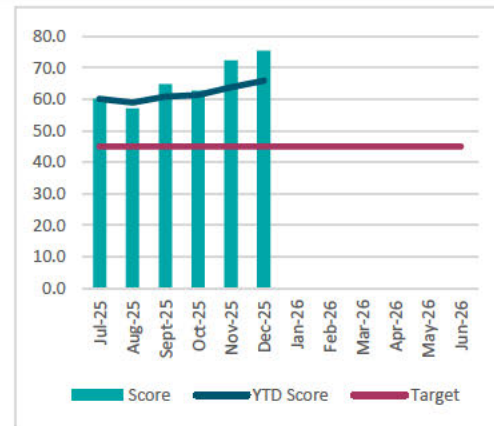
Auckland Stadiums' YTD ticketed attendance is **above target** at 250,571

Auckland Zoo: NPS



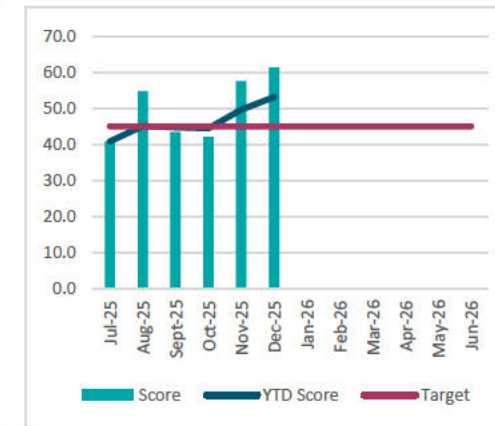
The Zoo's YTD NPS score is **above target** at 67.1

Auckland Art Gallery: NPS



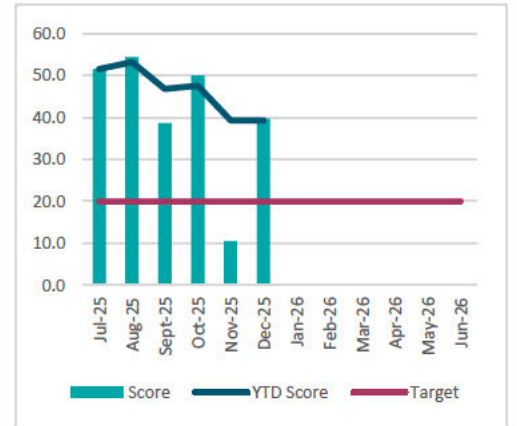
The Gallery's YTD NPS score is **above target** at 65.9

NZ Maritime Museum: NPS



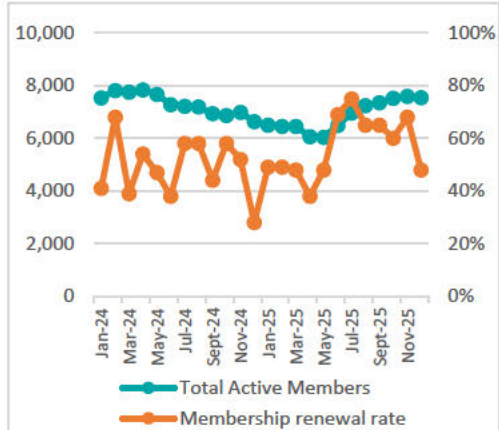
The Museum's YTD NPS score is **below target** at 53.1

Auckland Stadiums: NPS



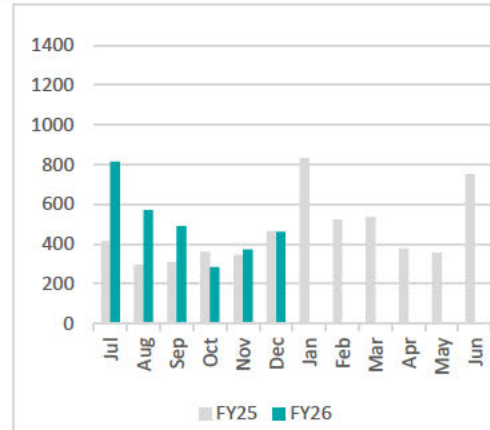
Auckland Stadiums' YTD NPS score is **above target** at 39.3

Auckland Art Gallery: active annual membership



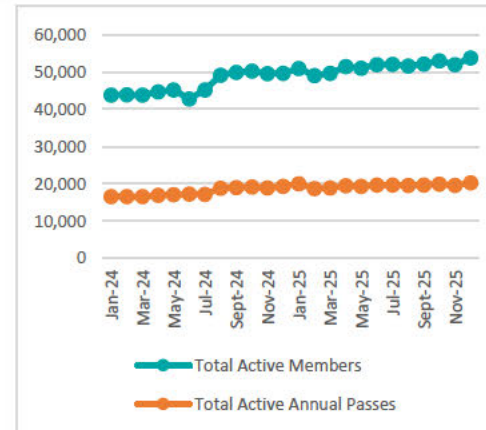
At the end of December, the Gallery had 7547 active members, and the membership renewal rate was 48%

Auckland Art Gallery: monthly membership sales



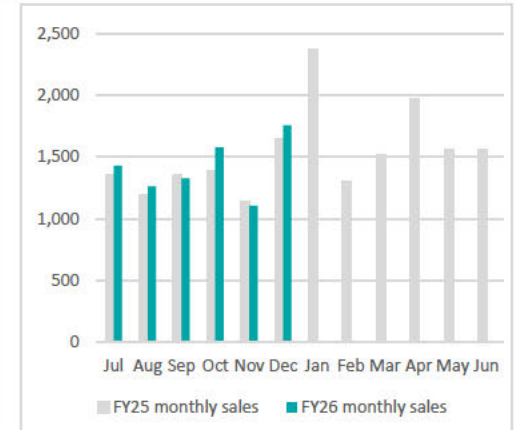
462 Gallery memberships were sold in December, compared to 466 in December last year

Auckland Zoo: active annual membership



At the end of December, the Zoo had 20,251 active passes and 53,713 active members

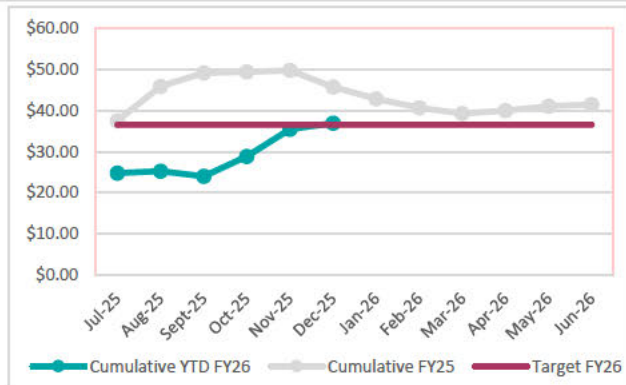
Auckland Zoo: monthly membership sales



1755 Zoo memberships were sold in December, more than in December last year (1645)

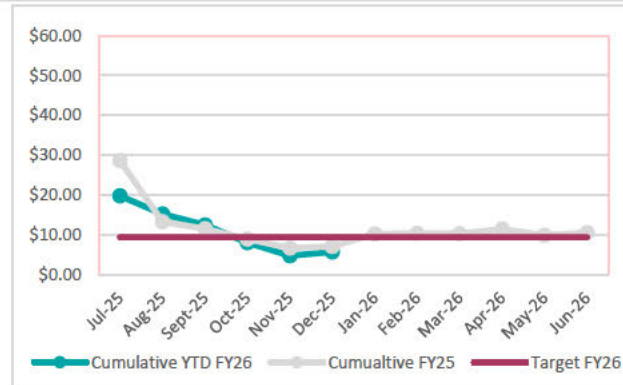
The charts below monitor 'net cost of service per patron' across TAU cultural organisations. Net costs include apportioned shared corporate staff and overhead costs. Patrons reflect total attendance at each venue (not ticketed attendance). This measure will continue to be developed and refined.

Auckland Art Gallery: Net cost of service per patron



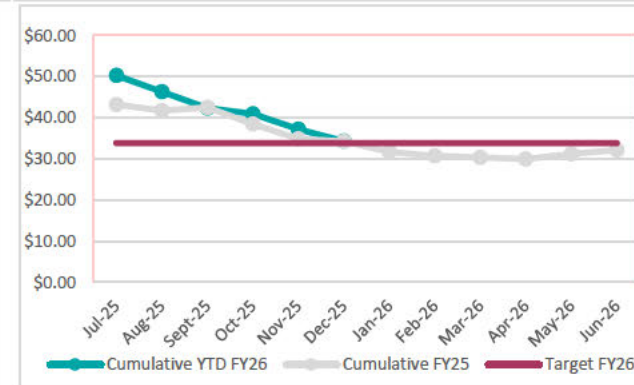
Auckland Art Gallery's YTD net cost of service per patron:
\$36.93

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



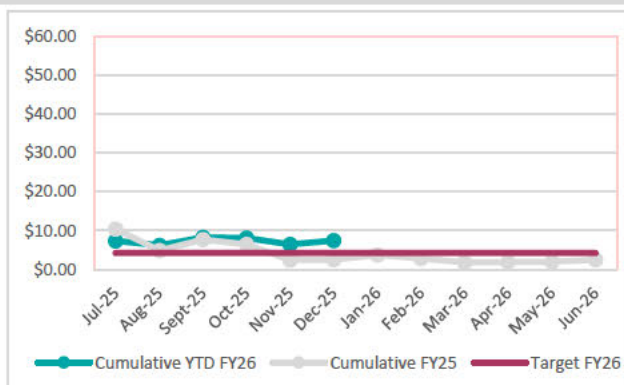
Auckland Live & Conventions' YTD net cost of service per patron:
\$5.69

NZ Maritime Museum: Net cost of service per patron



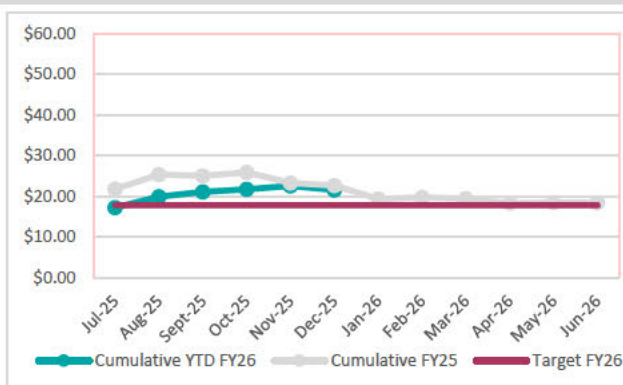
NZ Maritime Museum's YTD net cost of service per patron:
\$34.29

Auckland Stadiums: Net cost of service per patron



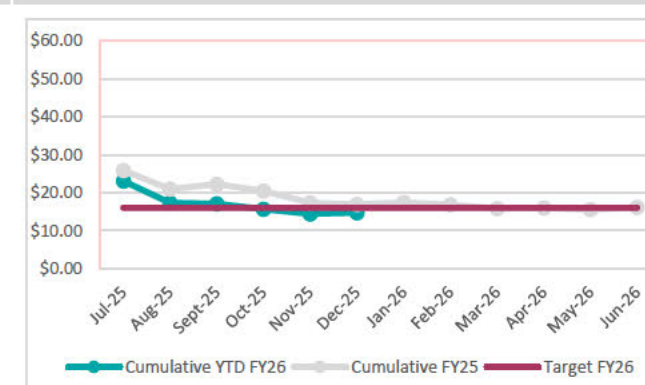
Auckland Stadium's YTD net cost of service per patron:
\$7.40

Auckland Zoo: Net cost of service per patron



Auckland Zoo's YTD net cost of service per patron:
\$21.46

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



TAUT's net cost of service per patron YTD:
\$14.80

Auckland's Reputation

Destination Marketing

Destination Partnership Programme (DPP)

- 168 partners have signed up to the DPP (overall total \$1.8m).
- TAU CE has signalled to the DPP partners (and some non-DPP) that the DPP programme will enter into its fourth year for FY26/27 with a prospectus due out in April.

Consumer Marketing – DPP related

Marketing

- The Qantas Travel Insider competition targeted to Australian audiences concluded on 19 December with results pending.
- The New Zealand *Auckland Society of Discovery* campaign – a series of cinematic storytelling videos featuring more than 15 DPP partners – concluded on 10 December having delivered exceptional performance. With 10,641 competition entries and 7195 subscribers acquired, New Zealand results mirrored the strong outcomes previously achieved by *Auckland Society of Discovery* in Australia.
- The DPP Summer campaign went live with featured summer content on aucklandnz.com supported by social media traffic drivers.
- Auckland is actively in the Australian market with branded content on *Urban List* now live and *Concrete Playground* and *Escape.com.au* content rolling out progressively by early February. This ensures Auckland remains highly visible in premium lifestyle channels that are less saturated by airline-led messaging.
- A programmatic digital campaign launches in January targeting high-intent travellers actively engaging with Kiwi North content, keeping Auckland top of mind and driving consideration.
- A content creator collaboration is rolling out to promote slow travel and budget-friendly Auckland itineraries, supporting Gold DPP partners such as AC Holiday Parks and LyLo.
- In New Zealand, *Concrete Playground* and *Urban List* activity is promoting key summer events, supported by eat, stay and play recommendations to drive local visitation.

Earned media

- Results from previous TAU supported famils continue to be published in domestic and international media raising awareness of Auckland as a top holiday destination.
- Domestic: print and online feature on Auckland's world class luxury scene in *NZ Herald*. A Great Barrier Island feature in *Destinationz*.
- **Australia:** *Sydney Morning Herald* article on Piha, continued coverage of Qantas' new Adelaide and Perth flights across trade and mainstream media.
- **United States:** Bare Feet's two Auckland episodes aired on PBS with additional coverage on social and online media.
- Pitching and media negotiations taking place to line up post black-out famil pipeline.

Consumer marketing (other)

- Research results for phase two of the CCTR-funded *It's On In Auckland* campaign have been shared with stakeholders. Among other strong results, the research (conducted by TRA) shows that 73 per cent of those exposed to the campaign have a net positive sentiment towards Auckland (vs 34 per cent unexposed).
- Planning for the second phase of our Auckland by Night Nocturnalists campaign is underway, including continuation of our partnered editorial series on *The Spinoff* and a supplementary social series in partnership with *Urban List*.
- With Gelato by Night currently targeted for a Q4 launch, TAU's media agency has been briefed for potential tactical paid media plays to support earned and owned efforts around the activation of the Sky Tower.
- As part of the 'Student City' project, a small campaign focused on street flags and street furniture is in development to welcome students to the city centre for university O-Weeks.
- Iconic Auckland Eats nomination phase opened supported by marketing and communications, including digital promotion, media release distribution and stakeholder engagement

Earned Media

- ‘Sector Leaders back Auckland’s tourism and events push’ media release distributed off the back of the DPP industry update with good pick up from industry media.
- ‘How to staycation in Auckland’ feature interview set up with RNZ (radio and online) with Director Destination Annie Dundas.

Trade marketing and famils

- Japan – trade coverage received through Japan Association of Travel Agents (JATA), with Auckland highlighted within 2026 training video with JPop star (Takanori Iwata); momentum continues with four Japanese baseball stars hosted in December following similar itinerary and promoted across trade in partnership with Air New Zealand.
- WeChat has acknowledged TAU as the “Global Trailblazer of the Year” award, which will be formally announced at their January WeChat global meeting in Guangzhou.
- Business Development Manager – Eastern Markets, travelled with Mayor Brown and Auckland Airport to support China Eastern’s Shanghai/Auckland/Buenos Aires launch presenting to trade and media.
- Auckland hosted 80 inbound operator breakfasts (eastern/western), with trade update.
- Regional Boost activity goes to market from early January – with RotoruaNZ leading China and Australia market activity, and TAU leading North America.

Discover Auckland

- Ongoing website development for **Major Events** with two deployments expected early February including AI Helper for Customers and sponsorship widget
- **O-Week, TRENZ** and **Auckland by Night** microsites are under development.
- Confirmation with Auckland Council that **Matariki Festival microsite** will remain on OurAuckland for this year.
- Scoping out requirements for **Lunar New Year** and **Mega Sports Weekend** in March.

Customer strategy

- **Discover Auckland newsletter process** has been mapped, highlighting repetitive and high-effort tasks that will inform automation to streamline weekly Events newsletter delivery.
- **Single View of Customer** analysis shows that 29 per cent of Discover Auckland subscribers have purchased Auckland Live and/or Auckland Stadium tickets. Steerco agreed to continue data analysis to progress personalisation.
- Progress continues on **Privacy Impact Assessment** for Enhanced Conversions, along with review of **IPP3A requirements** to ensure TAU meets the new 1 May 2026 obligations for indirectly collected personal information.

Screen Auckland

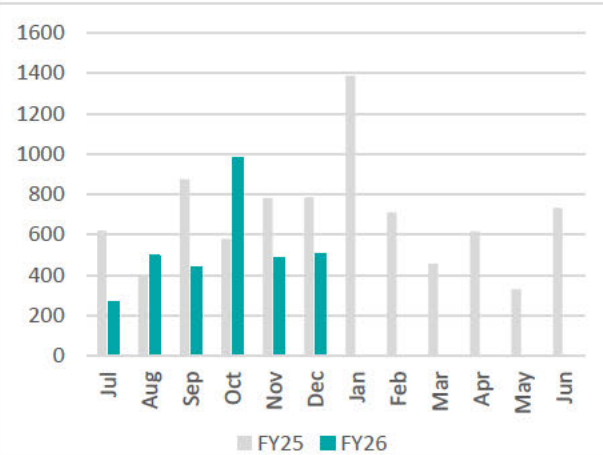
Marketing and Communications:

- *The Wrecking Crew* movie screening communications support and stakeholder engagement
- Communications support including writing a screen news story for the US production executives’ breakfast at Park Hyatt on 10 December.

LGOIMA Requests

KPI RESULTS

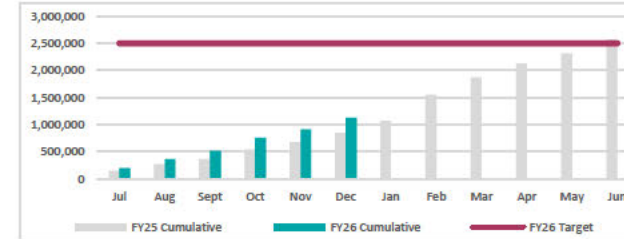
Media coverage mentioning TAU



Media mentions **Increased by 4%** this month, driven by major events: the countdown to the ASB Classic, preparations for Auckland's New Year's Eve, and the sold-out Rufus du Sol concert at Western Springs. Confirmation that Pasifika Festival will return to Western Springs and TAU's \$5m grant to complete the Roof Project at Manuka Doctor Arena created a spike in media activity, with Nick Hill featuring prominently in stories. The euthanasia of several animals at Auckland Zoo generated news interest across mainstream platforms in NZ and Australia.

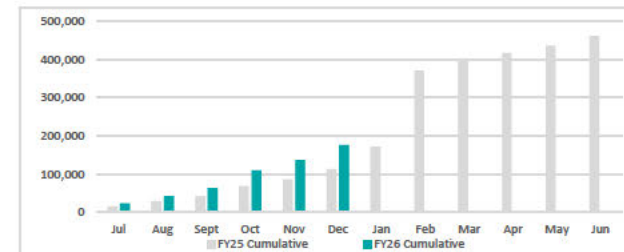
Discover Auckland Platform Performance

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



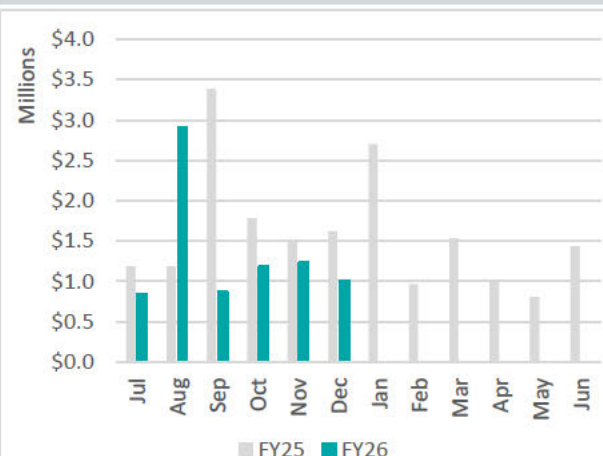
2.9m sessions over the past 12 months, with a 23% uplift in Dec 2025 vs 2024 due to activity new events page, Christmas, New Year and Summer Events Guide, alongside marketing campaign activity.

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.



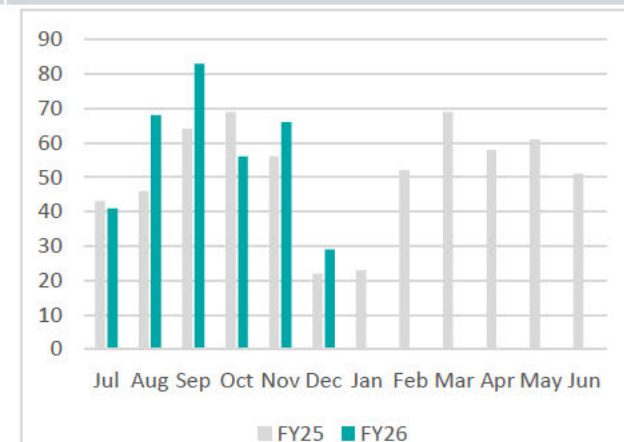
Highest Explore referrals for Explore were Pleasant Valley Blueberries, Hi-So Rooftop Barn and The Churchill. Strongest events performers were Maoli - Island Vibe Aotearoa Tour, Franklin Road and MOTAT Christmas lights and ASB Classic.

Equivalent Advertising Value (EAV) of TAU media coverage



Conversely, EAV **decreased by 17%** in December, largely due to the shortened media window during the Auckland Council shutdown and the bulk of coverage was online so produced a reduced rate card value. Other stories of interest included Auckland Live's Christmas in the Square and the Auckland Art Gallery Restoration Project, published as a NZ Herald exclusive including video interviews with project architect Brent Withers and the Gallery's Dr Sarah Farrar.

Screen Permits Issued



The number of screen permits issued in December 2025 (29) was higher than December 2024 (22).

All Aucklanders

Youth & education

Auckland Live

- **Private Civic Tour – Hamilton Girls High (6 December, The Civic):** This private tour of The Civic was undertaken by Hamilton Girls High School as part of an end-of-year trip to Auckland. The school undertook the same tour last year and enjoyed it so much that it is now scheduled as an annual trip. Attendance of 60.
- **Auckland Live Christmas in Aotea Square & A Christmas Carol:** Both programmes were aimed at young people and children.
- **DANZA – End of year concert (12 & 13 December, Bruce Mason Theatre):** Local dance school. 3 performances, [REDACTED] attendees
- **Ponsonby School of Dance end-of-year concert (7 December, Bruce Mason Theatre):** Local school, [REDACTED] attendees
- **Long Bay College Prizegiving 2025 (1 December, Bruce Mason Theatre):** Local school, [REDACTED] attendees
- **RNZB – The Nutcracker (9 December, Kiri Te Kanawa Theatre):** Included one school performance (Act 2 only) for [REDACTED] attendees

Auckland Art Gallery

- **4934 children participated in educational experiences in December (+2984% Increase, Dec 2024: 160).**
- **781 school visits (+203% Increase, Dec 2024: 258)** and 281 ELC Ministry of Education valid visits (+202% Increase, Dec 2024: 93).
- **Demographics** of primary and secondary students in December: Pākehā 40%, Asian 29%, Māori 15%, Pacific 10%, Middle Eastern, Latin American, and African 5%, other 2%.
- **13,079 Visitors to Artland** in the Creative Learning Centre (+74% Increase, Dec 2024: 7519).
- 5189 participants in the **Kids & Whānau programmes (+444% Increase, Dec 2024: 954).**
- Just in time for the summer holidays and after almost two years of development, the Gallery launched the **Toitotol, Toi! - Gallery Game**. Toitotol Toi! A Treasure Hunt of Art is a playful, interactive game for all ages that invites participants to explore exhibitions in new ways, sparking curiosity and igniting engaging conversations. It is available in English, reo Māori and Chinese. Visitors, families and school groups can borrow the game from the front desk or buy a copy in the shop. The game can be played in any art exhibition in the Gallery or any other art gallery worldwide.
- **Reuben Patterson** has been secured as the new **Studio Artist for 2026**. Together with Rueben, the Gallery workshopped the new studio educational programme for primary and secondary schools inspired by his work and the annual theme. Reuben will be in Tāmaki in April/May to provide artist-led workshops during the kick-off days of the Pat Hanly Creativity Awards, and will organise two Teacher Professional Development Days.
- **Learning & Outreach Annual Theme 2026: Ko Au Te Taiao – I Am The Environment.** The theme Ko Au Te Taiao connects identity to the environment, to land, sky, and to water. It speaks to the water, and natural elements in all of us that are connected to the tides, seasons, and moon phases - the emotional currents in all of us. Showing that we are all connected to our environment- to our taiao (the tides of the world). This theme will be the red thread for all education projects and programmes this year.
Whakataukī: *Ko au te taiao ko te taiao ko au - I am the environment and the environment is me.*

Auckland Zoo

- During December, the Zoo welcomed **3166 learners and teachers** through the Conservation Learning Programmes.
- Auckland Zoo's Community Art Trail opened in late December. Selected from hundreds of entries from nature lovers across Aotearoa, the trail features 88 prints of art, photography, and poetry by everyone from toddlers to octogenarians, expressing how connecting in and with nature inspires them.

Programming for diverse audiences

Auckland Live

- **2025 7th Annual International Youth Arts & Culture Festival (3 December, Bruce Mason Theatre):** Local Chinese culture arts foundation performance, [REDACTED] attendees
- **Genuine and Stable (9-14 December, Herald Theatre):** Auckland Live partnered with Proudly Asian Theatre to present the premiere of *Genuine and Stable* by playwright Uhyoung Choi. The play explores an immigrant and a New Zealander navigating love under immigration scrutiny. Eight performances attracted [REDACTED] attendees. This work received an NPS of 81.5
- **Christmas in Aotea Square:**
 - **Crystal Chen – 4 Dec** Jazz-inspired set by Chinese-New Zealand artist Crystal Chen. Attendance: [REDACTED]
 - **LOU'ANA – 4 Dec** Award-winning Samoan-New Zealand singer delivered a soul-funk pop set. Attendance: [REDACTED]
 - **Romi Wrights – 5 Dec** Tokelauan soul and funk artist performed to [REDACTED] attendees.

- **Island Vibes – 5 Dec** Nine-piece Pacific band drew [REDACTED] attendees with high audience engagement.
- **NYEGE: A Festive Wellness Carnival – 6 Dec** Afro-diasporic wellness and music event in partnership with Black Creatives Aotearoa as part of Aotearoa Festival of Black Arts. Attendance: [REDACTED]
- **Sabreen – 11 Dec** Indie-folk set by Bengali singer-songwriter Sabreen. Attendance: [REDACTED]
- **Moana Rising – 12 Dec** Showcased four emerging Pacific talents performing soulful classics. Attendance: [REDACTED]
- **MOHI – 12 Dec** Award-winning Māori neo-soul artist performed to [REDACTED] attendees.
- **GALS Choir – 14 Dec** Auckland's LGBTQI+ choir presented an intimate, non-amplified set. Attendance: [REDACTED]
- **Jordyn with a Why – 18 Dec** Māori/Samoan artist delivered a bilingual 1980s-inspired set with NZSL interpretation. Attendance: [REDACTED]

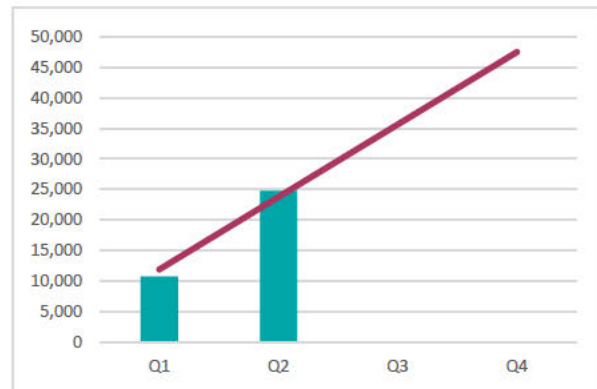
Accessibility

Auckland Live

- **A Christmas Carol (2–8 December, The Civic):** Auckland Live's first festive-season programming initiative included New Zealand Sign Language (NZSL) interpreted performance.
- **Christmas In Aotea Square**
 - **A Taste of Art Battle (13 December):** Live painting activations and artist meet-and-greets created a vibrant, family-friendly atmosphere. Audio Described Aotearoa provided live description of the final Art Battle. Attendance: [REDACTED].
 - **The Dust Palace: The Elves are AWOL (20 December):** Auckland circus company The Dust Palace returned with *The Elves are AWOL*, delivering roving performances and two interactive shows. Supported by NZSL interpretation and audio description. Attendance: [REDACTED]

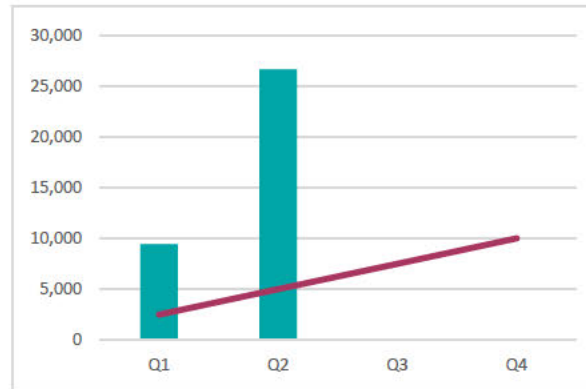
KPI RESULTS

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



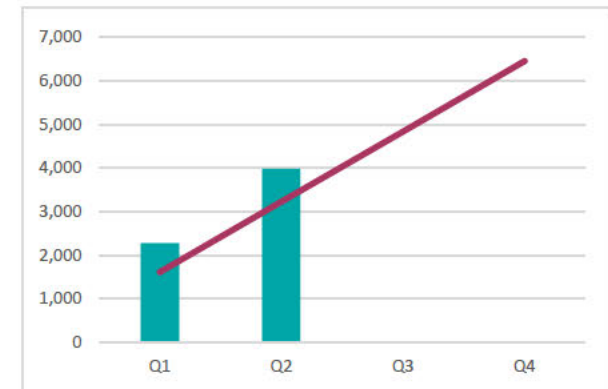
Q2 results for Auckland Zoo are above target

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



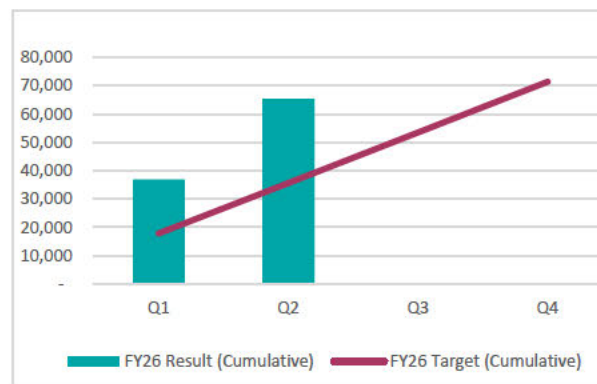
Q2 results for Auckland Art Gallery are above target

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



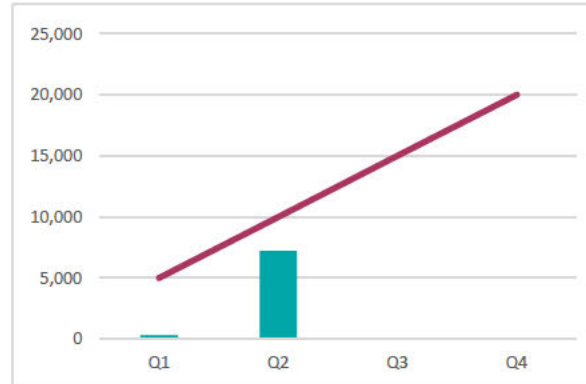
Q2 results for NZ Maritime Museum are above target

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



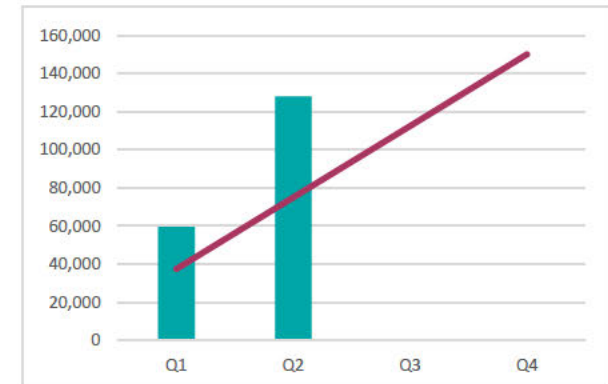
Q2 results for Performing Arts are above target*
*Excludes Checkmate

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



Q2 results for Auckland Stadiums are below target

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



Total Q2 results for TAU are above target

Climate change and environmental sustainability

- **Quarterly dashboard:** This has been updated for financial year 2026/27 Q2 (Appendix 6).
- **TAU's Climate Transition Plan:** The plan was approved by the TAU Board on 2 December. Te Whakahaere have been commissioned to support climate governance workshop to be held with the Risk and Finance Committee (open to the Board) at the end of February.
- **Asset Management Planning and LTP:** Climate risks and our emissions reduction pathway continue to inform AMPs and LTP project development. Key decarbonisation projects are focused on Auckland Zoo and North Harbour Stadium.
- **Supporting sustainable concerts and events:** Work underway to build understanding of emissions in relation to events, with a focus on trialling patron travel estimates for the Ed Sheeran Loop Tour in the first instance.
- **LED upgrades:** Site visits organised with contractors for LED Upgrade procurement process for VEC, Shed 10 and The Cloud.
- **Energy cost recovery:** Calculations based on daily/hourly rates to be charged for events and drafting process guide on tenant on-charging at Auckland Stadiums.
- **Solar array at GMS:** Worked with Ecotricity on application to Vector to remove Power Factor Charges incurred since installation. To be reflected in next invoice.
- **Adaptation planning:** Tonkin and Taylor commissioned to undertake adaptation planning for Auckland Art Gallery which will commence in February.

Māori outcomes

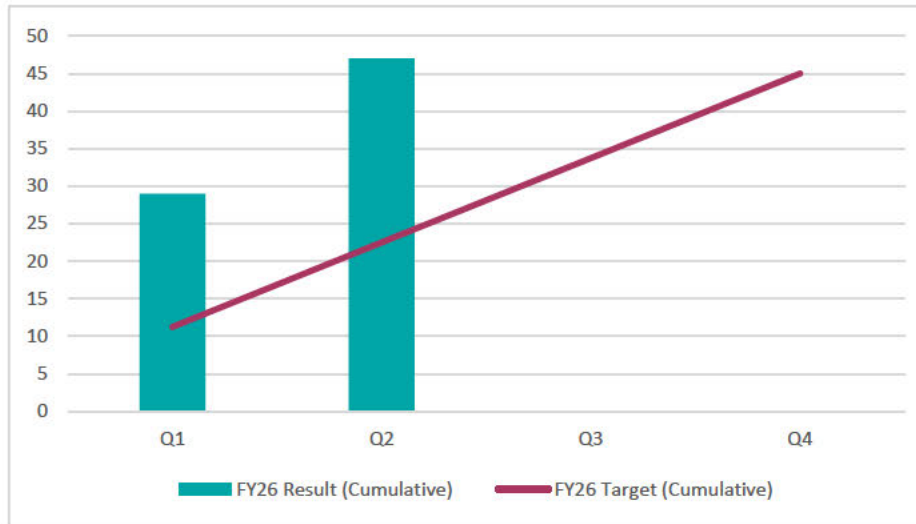
- **The Māori Engagement Framework** continues across multiple workstreams into the delivery phase. The toolkit developed for kaimahi includes: an engagement guide for working with Māori, a planning template, an engagement register, and two workshops (Introduction to Māori Engagement and Practical Application of the Toolkit). In December, work was completed on the interactive AI tool designed to support kaimahi in navigating and applying the framework effectively. The framework also continues to strengthen the capacity of the Māori Outcomes rōpū to provide support and advice across the organisation.
- **SPSMW Acknowledgement Event:** Preparations are underway by Māori Outcomes and Screen Auckland to co-host a 'thank you' event and industry update in February following the successful Auckland Unitary Plan change for filming on Sites and Places of Significance to Mana Whenua. There has been a positive response to the invitation to attend so far.

Tuakiri Ora | Culture, Identity and Wellbeing

- **Go Media Stadium Rarotonga Mt Smart – Iwi engagement:** Directors for Māori Outcomes and Auckland Stadiums engaged with the leadership of the Tupuna Taonga o Tāmaki Makaurau Trust Limited and 13 mana whenua on works to address flooding and safety issues at Gate A. As well as new artwork referencing the origins of the site, mature trees including nīkau (24), titoki (1), pōhutakawa (6) and pūriri (9) needed to be removed. To mitigate this removal, TAU received feedback and recommendations from three Iwi groups as well as the Tupuna Taonga Trust. The chosen option was to relocate the nīkau palms and plant large juvenile trees at a ratio of 3:1. The trees were removed in December, with logs from the felled trees transferred to other vegetated areas within Rarotonga to provide a habitat for mokomoko to retain the mauri of the native taonga on site. Other logs have been stored with the arborist to be available to mana whenua for carving.
- **Kaimahi Māori Network:** Māori Outcomes is exploring the potential relaunch of a Māori staff network at TAU. To ensure any network established is responsive to staff needs and has genuine support, a discovery phase is underway to gauge interest and identify what would be most valuable to kaimahi Māori. Māori Outcomes' TupuToa interns have developed a voluntary survey to gather staff perspectives, with an option for participants to engage in further kōrero. The insights gathered will inform whether to proceed with the network and, if so, will shape its purpose, structure, and offerings to best support our people. Next steps will be determined based on survey findings and subsequent engagement with interested kaimahi.
- **Auckland Zoo:** A karakia and poroporoaki for Orua – the zoo's last fur seal – was held for staff, and consultation with Ngāti Te Ata Waiohū has begun regarding the return of Orua's ashes to his rohe.

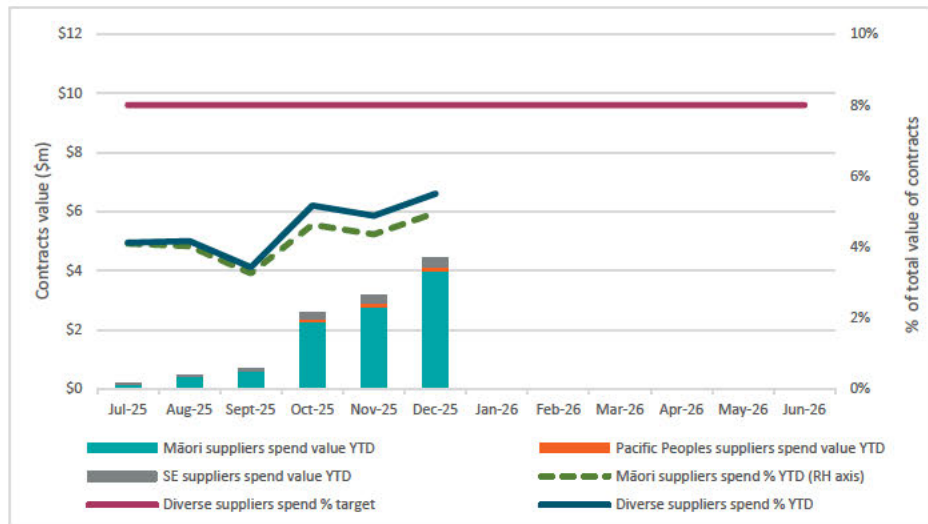
KPI RESULTS

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



Q2 results are **above target**

Percentage of goods and services spend on diverse suppliers (Māori suppliers, Pacific peoples suppliers, social enterprise suppliers)



TAU's YTD diverse suppliers spend % at 5.5%, is **below the full year target** of 8%. The majority of the total diverse suppliers spend value was with Māori suppliers at the end of December (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

- **AI:** Following the endorsement of the AI strategy at the November Board meeting, there is continued work on the development of the business case for the February meeting. TAU still needs the opportunity to have conversations with GSS to extend the use of CoPilot 365 across TAU and gain further understanding of what is technically possible given the TAU's shared ecosystem. Discovery work has commenced to architect a platform for the creation of agentic flows.
- **Data:** work in the data space is focused on the provision of data for the ELT 'Always On' meetings, including improving the logic for creating seasonal events, and also discovery around how TAU automates the capture of external sources of data such as pedestrian counts, card spend and accommodation occupancy and rates. Wider use of the City Wide calendar to automate the provision of data for this meeting is being designed.
- **Dexiblt:** Ticketmaster data for both ALAC and Stadiums is being validated to form part of the data dashboards for the ELT.
- **Humanforce roll out to NZMM and the Zoo:** Humanforce roll out to casual rostered staff at NZMM, (a pre-requisite to continued payment following the migration to Workday as part of GSS Project Galaxy) was completed on 17 December. The project at the Zoo is progressing well, however there is far more complexity and a tight deadline of the end of February to be achieved to align with Project Galaxy cut offs.
- **Project Galaxy:** TAU has started to design testing to ensure that any specific rostering and pay scenarios are captured.
- **Auckland Live website accessibility:** the Auckland Live website was audited against the globally recognised web accessibility benchmark WCAG 2.2 AA, and code changes made such that it now meets this standard. Work is continuing to align images and content.
- **The Gallery website project:** development remains on track, with the design for the Lindauer web site close to sign off.

Group Shared Services (GSS) Implementation

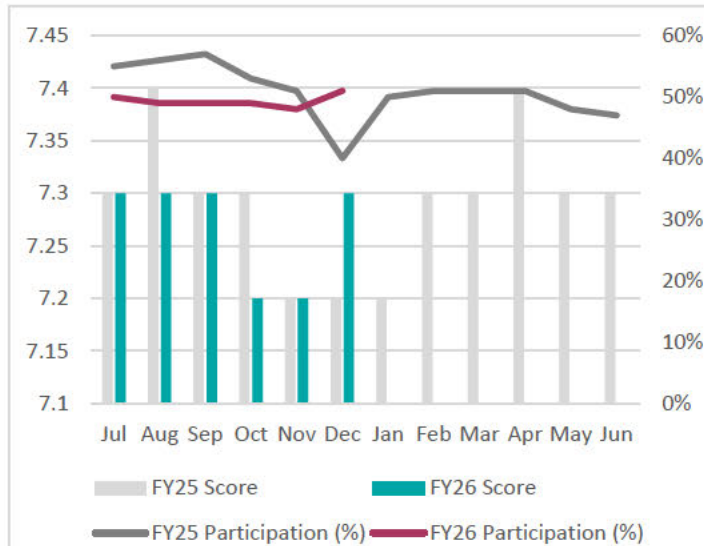
Commercial Revenue & Partnership Strategy

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KPI RESULTS

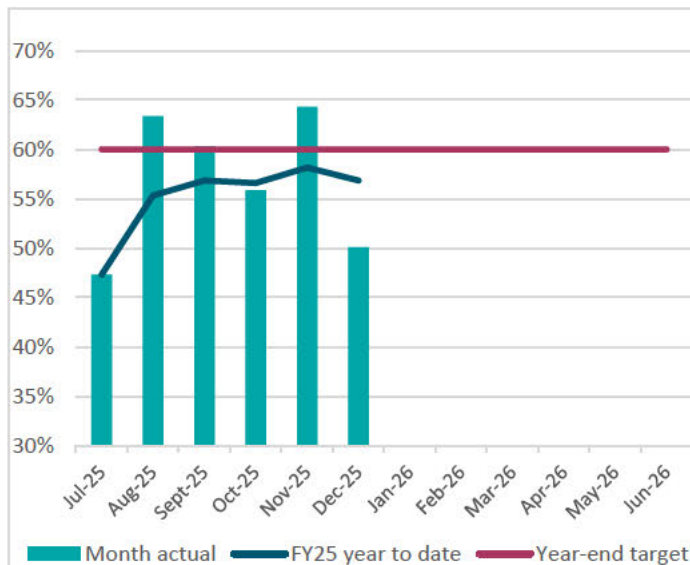
OfficeVibe engagement score and participation



Participation increased to 51% in December, while engagement score also increased to 7.3.

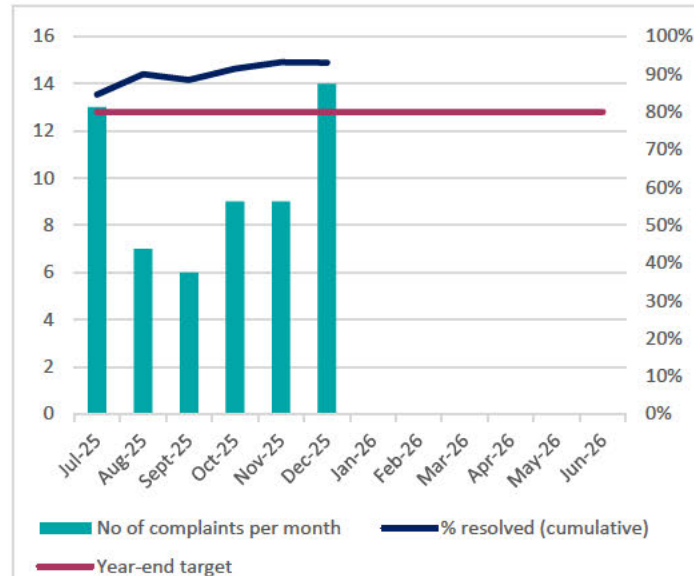
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% expenses through non-rates revenue



At 57%, the percentage of expenses funded through non-rates revenue is **below target** (60%) YTD

% of customer complaints resolved within 10 working days



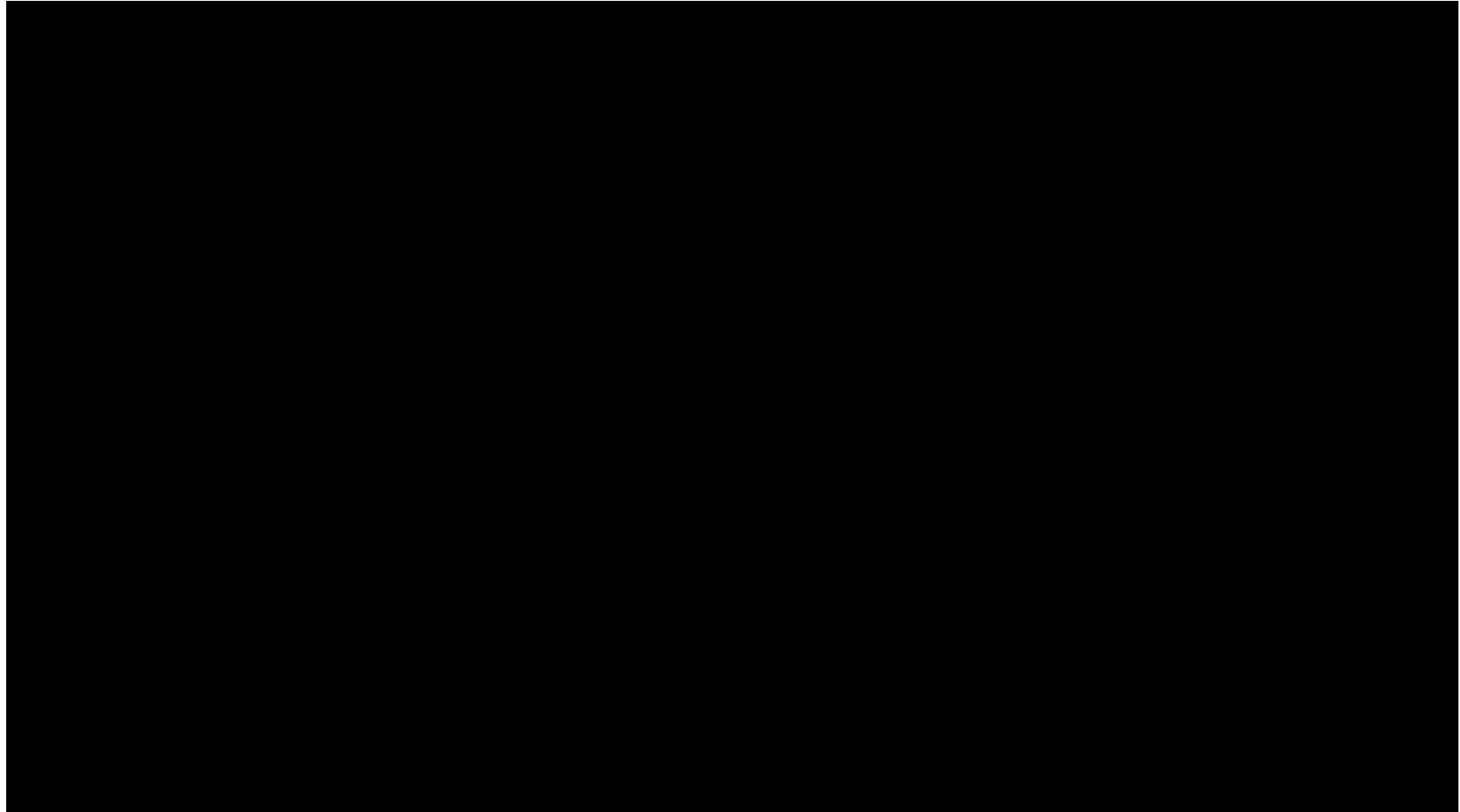
At the end of December, 93% of complaints have been resolved within 10 working days YTD. **Above target.**

Schedule of Appendices

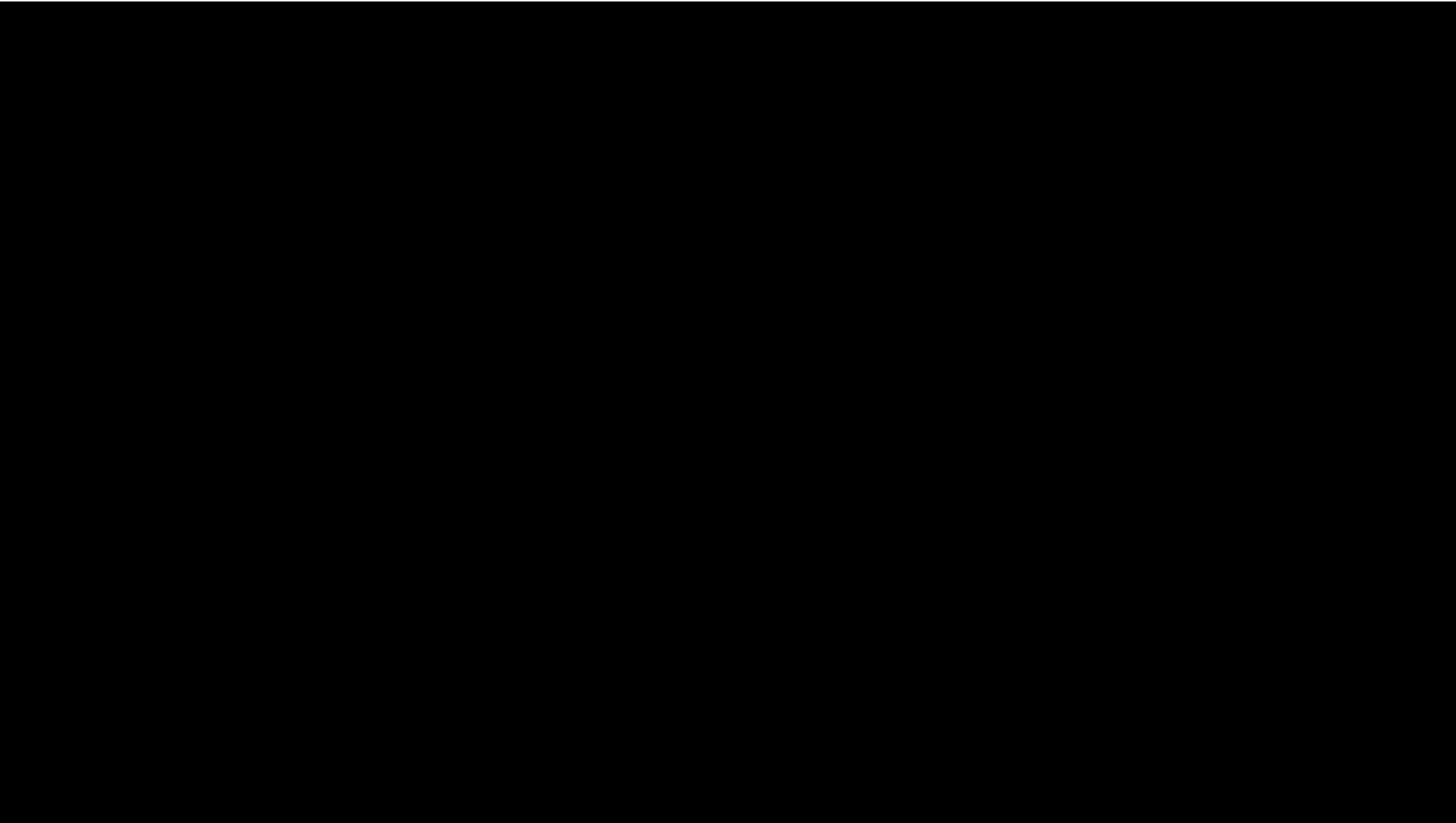
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|--|-------------|
| 1. TAU Cybersecurity Dashboard | (Monthly) |
| 2. GSS Cyber Dashboard | (Monthly) |
| 3. TAU calendar | (Monthly) |
| 4. Major Events pipeline | (Monthly) |
| 5. TAU Workforce Dashboard | (Quarterly) |
| 6. Climate Change and Environmental Strategic Plan Dashboard | (Quarterly) |

CE sub-reports in Resource Centre

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

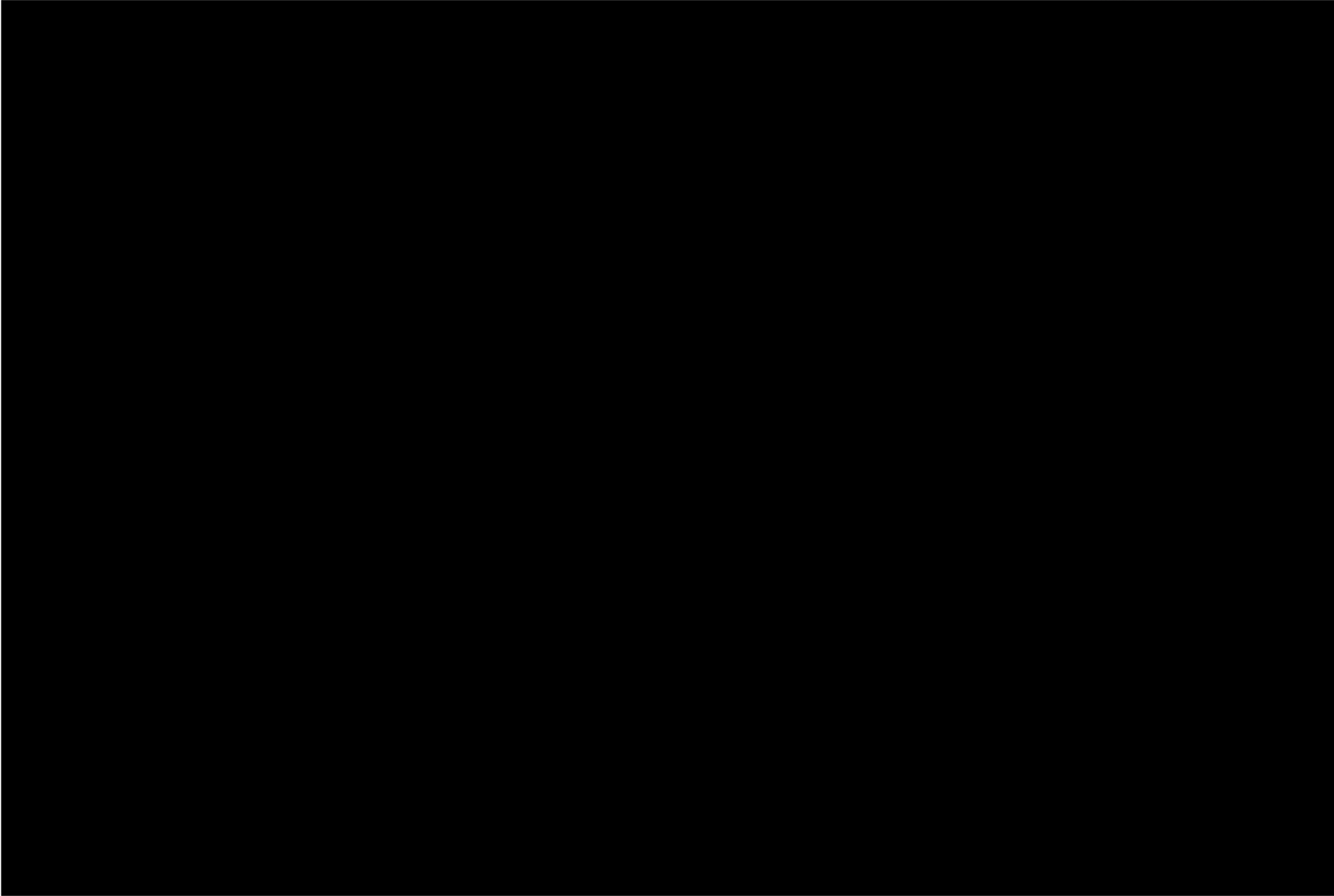


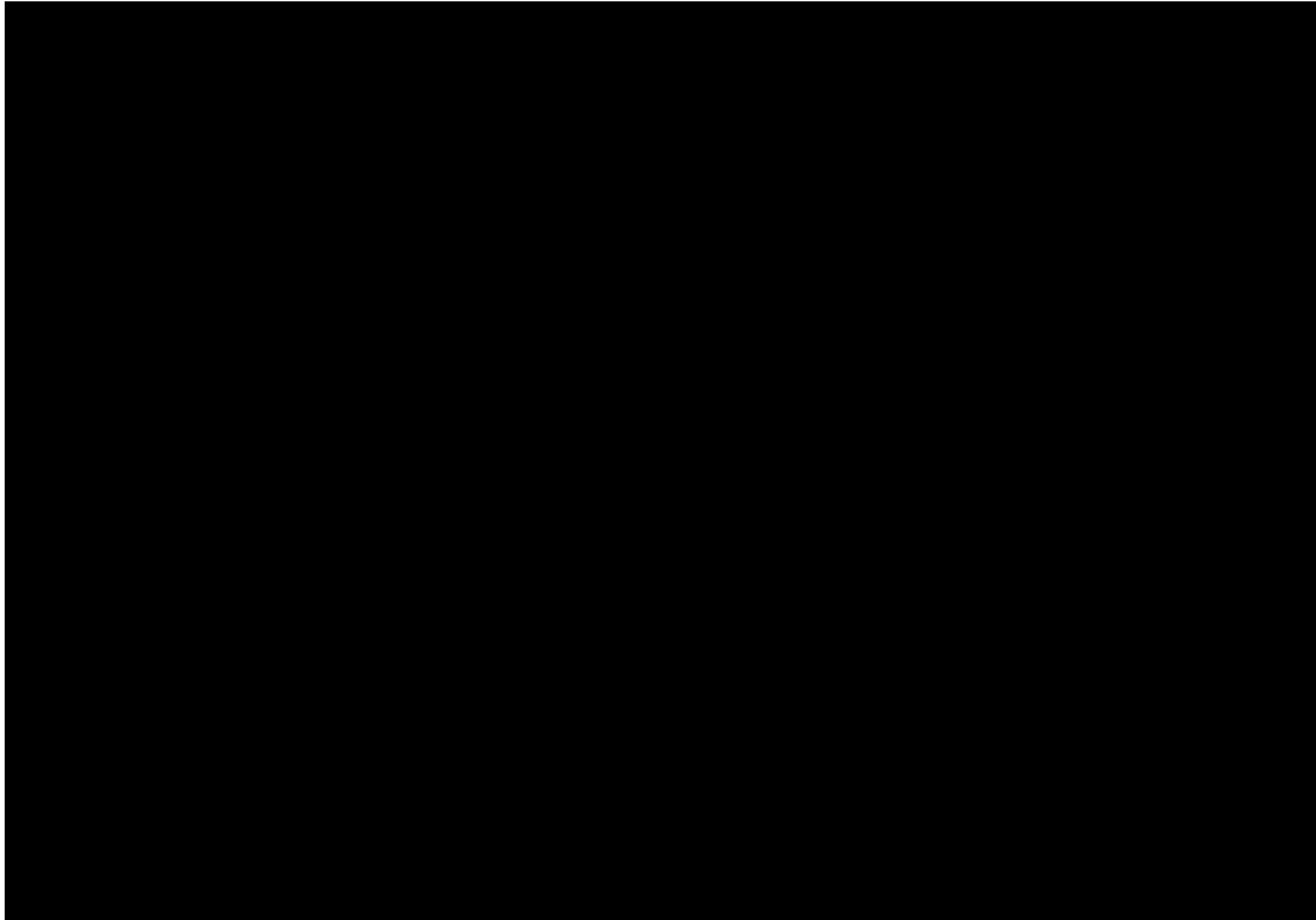
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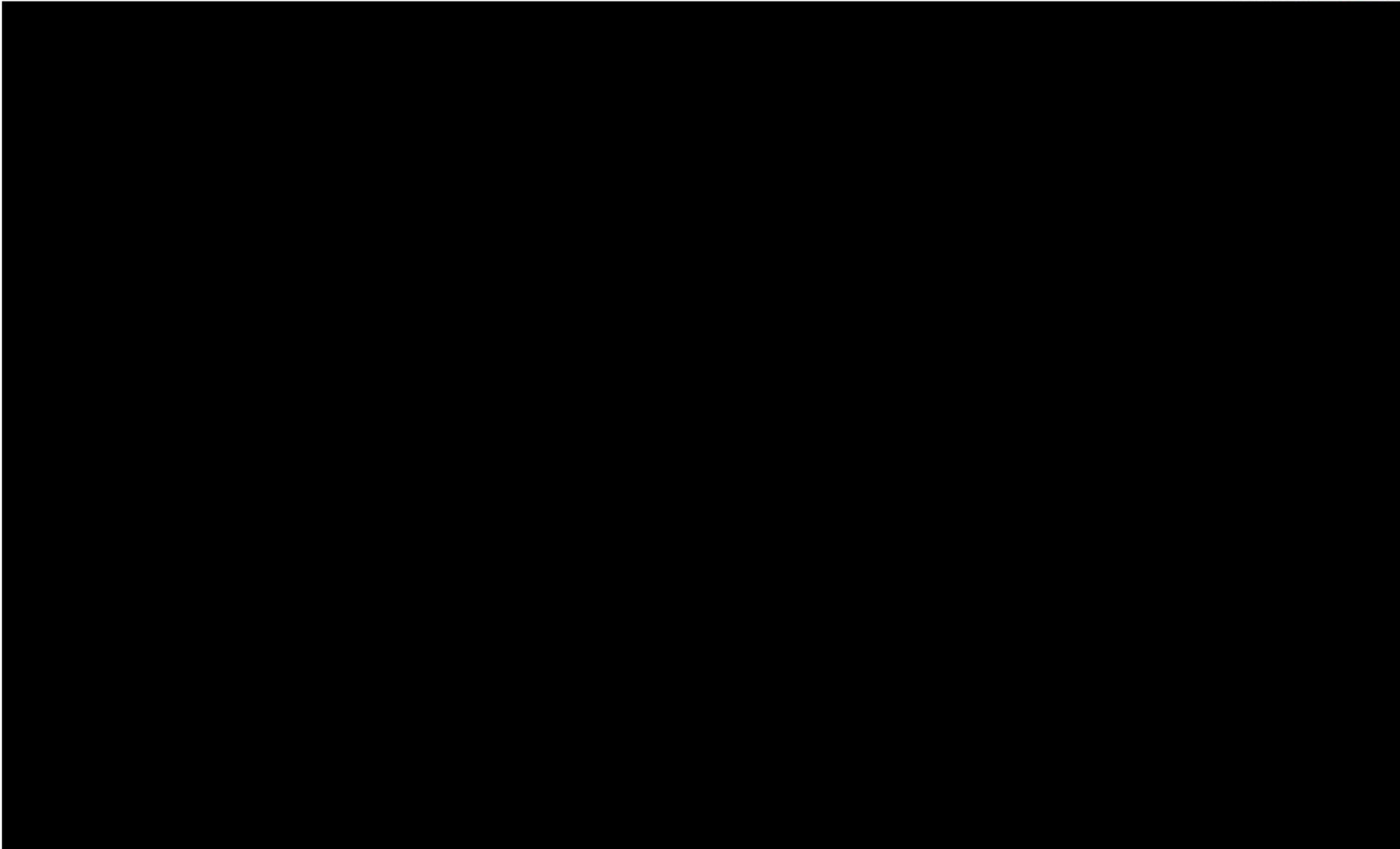
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