

Board Meeting Agenda



8.00 a.m. Wednesday 28 October 2026

Tapatahi Boardroom, Level 4 Aotea Centre, Auckland

Item	Subject	Action	Trust/Co.	Start Time	Duration
CONFIDENTIAL MEETING OPEN					
PROCEDURAL					
1	Agenda and Apologies	To Note	T & C	8.00 a.m.	30 mins
2	Board Only Time, Vicki Salmon	To Discuss	T & C		
3	Confidential Minutes 26 August 2026 and 14 September 2026 ¹ and Action Tracker, Vicki Salmon	To Approve	T & C		
CE CONFIDENTIAL UPDATE					
4	CE Confidential Update ² , Nick Hill 1. MOTAT Integration Project Update 2. Operating Model Update 3. All Aucklanders Project Update	To Note and Discuss	T & C	8.30 a.m.	1 hour 30 mins
BREAK				10.00 a.m.	15 mins
WORKSHOPS					
5	New Zealand Maritime Museum ‘deep dive’ ³ , Vincent Lipanovich	To Discuss	T	10.15 a.m.	1 hour
6	KZ1 ³ , Vincent Lipanovich	To Approve	T		
CONFIDENTIAL MEETING CLOSED AND PUBLIC MEETING OPEN					
PROCEDURAL					
7	Register of Directors’ Interests and Rolling 12-Month Board Work Programme, Vicki Salmon	To Note	T & C	11.15 a.m.	5 mins
8	Public Minutes 26 August 2026, Vicki Salmon	To Approve	T & C		
STATEMENT OF INTENT PERFORMANCE					
9	Statement of Intent Performance for Year Ended 30 June 2026, Nick Hill	To Note	T & C	11.20 a.m.	20 mins
CE REPORT AND PERFORMANCE REPORTS					
10	CE Report, Nick Hill 1. Financial Performance Report 2. Current Operational Risks ¹ (RC) 3. Capital Projects Update ³ (RC)	To Note	T & C	11.40 a.m.	20 mins

¹ S7(2)(f)(i),(h) LGOIMA 1987

² S7(2)(f)(i),(h),(i),(j) LGOIMA 1987

³ S7(2)(f)(i),(h),(i) LGOIMA 1987

Board Meeting Agenda



PUBLIC MEETING CLOSED AND CONFIDENTIAL MEETING OPEN					
LUNCH				12.00 p.m.	30 mins
Item	Subject	Action	Trust/Co.	Start Time	Duration
COMMITTEE UPDATES AND CIRCULAR RESOLUTIONS					
11	Board Committee Verbal Updates and Circular Resolutions, Vicki Salmon 1. Capital Projects Committee 14 October 2026	To Note	T & C	12.30 p.m.	5 mins
APPROVAL PAPERS					
12	TAU Asset Management Plans ⁴ , Justine White and Paul Tyler	To Approve	T	12.35 p.m.	1 hour 15 mins
13	Proposed TAU CAPEX Long Term Plan FY28-37 ⁴ , Justine White and Paul Tyler	To Approve	T		
14	Spark Arena Development and Lease ⁴ , Justine White and Paul Tyler	To Approve	T & C		
15	TAU Q1 Risk Report ⁵ , Justine White	To Approve	T & C		
16	TAU Q1 Performance Report ⁵ , Justine White	To Approve	T & C		
NOTING PAPERS					
17	Te Mahere Aronga Quarterly Report ⁵ , Helen Te Hira	To Note	T & C	1.50 p.m.	40 mins
18	HRIS & Payroll System Update ⁴ , Lynn Strudwick	To Note	T & C		
19	Health and Safety Report ⁶ , Lynn Strudwick and Peter Hayes	To Note	T & C		
	Close of Meeting			2.30 p.m.	

⁴ S7(2)(f)(i),(h),(i) LGOIMA 1987

⁵ S7(2)(f)(i),(h) LGOIMA 1987

⁶ S7(2)(a),(d),(f)(i) LGOIMA 1987

Board Meeting Agenda



Local Government Official Information and Meetings Act 1987 Section 7(2)

Subject to sections 6, 8, and 17, this section applies if, and only if, the withholding of the information is necessary to—

- (a) protect the privacy of natural persons, including that of deceased natural persons; or
- (b) protect information where the making available of the information—
 - (i) would disclose a trade secret; or
 - (ii) would be likely unreasonably to prejudice the commercial position of the person who supplied or who is the subject of the information; or
- (ba) in the case only of an application for a resource consent, or water conservation order, or a requirement for a designation or heritage order, under the Resource Management Act 1991, to avoid serious offence to tikanga Maori, or to avoid the disclosure of the location of waahi tapu; or
- (c) protect information which is subject to an obligation of confidence or which any person has been or could be compelled to provide under the authority of any enactment, where the making available of the information—
 - (i) would be likely to prejudice the supply of similar information, or information from the same source, and it is in the public interest that such information should continue to be supplied; or
 - (ii) would be likely otherwise to damage the public interest; or
- (d) avoid prejudice to measures protecting the health or safety of members of the public; or
- (e) avoid prejudice to measures that prevent or mitigate material loss to members of the public; or
- (f) maintain the effective conduct of public affairs through—
 - (i) the free and frank expression of opinions by or between or to members or officers or employees of any local authority, or any persons to whom section 2(5) applies, in the course of their duty; or
 - (ii) the protection of such members, officers, employees, and persons from improper pressure or harassment; or
- (g) maintain legal professional privilege; or
- (h) enable any local authority holding the information to carry out, without prejudice or disadvantage, commercial activities; or
- (i) enable any local authority holding the information to carry on, without prejudice or disadvantage, negotiations (including commercial and industrial negotiations); or
- (j) prevent the disclosure or use of official information for improper gain or improper advantage.



Register of Directors Interests

Name	Position	Directorships/Trusteeships	Other Interests	Possible Conflicts
Vicki Salmon	Chair	<ul style="list-style-type: none"> Salmon and Partners Ltd (Director and Shareholder) Greenhills Forest GP Limited (Shareholder) 		<ul style="list-style-type: none"> Prior to Vicki Salmon's appointment as Chair of Tātaki Auckland Unlimited, Vicki was a member of the Eden Park Trust Board (EPTB). Vicki resigned as a member of the EPTB on 27 March 2023 and no longer has any interest in EPTB or the Eden Park organisation.
Alastair Carruthers	Non-Executive Director	<ul style="list-style-type: none"> Homeland NZ Enterprises Ltd (Director and Shareholder) Carruthers Consulting Ltd (Director and Shareholder) Cornwall Park Trust Board and associated trusts (Chair) Netball New Zealand (Chair) Auckland University of Technology (AUT) Foundation (Trustee) Keir Trust (Trustee) Auckland Regional Amenities Funding Board (Board Member) Auckland War Memorial Museum Trust Board (Deputy Chair) Museum of Transport and Technology Board (Director) 		<ul style="list-style-type: none"> The ARAFB provides operating funding to some entities who occupy and perform in Tātaki Auckland Unlimited facilities. Spouse Peter Gordon and Homeland may do consulting work for Dan Clarke and Auckland Live from time to time.
Carol Cheng	Non-Executive Director	<ul style="list-style-type: none"> Hong Consulting Limited (Director and Shareholder) CYWE Trustee Limited (Director and Shareholder) Auckland International Airport Limited (Shareholder) Spark New Zealand Limited (Shareholder) Comvita Limited (Shareholder) SkyCity Entertainment Group Limited (Shareholder) 		

Graeme Stephens	Non-Executive Director	<ul style="list-style-type: none"> • New Zealand Hotel Holdings (Director) (this interest includes directorships of several further entities connected with New Zealand Hotel Holdings) • Kamari Consulting Limited (Director and Shareholder) • Marama Hua Trustee Limited (Director) • Rakaunui Property Limited (Director) • Rakaunui Property Holdings Limited (Director) • SkyCity Entertainment Group (Shareholder) 		
Dan Te Whenua Walker	Non-Executive Director	<ul style="list-style-type: none"> • New Zealand Māori Tourism Society (Deputy Chair) • Korowai Hikuroa Consulting Limited (Director and Shareholder) • Ngāti Ruanui Holdings Limited (Director) • Whangaparāoa College (Trustee) • Māori Creative Foundation (Trustee) • Hikuroa Whanaungatanga Charitable Trust (Chair) • University of Auckland Māori Alumni (Trustee and Chair of Executive Committee) • Sarcoma Foundation NZ (Board member) • Child Cancer Foundation (Chair) 		

12-Month Work Programme

Month	Shareholder Accountability	Operations	Strategy and Business Focus	Board and Committee Meeting Dates
Jul-26	<ul style="list-style-type: none"> Final SOI FY2027-2029 approval Financial reporting for the year ended 30 June 2026 Q4 Risk Report to Council 	<ul style="list-style-type: none"> CEO Report H&S Report 	<ul style="list-style-type: none"> Destination section of Council Economic Development strategy workshop Single Operator Model (Stadiums) TAU Venues Analysis Council Direction Setting for the LTP document made available 	<ul style="list-style-type: none"> Risk and Finance Committee – 22 July Board Meeting – 29 July
Aug-26	<ul style="list-style-type: none"> Q4 Performance Report TAUL and TAUT Annual Report Financial reporting for the year ended 30 June 2026 Climate Related Disclosures 	<ul style="list-style-type: none"> CEO Report H&S Report Māori Outcomes Report 2027 Board and Committee Meetings 	<ul style="list-style-type: none"> Workshop: Economic Development Strategy with EDO Te Mahere Aronga Update 	<ul style="list-style-type: none"> Remuneration Committee – 5 Aug Capital Projects Committee – 12 Aug Risk and Finance Committee – 20 Aug (FY26 Statements) Board Meeting – 26 Aug
Sep-26		<ul style="list-style-type: none"> CEO Report H&S Report 	<ul style="list-style-type: none"> Proposed management response to LTP direction setting (if applicable) 	
Oct-26	<ul style="list-style-type: none"> Public Board meeting - performance against SOI targets for Year Ended 30 June 2026 Q1 Performance Report Q1 Risk Report to Council TAU Q4 Report to Council Apps. & Performance Review Committee 8 Oct 2026 	<ul style="list-style-type: none"> CEO Report H&S Report Te Mahere Aronga Quarterly Update TAU Asset Management Plans 	<ul style="list-style-type: none"> Workshop: New Zealand Maritime Museum TAU CAPEX LTP Proposal 	<ul style="list-style-type: none"> Capital Projects Committee – 14 Oct Board Meeting – 28 Oct (Public Board Meeting)
Nov-26	<ul style="list-style-type: none"> TAU Q1 Report to Council Apps. & Performance Review Committee 19 Nov 2026 	<ul style="list-style-type: none"> CEO Report H&S Report 	<ul style="list-style-type: none"> Draft Mayoral proposal for LTP 	<ul style="list-style-type: none"> Risk and Finance Committee – 11 Nov Board Meeting – 25 Nov
Dec-26		<ul style="list-style-type: none"> CEO Report H&S Report Māori Outcomes Report 	<ul style="list-style-type: none"> Destination Strategy Update Workshop: Te Wai Ōrea 	<ul style="list-style-type: none"> Capital Projects Committee – 9 Dec

12-Month Work Programme

Month	Shareholder Accountability	Operations	Strategy & Business Focus	Board and Committee Meeting Dates
Jan-27	<ul style="list-style-type: none"> Financial reporting for the ½ Year ended 31 December 2026 Q2 Risk Report 	<ul style="list-style-type: none"> CEO Report H&S Report Māori Outcomes Report 		<ul style="list-style-type: none"> Board Meeting – 28 Jan (½Y Accounts)
Feb-27	<ul style="list-style-type: none"> Q2 Performance Report 	<ul style="list-style-type: none"> CEO Report H&S Report 	<ul style="list-style-type: none"> LTP public consultation 	<ul style="list-style-type: none"> Capital Projects Committee – 16 Feb Remuneration Committee – 18 Feb Board Meeting – 24 Feb
Mar-27	<ul style="list-style-type: none"> Draft 2028 -2030 Statement of Intent 	<ul style="list-style-type: none"> CEO Report H&S Report Māori Outcomes Report Auditor engagement and fees 		<ul style="list-style-type: none"> Risk and Finance Committee – 16 Mar Board Meeting – 31 Mar
Apr-27	<ul style="list-style-type: none"> Q3 Risk Report to Council Q3 Performance Report Draft TAU SOI 2028-30 presented to Budget and Performance Committee (date TBC) TAU Q2 Performance Report to Council Apps. & Performance Review Committee (date TBC) 	<ul style="list-style-type: none"> CEO Report H&S Report CCTR FY27 Investment Proposal 		<ul style="list-style-type: none"> Capital Projects Committee – 21 Apr Board Meeting – 28 Apr
May-27	<ul style="list-style-type: none"> TAU Q3 Performance Report to Council Apps. & Performance Review Committee (date TBC) 	<ul style="list-style-type: none"> CEO Report H&S Report Māori Outcomes Report 	<ul style="list-style-type: none"> Final LTP decision-making and final Mayoral Proposal 	<ul style="list-style-type: none"> Risk and Finance Committee – 12 May Board Meeting – 26 May
Jun-27	<ul style="list-style-type: none"> Public Board meeting - shareholder feedback on SOI Annual Plan and Capital Plan FY27 Three Year Plan 	<ul style="list-style-type: none"> CEO Report H&S Report Annual insurance renewal 		<ul style="list-style-type: none"> Capital Projects Committee – 16 Jun Board Meeting – 30 Jun (Public Board Meeting)

Tāhaki Auckland Unlimited

Enriching cultural and economic life in Tāmaki Makaurau Auckland

Statement of Intent performance - a summary of Annual Results
for FY 2025/26



Tātaki Auckland Unlimited Trust Highlights 2025/26



2.4m

ticketed attendees at
TAUT venues and events



372

business events delivered by
Auckland Conventions, Venues and
Events across 13 venues



52,000+

active annual members of
Auckland Zoo



4

year heritage restoration of
Auckland Art Gallery: Kia
Whakahou, Kia Whakaora,
completed



77%

of Aucklanders agree that
TAUT programmes, events and
exhibitions enrich their lives



98%

of tickets to *RBG: Of Many,
One* sold – an Auckland Live,
Auckland Theatre Company
partnership



58

net promoter score (NPS)
across all venues



22%

reduction in greenhouse gas
emissions against 2018/19
baseline



62,000

visitors to *Nga Huhua:
Abundance* exhibition at New
Zealand Maritime Museum



59%

of operating expenses funded
through non-rates revenue



1st

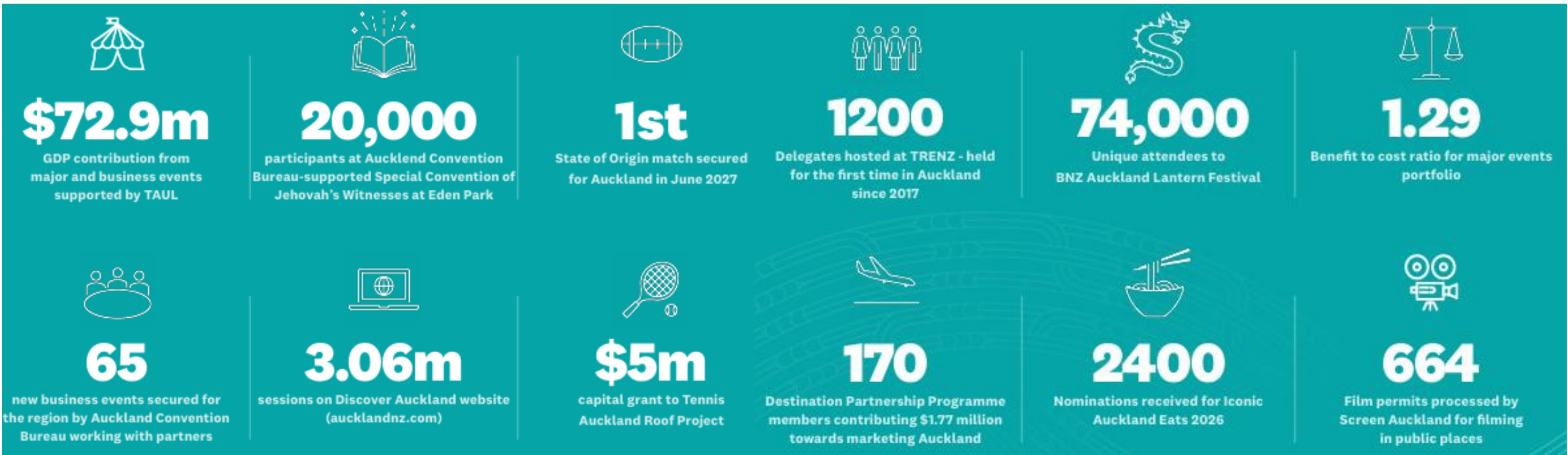
A-League Final hosted in New
Zealand at Go Media Stadium



75%

venue utilisation across 16 event
spaces in eight core venues

Tātaki Auckland Unlimited Limited Highlights 2025/26



Tātaki Auckland Unlimited

Key Performance Summary

All KPIs were achieved or substantially achieved

Highlights

- **2.4m** ticketed attendance across venues, with over 3m estimated reach
- **58** Net Promoter Score (NPS)
- **22%** reduction in greenhouse gas emissions against 2018/19 baseline
- **\$72.9m** contribution to regional GDP from major and business event portfolio
- **59%** opex funded through non-rates revenue –improvement from 2024/25 (56%).
- **94** programmes contributing to the visibility and presence of Māori
- **13.5%** of goods and services spent with diverse suppliers
- **75%** Auckland Live and Auckland Venues and Events venue utilisation

Finance

- Direct operating revenue was \$4.9m favourable for the year due to increased activity, this was matched by additional operating expenditure of \$4.9m.
- Capital expenditure was below budget for the year resulting in a year-end underspend of approximately \$9.4 million which has been deferred into 2026/27.



Key performance indicators		Previous Year (2024/25)	FY Actual (2025/26)	SOI FY Target (2025/26)	Status
Experiences and Events	Ticketed attendance at Auckland Live, Auckland Zoo, Auckland Art Gallery, NZ Maritime Museum, and Auckland Stadiums venues and events	2.29m	2.40m	2.16m	Achieved
	Percentage of customer complaints resolved within 10 working days	93%	90%	80%	Achieved
	The contribution to regional GDP from major events and business events attracted or supported	\$89.3m	\$72.9m	\$40m	Achieved
	Benefit - Cost Ratio (BCR) of major events investment	New	1.29	>1.15	Achieved
Taonga and Places	The net promoter score for TAU’s audiences and participants	57	58	42	Achieved
	Percentage change in greenhouse gas emissions against 2018/19 baseline	+2.7%	-22.0%	-20%	Achieved
	The percentage of operating expenses funded through non-rates revenues	56%	59%	60%	Substantially achieved
	Percentage of milestones completed as per TAU Board agreed capital programme.	91%	81%	80%	Achieved
	Percentage of critical TAU assets in acceptable condition.	97.1%	96.8%	95%	Achieved
	Percentage of goods and services spend on diverse suppliers (Māori suppliers, Pacific Peoples suppliers, Social Enterprise Suppliers).	New	13.5%	8%	Achieved
	Discover Auckland website (www.aucklandnz.com) sessions	New	3.06m	2.5m	Achieved
All Aucklanders	Percentage of Auckland residents surveyed consider that TAU’s programmes, events and exhibitions enrich their lives.	76%	77%	72%	Achieved
	The number of children participating in educational experiences through TAU venues and facilities.	175,533	181,802	150,000	Achieved
	The number of programmes, initiatives and events contributing to the visibility and presence of Māori in Auckland, Tāmaki Makaurau	101	94	45	Achieved
	TAU Auckland Live and Auckland, Conventions Venues & Events venue utilisation	New	75%	70%	Achieved

Tātaki Auckland Unlimited Annual Reports

The final *Tātaki Auckland Unlimited Trust* and the final *Tātaki Auckland Unlimited Limited* Annual Reports for the period ending 30 June 2026 have been published and are available on the Tātaki Auckland Unlimited website here: <https://aucklandunlimited.com/au-l-annual-reports>



Ngā mihi

Tātaki
Auckland
Unlimited



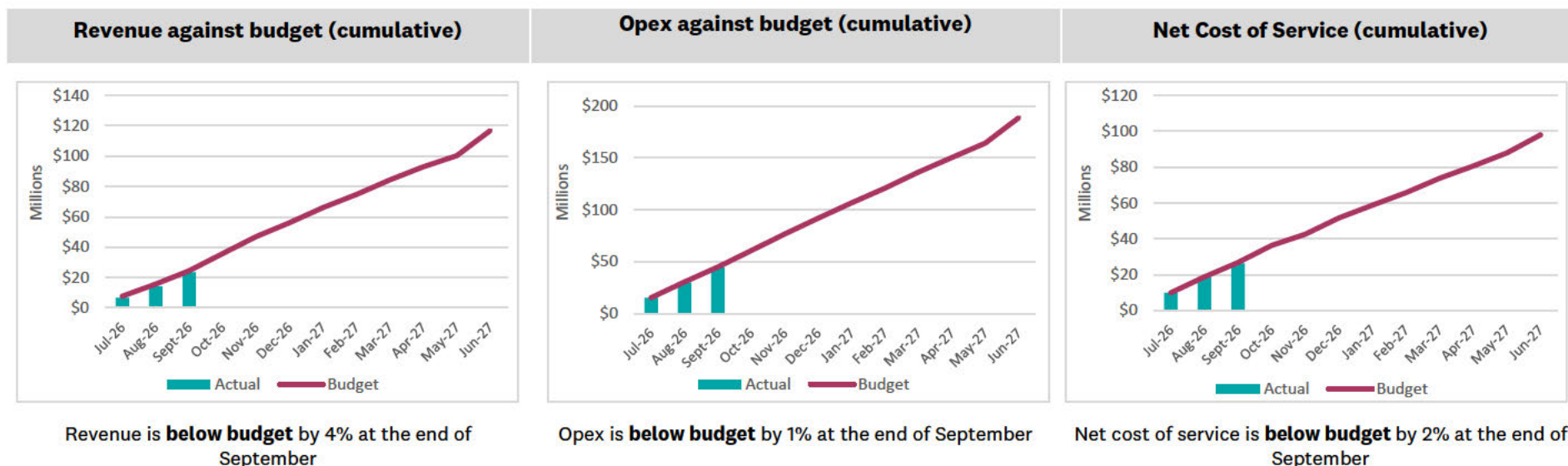
Chief Executive Report

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

1. Introduction

- Chief Executive Nick Hill, Māori Outcomes Director Helen Te Hira and members of TAU Executive Leadership Team have held several sessions to date as part of the Tātaki Auckland Unlimited (TAU) Roadshow hui 2026. This provides a chance for the organisation to reflect on the highlights of the past 12 months, hear how TAU progressing through the Three-Year Plan and kōrero about the strategic priorities shaping what comes next for TAU.
- TAU's 2025/26 annual reports have been published, capturing an outstanding year of delivering for Auckland; 14 of 15 key performance measures were achieved (the other was substantially achieved), and research shows that Aucklanders and visitors are strong advocates for the experiences TAU helps deliver in the region.
- The Chief Executive and Chief Operating Officer attended the council Appointments and Performance Review Committee on 8 October to introduce and respond to questions in relation to the TAU Q4 Performance Report. Committee members were positive about TAU's performance over the year, with key questions relating to engagement on the Auckland Deal, the influence of the natural environment in attracting visitors to Auckland and maintaining high demand for TAU services in a challenging economic environment.
- *Picasso: Designed by Paul Smith* opened to the public at Auckland Art Gallery Toi o Tāmaki on 10 October. The exhibition was officially opened by Mayor Wayne Brown with international guests speaking at the opening, including the French Ambassador to New Zealand and Chief Curator at Musée national Picasso-Paris. The Gallery's exhibition brings together more than 80 original works and is the only Australia and New Zealand venue hosting on its global tour.
- Four TAU projects took home eight awards at the 2026 Best Design Awards, recognising the creativity and collaboration behind our mahi across Tāmaki Makaurau Auckland. The Tiaki Promise Mural received five awards, including three Gold, while Auckland Live's Mighty: NZ Music Month earned Silver. Auckland Art Gallery's new website and Deepavali – Row of Lights each received Bronze.
- Te Mahere Aronga 2026-2028 has been released following several months of work with teams from across TAU working with together with Māori Outcomes to identify the initiatives, relationships and capabilities that will make the greatest difference over the next three years. Māori Outcomes and Digital Services have also launched a new digital resource, Aki, to help kaimahi navigate Māori engagement and deliver meaningful outcomes.
- Auckland Live's successful *We The Young* festival returned for its second year from 25 September to 11 October. Supported by Auckland Council Events, the festival featured more than 25 shows, events and experiences celebrating children's natural playfulness and imagination, with more than half free to attend. Full results will be available next month.
- A super Saturday of sport and sounds brought tens of thousands of fans into the region on 17 October. Auckland FC kicked off their A-League season at Go Media Stadium, while Olivia Dean made history with the first concert at the newly transformed Western Springs Bowl. Over at The Civic, Macy Gray took to the stage, Stan Walker performed a sold-out show at The Trusts Arena, and fans met netball icons the Silver Ferns at Te Komititanga ahead of Sunday's Constellation Cup opener.
- Tāmaki Makaurau Auckland will come alive with sport, culture, community and business in November as part of the 100 Years of Unity Through Sport Programme – a national celebration marking a century of sporting connection between Aotearoa New Zealand and India led by Sport New Zealand and supported by the Ministry of Business, Innovation and Employment's Events Boost Fund. Supported by Auckland Council Events through TAU, the sports programme will see pitches, fields and greens across the region host a range of codes, and business connections will be fostered at a two-day summit developed by TAU.
- Preparations are in full swing for the BNZ Auckland Diwali Festival, supported by Auckland Council Events, on 31 October and 1 November. The celebrations begin before the festival weekend, with Diwali lighting and projections appearing across central Auckland. The festival is a cultural pillar of the 100 Years of Unity Through Sport outlined above.

2. Finance update

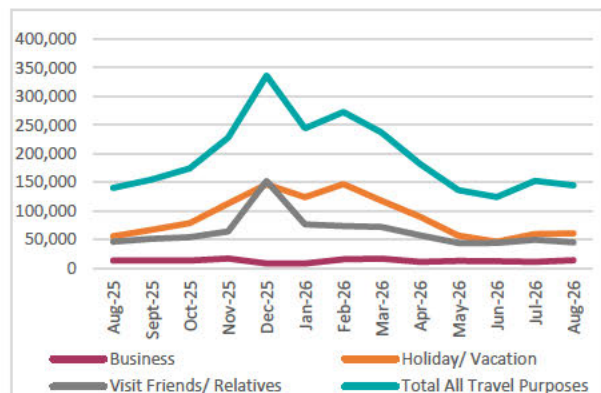


3. Cultural organisations at a glance

	CUMULATIVE 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	111,351	15,425	3%	54%	52.4	50	\$50.2	\$39.3	+\$10.9
Auckland Zoo	213,820	213,820	37%	99%	75.0	50	\$22.0	\$19.1	+\$2.9
NZ Maritime Museum	39,862	25,187	4%	109%	59.3	50	\$43.7	\$34.0	+\$9.7
Auckland Stadiums	287,979	129,203	22%	122%	60.1	25	\$4.8	\$4.5	+\$0.2
Auckland Live	tbc	181,937	31%	92%	48.5	45	tbc	\$5.5	-
Auckland Conventions	57,345	13,962	2%	N/A	NA	-			
TOTAL	710,357	579,534	100%	101%	60.4	45	\$18.6	\$12.5	+\$6.1

4. Auckland destination dashboard

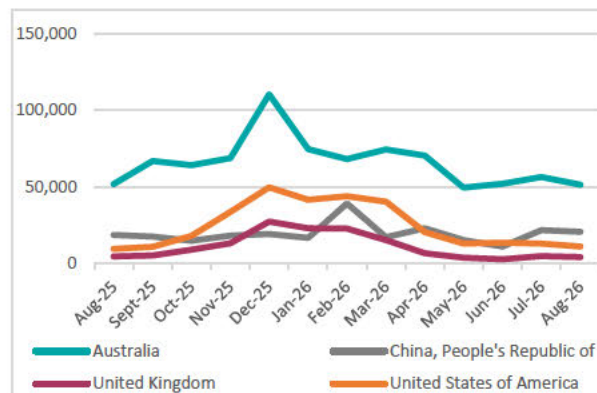
Visitor arrivals into Auckland Airport by purpose (to August)



There were 144,974 international visitor arrivals in August, **3.4% higher** than in August 2025. In the year to August, there were 2.4m international visitor arrivals, **4.8% higher** than the previous 12 months.

*Source: Stats NZ Infoshare

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



There were 51,322 Australian visitors in August, **0.8% lower** than in August 2025. In the year to August, there were 806,082 Australian visitors, **3.5% higher** than the previous 12 months.

*Source: Stats NZ Infoshare

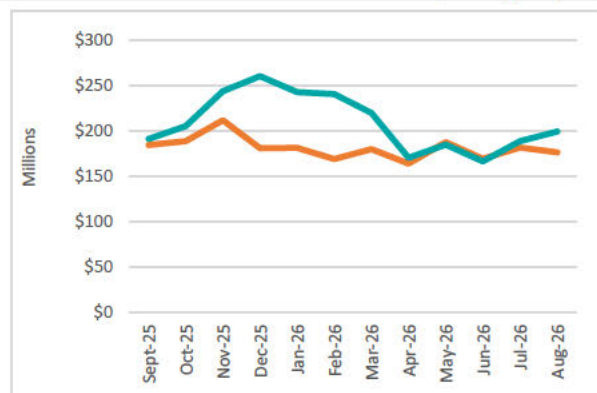
Commercial visitor nights in Auckland (to August)



In August, there were 634,400 total guest nights in commercial accommodation, **9% higher** than August 2025. Occupancy rates in August (62%) were **higher** than the same month last year (59%).

*Source: Accommodation Data Programme

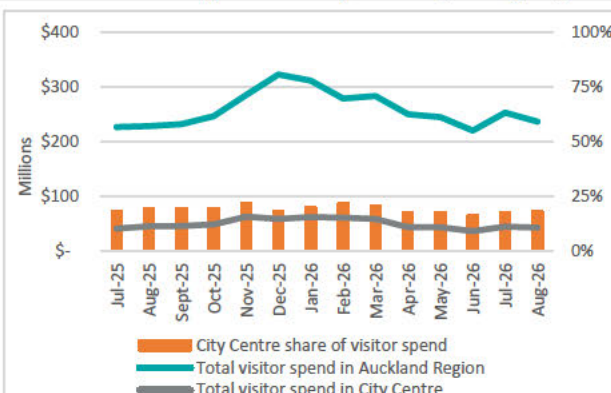
Monthly spend in Auckland: International vs domestic (to August)



In August, domestic tourism spend in Auckland was \$176.0m (**7.5% lower** than August 2025) and international spend was \$199.1m (**13.9% higher** than August 2025).

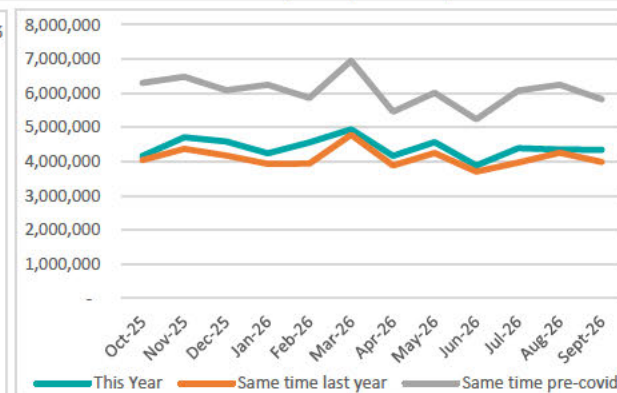
*Source: MBIE

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



Visitor spend across the region was 3.5% higher in August 2026 than August 2025, in the city centre it was 5.4% lower. City centre share of regional visitor spend was lower than the the same period last year at 18%. *Source: Marketview

City centre pedestrian counts (to September)*



City Centre pedestrian footfall, as measured across 19 monitoring locations, was 4.3m in September. **9.0% higher** than September 2025 but **25.4% lower** than September 2018.

*Source: Heart of the City

5. Statement of Intent delivery

Experiences and Events

Auckland Live (Performing Arts)

Presenter services

- Auckland Live venues welcomed 42,757 attendees across Presenter Services activity (excludes *Titanic: The Human Story* attendees, to be reported at end of season).
- *Titanic: The Human Story* continues to perform strongly, with the season extended out to 10 January 2027, due to sustained demand. [REDACTED] tickets have been redeemed to the end of September, with a total of [REDACTED] sold tickets.
- NZ Opera's *The Pearl Fishers* achieved audiences of more than [REDACTED]
- Contemporary music performances delivered strong results, including *Suzanne Vega*, *Chet Faker*, *Ashnikko* and *Restricted*.
- Tahi presented the premiere of *How to Live on Earth* at The Civic, bringing together leaders, changemakers and students from across Aotearoa New Zealand. The event attracted [REDACTED] attendees, including a screening for school students, and featured a discussion on climate action.
- Celebration of 50 years of Porsche New Zealand at the Viaduct Event Centre was a free event with more than 250 vehicles, [REDACTED] attended.

Performing arts & producing teams

- *Cirque Alice* attracted 24,450 attendees across an eight-day season at The Civic, exceeding ticket sales targets and delivering a strong commercial return that enabled discussions for a future Auckland Live presents season in 2027.
- Auckland Live's partnership with Auckland Theatre Company to produce *Cabaret the Musical* has delivered a strong start at the Waterfront Theatre, with [REDACTED] tickets sold by 30 September and [REDACTED] attendees across performances staged during the month. Final season results will be reported after the season closes on 25 October. Auckland Live supported the development of new work through *ESCAPING*, a workshop and public showing by actor Adam Burrell and Tuatara Collective.
- September's Morning Melodies concert featuring Base Auckland Brass attracted [REDACTED] attendees at Bruce Mason Centre.

Please note that due to the way that attendance is counted, the figures for *Titanic: The Human Story* and *Cabaret The Musical* are not included in the KPI results on page 15. These will be included when the seasons are completed.

Public realm and city centre

- Public realm events and installations reached a combined audience of more than 217,000 people during September, supporting increased visitation and vibrancy across the city centre.
- CRL Day 1 activated the city centre through performances, markets and installations, showcasing the role of arts, culture and events in supporting the successful opening of the stations.
- Karangahape Art Weekend recorded outdoor exposure of 44,828 visitors, increasing precinct attendance by 36.5 per cent compared with 2025 and reinforcing it as key cultural destination.
- *Octopoda* saw 173,939 visitors exposed to the interactive installation in Aotea Square.
- *Your Big Backyard* engaged an estimated 3500 attendees and reinforced Silo Park's role as a destination for recreation, wellbeing and community connection.

Marketing and Communications

- Marketing activity supported **20 commercial clients, 6 major presenters and festivals**, and delivered **8 performing arts** campaigns and **4 public realm campaigns**. Key campaigns included We The Young Festival, Poumatua Festival, *Cabaret: The Musical*, *Pork & Poll Taxes*, City Rail Link Opening Day, *Your Big Backyard* and Tōrua.
- Auckland Live released **21 new events (29 performances)** to market and attracted **4117 new subscriber** opt-ins.
- **Audience demand** remained strong, with an **average ticket price of \$53** and **2.9 tickets purchased** per Ticketmaster account. Highlights included sold-out Civic Tours, strong attendance at Morning Melodies, and strong sales for *Cabaret* and We The Young Festival.
- **Digital performance** remained strong, with TikTok delivering an average **return on ad spend of \$7.01** for every \$1 spent.

- **Ticketmaster campaigns** generated 1.64 million impressions, 19,484 clicks, 4280 tickets sold and \$358,000 in revenue from a \$10,500 media investment.
- *Titanic: The Human Story* continued to build awareness through a behind-the-scenes content campaign, generating more than 9000 video views across social channels.
- **Public realm** activity supporting **City Rail Link opening events** generated 868,669 paid social impressions and more than 10,200 video views.
- **Communications/media support** was provided for Poumatua Festival, Cross Street Music Festival, We The Young, Karangahape Road Art Weekend, *A Christmas Carol*, *Cabaret*, Tempo Dance Festival and a reactive **media enquiry** relating to tarot readings at City Rail Link First Day events. Significant media coverage was secured for *Cabaret*, We The Young Festival and Poumatua Festival across **TVNZ, RNZ, Seven Sharp** and major print and digital outlets, helping drive audience awareness and engagement.
- Stakeholder engagement for the **Bruce Mason Centre refurbishment project** continued, including an in-person update to the Deputy Mayor and North Shore councillors on 25 September.
- Communications and stakeholder engagement planning for **Aotea Arts Quarter** is underway.

Major Events

Cultural Festivals

- **2026 BNZ Auckland Diwali Festival (31 October – 1 November)**
 - Significant commercial sponsorship has been secured, including the renewal of our partnership with **BNZ**.
 - A new addition to Auckland's **2026 Diwali programme**, the **Indian Cinema Showcase** launched on **9 October** through a collaboration between **Major Events, Screen Auckland** and industry partners. The programme opened with a screening of the Bollywood classic *Damini*, attended by acclaimed actress **Meenakshi Seshadri**, creating a rare opportunity for Auckland audiences to engage with an international screen icon. The opening night was well attended, generated strong interest, and helped raise the profile of the wider Diwali programme while showcasing the value of collaboration between TAU, the screen sector and external partners.
 - The programme is now confirmed and will extend beyond the festival weekend, with activity across the **Aotea Centre, Aotea Square, Queen Street, Te Waihorotiu Station, Auckland Art Gallery, Auckland Libraries** and other city centre locations. The programme includes landmark lighting, city centre activations and a strong presence around the **City Rail Link**.
 - The programme website has been launched with a new 'What's On' format, highlighting the breadth and depth of the programming above.
- **2027 BNZ Auckland Lantern Festival:** Refurbishment and retrofit of the festival lantern stock has commenced following approval through TAU's capital programme. The investment responds to increasing health and safety, compliance and maintenance risks associated with the aging lantern assets, while also reducing energy consumption and supporting a more sustainable delivery model for future festivals. The work is expected to extend the life of the current assets and provide greater certainty ahead of the 2027 festival.

Investment

- **100 Years of Unity Through Sport (India):** The programme is now confirmed and will bring together a range of sporting, cultural and community activities across Auckland to mark the centenary of organised sport between New Zealand and India. Spanning **international fixtures, exhibitions, free community film screenings, fan experiences and city activations**, the programme has been developed in partnership with a range of stakeholders and provides a platform to deepen community connections, celebrate Auckland's diversity and maximise the wider benefits of major events.
 - E-Blacks vs India (Esports), 24-26 October at Armageddon (Auckland Showgrounds)
 - Black Caps vs India T20 (30 October) at Eden Park
 - Black Caps vs India ODI (4 November) at Eden Park
 - All Whites vs India, 12 November at Go Media Stadium
 - NZ vs India Beach Volleyball, 12-13 November – Mairangi Bay
 - India Business Summit (ACB), 12-13 November at New Zealand International Convention Centre (NZICC)
 - Black Jacks vs India (Bowls), 16-18 November at Royal Oak Bowls Club
 - Black Sticks vs India, 19-22 November at Lloyd Elmore Park
- Several event announcements took place in September:
 - Meet the Silver Ferns at Te Komititanga on 17 October
 - 2026 FIBA U15 Oceania Cup, 30 November – 5 December at Auckland University and Eventfinda Stadium
 - 2027 ISPS HANDA Japan-Australasia Championship returns to Royal Auckland and Grange, 18 – 21 February 2027
 - 2027 World Dance Crew Championship, 12 – 17 April 2027 at Aotea Centre.

Marketing & Communications

- Activity for the **NZ-India 100 Years of Unity** initiative is underway, including a media release and advisory for story pitching, landing page launch, free public film screenings delivered through film sector and Destination Partnership Programme partnerships, public realm and civic venue activations, projection mapping, landmark lighting, city dressing, and outdoor and digital advertising.
- Marcomms support for the **BNZ Auckland Diwali Festival 2026**, nestled within the NZ-India 100 Years of Unity programme, is well advanced, including media materials and pitching, stakeholder engagement, promotion of the Indian Cinema Showcase, along with early support for the Lantern and Pasifika festivals. Early coverage has been secured through *Indian Weekender* and Radio Tarana, while the live Diwali campaign continues to build awareness ahead of the 31 October-1 November festival.
- The **State of Origin 2027** destination campaign is scheduled to launch on 26 October, targeting Australian and domestic visitors. The campaign will use digital, social, video and outdoor advertising to promote Auckland's food, culture and visitor experiences, encouraging longer stays and increased visitor spend. Planning also includes landmark lighting and potential city centre activations.
- Comms and media support for **PSA World Championships, ISPS Handa, Laneways and ASB Classic** announcements generated strong positive publicity this month.

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

Business Events

Auckland Conventions Venues and Events (ACVE)

- ACVE actualised **38 business events** across **59 event days** for **28,941** attendees.
- Total **Gross Revenue to ACVE** was [REDACTED] (includes full catering spend), **Total Revenue** to ACVE (TR) was [REDACTED] **NET Margin** was [REDACTED] a 72 per cent gross margin.
- ACVE **contracted 34 business events** with a venue hire total of [REDACTED]. The business received 62 new opportunities for [REDACTED].
- **Key events** included the NZIA+CAA Insitu:2026 architectural conference for 1300 delegates at Aotea Centre; the Climate Change Conference, and the Bus and Coach conference at Viaduct Events Centre (VEC); and the Principals Conference social function (NZICC event) for 850 at VEC.

Marketing & Communications

- **Website and search performance strengthened**, with website views up 9.9 per cent, new users up 16.4 per cent, PDF downloads up 10.3 per cent, brand search impressions up 17.6 per cent, and generative AI search impressions up 11.9 per cent.
- Rollout of the **ACVE Content Strategy** is underway, and the **ACVE Website business case** is approved and the project will commence late October.
- **LinkedIn** delivered **57,122 Impressions** and **62 new followers (+5.1 per cent)**, while Instagram and Facebook also recorded growth in organic reach and engagement.
- The September Auckland Conventions **newsletter** achieved a **35.4 per cent open rate**, featuring the Kiwibank New Zealander of the Year Awards at the Viaduct Events Centre.

Auckland Convention Bureau (ACB)

- See table below for notable results.
- There are 73 future business events confirmed for Auckland (to 2034) resulting from ACB's support with an estimated future economic value of \$101 million.
- In addition, ACB is working on 77 future business event opportunities through to FY2031/32, including bids already submitted as well as bid proposals in development. If confirmed, these opportunities would generate a future economic value of \$143 million.
- Auckland's business events sector was recognised as the top category performer in the State of the City 2026 report, with Auckland rising 70 places since 2023 to rank in the top 10 per cent globally for international meetings and conventions.
- Planning is underway for the November New Zealand India Summit and Centenary Gala (12-13 November), with programme, partner, sponsorship and delivery workstreams progressing. The initiative supports Auckland's economic ambitions and strengthens its strategic relationship with India.

Marketing & Communications

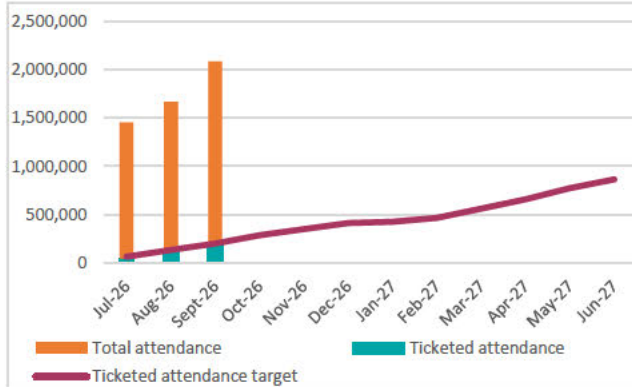
- As part of the NZ-India 100 Years of Unity programme, marcomms support for the **NZ-India Business, Sport and Innovation Summit** taking place in November with the website live, social plan, media and partner communications underway to support ticket sales and broader objectives.
- In collaboration with NZICC and Tourism New Zealand, the **International Symposium on Microbial Ecology** was promoted, attracting more than 1900 coral reef experts to Auckland.
- Media coverage about New Zealand Game Developers Association Conference, quoting Ken Pereira, Head of Business Events, was secured in *Ponsonby News*.
- Marketing support was delivered for the upcoming **ACB Partner Showcase** event in Wellington, with more than 30 Destination Partnership Programme exhibitors expected to attend.

Destination management (Including Māori Tourism)

- **Auckland Great Cycle Ride**: Progressing Auckland's cycle tourism offering in alignment with the *TAU Statement of Intent 2026-2029*, strengthening Auckland's visitor experience portfolio and supporting regional dispersal. Work is underway to establish a best-practice digital platform to position Auckland as a cycling destination, with completion targeted for December. Preparations are also progressing to pitch Auckland's proposed Great Urban Ride to the CE of Ngā Haerenga New Zealand Cycle Trails in November, supported by new video content that will also be leveraged for future destination marketing.
- **Māori Tourism Development Programme**: Advancing TAU's Māori Outcomes Plan through international engagement and knowledge sharing. Met with Māori fashion designer Jeanine Clarkin and the Economic Development team from United South and Eastern Tribes (USET), representing 33 Tribal Nations across the United States. Discussions focused on sharing learnings from *Treasures of Tāmaki Makaurau* and TAU Māori tourism capability uplift pilot, exploring opportunities for Indigenous tourism development, cultural enterprise and future collaboration.

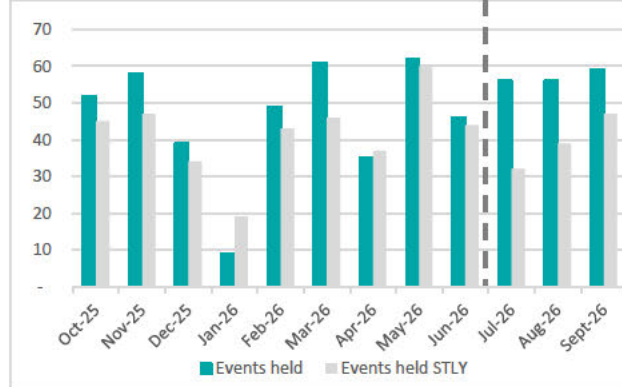
KPI RESULTS

Auckland Live and Conventions: ticketed and total attendance + reach (cumulative)



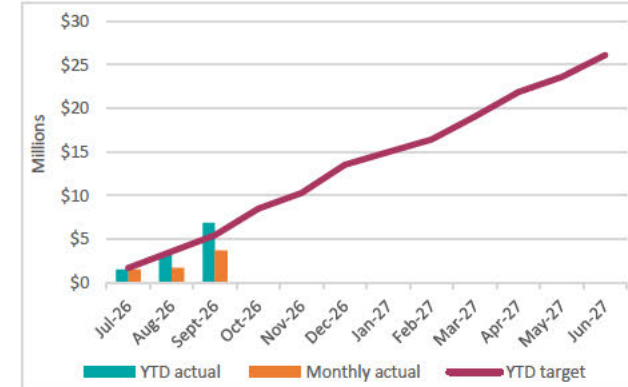
Auckland Live and Conventions YTD ticketed attendance is 195,899 – **below target** by 2437 *please see note in Auckland Live section of report re exclusions which impact this data

Auckland Live: number of events



The number of Auckland Live events held in September 2026 (59) was higher than September 2025 (47).

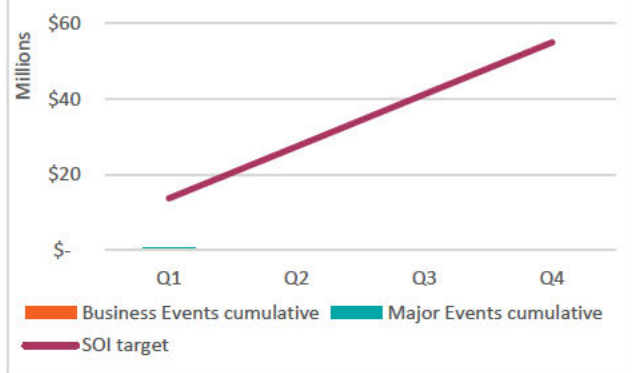
Auckland Live: YTD Revenue



Auckland Live's revenue was 21% **above budget** - \$6.9m against a budget of \$5.4m. This includes CCTR funding.

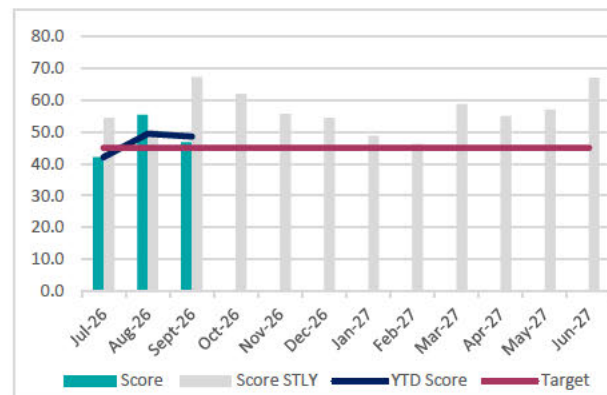
Includes Director Auckland Live, Performing Arts and Presenter Services sub-units.

Major events and business events: contribution to regional GDP



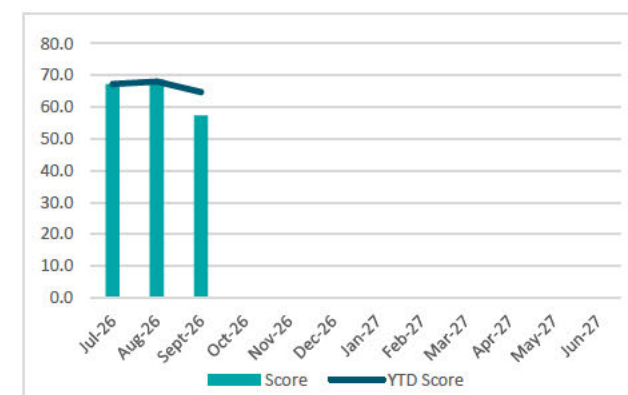
Q1 results are **below target** based on three events out of 10, with seven pending evaluation

Auckland Live: Venue NPS



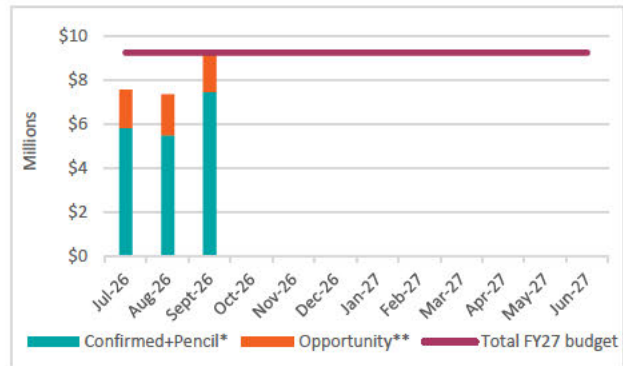
Performing Arts' YTD venue NPS score is **above target** at 48.5

Auckland Live: Event NPS



Performing Arts' YTD event NPS score is 64.7

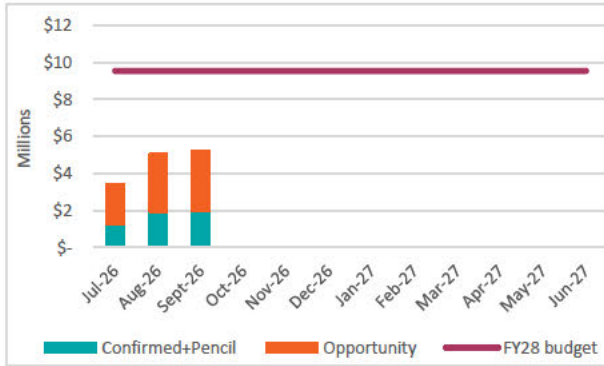
ACVE: FY2026/27 Forecast YE Revenue vs Budget



At the end of September, 81% of year-end budgeted revenue has been realised (\$7.5m against a \$9.3m target). Aotea Centre comprised 23% and Viaduct Events Centre comprised 42% of revenues.

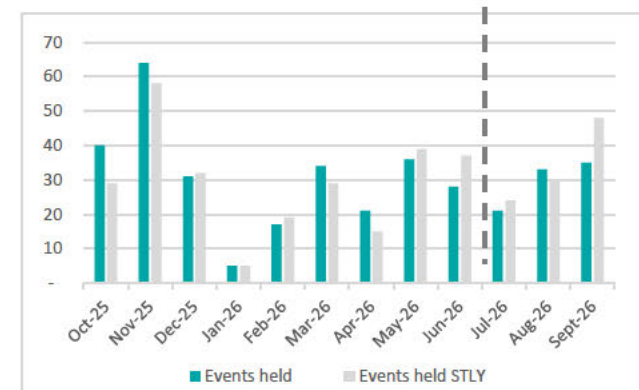
**Confirmed category includes confirmed events and Pencil events - 1st in line and may proceed to contract if desired **Opportunity status is a sales enquiry or a lead (no booking space is held). Net revenue does not include catering invoices.*

ACVE: FY2027/28 Forecast YE Net Revenue vs Budget



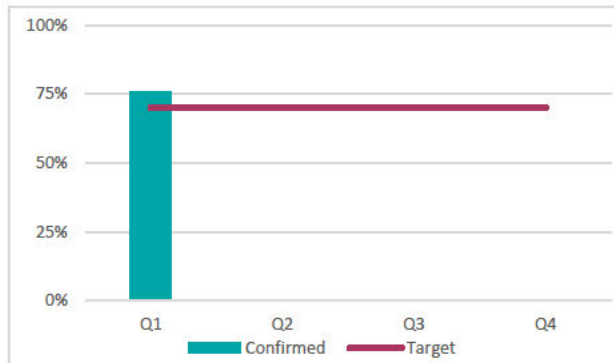
ACVE FY2027/28 budgeted venue revenue is \$9.5m. Based on bookings to the end of September 2026, \$1.9m of this revenue is confirmed, 20% of budget. A further \$3.3m of opportunities are in the pipeline.

ACVE: number of events (cumulative)



The number of ACVE events held in September 2026 (35) was less than September 2025 (48).

ALAC: FY2026/27 Venue Utilisation (Occupancy)



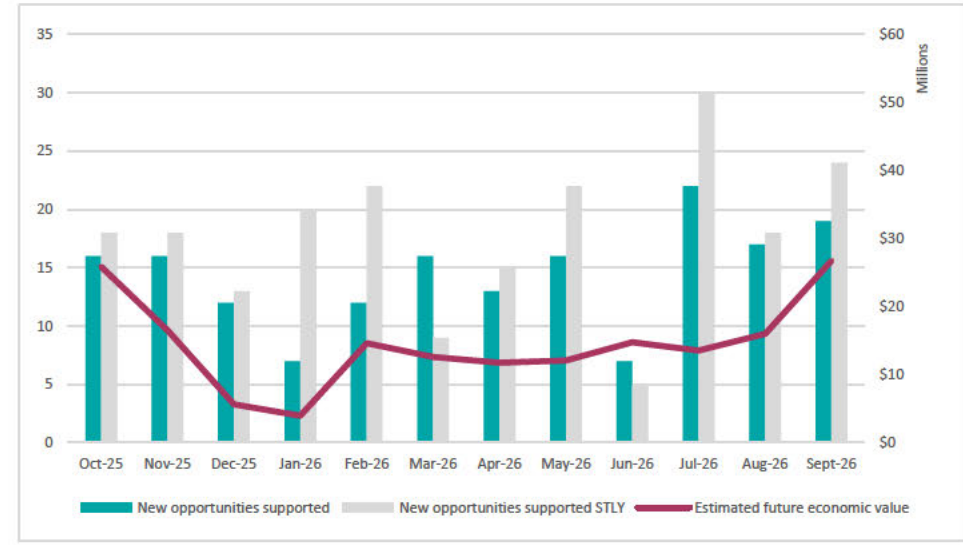
At the end of September, the 8 venues primarily used by Auckland Live and Auckland Conventions are tracking at 76% venue utilisation for the 'occupancy' metric.

Auckland Convention Bureau: business events secured



ACB helped to secure **9 new business events** for Auckland in September with an estimated economic value of **\$9.5m** in future economic benefit for the region. The events are due to take place through to 2029.

Auckland Convention Bureau: new opportunities supported



ACB generated or assisted with **19 new business event opportunities** for Auckland in September, with dates through to 2032 and an estimated economic value of **\$26.7m** if all are secured.

Taonga and places

Auckland Zoo

- **September visitation was 54,305.** 18.8 per cent below budget due to poor weather on peak days in the month.
- **September revenue from all sources was \$1.02 million,** 13 per cent below budget.
- **Members visits were important again in September** making up 38 per cent of all visits.
- The **kororā** at the Zoo are well into breeding season now, with **three pairs having eggs.** The Zoo is hoping to build on the success of earlier this year when penguin parents Roimata and Paku raised the first ever parent-reared chick at Auckland Zoo – later named Mere kara, meaning ‘miracle’ in Te Reo Māori.
- Zoo staff contributed **245 hours of fieldwork** in September across the Auckland region, from Tawharanui (takahē vaccination) to the Waitākere Forest (pest control), Te Henga, Karekare and Piha (kororā surveys), and across to Ponui Island (kiwi incubation research).
- The annual review of all ~1000 companies listed in the **WAZA Palm Oil scan app** is currently underway, co-ordinated between Cheyenne Mountain Zoo in the USA, Chester Zoo in the UK and Auckland Zoo. The annual review involves re-scoring each company based on four categories, 1) use of certified sustainable palm oil, 2) on-the-ground-action, 3) the companies public sourcing commitment statement, 4) membership to the Roundtable on Sustainable Palm Oil. Conversations between Auckland Zoo, Adelaide Zoo and Asahi Beverages have contributed to the parent company (Ashai Group Holdings) improving its practices and its rating has gone from ‘Fair’ last year to ‘Good’ this year.
- **Five pōhutukawa trees** were retrieved from Clevedon, south-east Auckland, and **transplanted into the Africa Safari Track at the Zoo.** These trees were in the way of a new road.

Marketing & Communications

- A **school holiday campaign** delivered in **partnership with The Breeze** generated more than four times the return on investment, supported by a listener giveaway and social content that achieved 400+ click-throughs.
- A new Zoo **brand campaign** featuring lizards and skinks was progressed ready to go live in November.
- Secured 144 media stories/mentions this month with the majority related to the Government’s announcement of a funding boost for bird flu surveillance (the Zoo being one of six organisations to receive funding). Orana Wildlife Park’s financial situation saw significant news reporting comparing Auckland Zoo’s council funding. Also of note, More FM interviewed a Zoo vet nurse about the veterinary team’s sea turtle mahi (and PSA messaging) that aired early September and was replayed numerous times highlighting the Zoo’s key role as a conservation science organisation.
- Comms planning with DOC for publication of *NZ Journal of Zoology* paper (co-authored by several Zoo staff) outlining wētāpunga breed-for-release programme success that’s led to major achievement of downgrading this species’ threat status; and comms planning for editorial to support Zoo’s upcoming *Land of Lizards* campaign.
- [REDACTED]
- Produced the next monthly Te Taiao internal update for staff on the Zoo **masterplan project** and continued communications for these essential infrastructure works.

Auckland Art Gallery Toi o Tāmaki

- **Director:** Haere wa Māori Advisory Group meeting 30 September. Initiated external Rainbow Advisory Group to support programming. Draft Gallery strategy and values in progress after team workshops. Kim Prosa commenced as Head of Philanthropy and Business Development. [REDACTED]
- **Visitor Experience: September visitation:** 30,399 (Budget: 30,097 | +1 per cent of target), **YTD visitation:** 111,360 (21.4 per cent of annual target), **FY27 target:** 520,000. The Gallery welcomed strong audiences to two exhibition openings on 25 September, with *Pō Rewa Opening Night (Karakia)* attracting 710 attendees and the *Kiritai Student Exhibition Opening* drawing 638 attendees. Kiritai also attracted more than 2640 visitors in its first five days. Te Wiki o te Reo Māori Kapa Haka performance attracted 115 attendees, reflecting strong community engagement with Māori language and cultural programming. *Picasso: Designed by Paul Smith* presales gained momentum: with approximately [REDACTED]
- **Exhibitions:** The Gallery hosted visitors from the Detroit Institute of Art and the Denver Art Museum on 28 September. Funded by the Henry Luce Foundation, the group included curators, an interpretation specialist, and a conservator. Their grant aims to assist the Denver and Detroit teams to think through the nuances and sensitivities necessary for major reinstallations of indigenous arts. Visits to museums in Berlin, Amsterdam, Leiden, Brussels, Paris, and London with histories and collections tied to colonialism preceded this year’s journey to Melbourne, Wellington, Rotorua, and Auckland. At the Gallery, the delegation interacted with Kaupapa Māori, curatorial, collection

services, education, and publication staff members, and received tours of the *Taimoana* and *Nga Taonga Tuturu: Treasured Portraits* exhibitions. The delegation also visited the Auckland War Memorial Museum.

- **Māori Outcomes:** Te Wiki o te Reo Māori (TWOTRM) events held, weekly karakia, guest speaker and online content published. Gallery's Uara (values) redeveloped from a Te Ao Māori perspective to better reflect Māori worldviews and strengthen the Gallery's commitment to bicultural practice. Joe Pihema, Head of Kaupapa Māori, gave a tour of Ngā Taonga Tūturu as part of the Poumatua Festival which marked the anniversary of Te Rā Tuku Whenua.
- **Gallery Operations:** Emergency preparedness strengthened through delivery of monthly emergency scenario training sessions. Operational readiness for Picasso exhibition advanced through a joint Visitor Experience and Security meeting to agree monitoring, incident response, communication and escalation arrangements between Gallery Assistants, and Security. Library Archive Room remediation progressed through surface works and relocation of the compactus shelving. Final commissioning and handover anticipated from 7 October. Wayfinding operational management planning advanced through a session with Maynard on maintaining signage as exhibitions and footprints change. Delivery pathway for the external signs and obelisk also confirmed. Contemporary Exterior Lighting Project planning progressed through contract variation work and coordination of targeted investigations, supporting development of a low-impact physical works programme aligned with exhibition changeovers. A Gallery-wide space utilisation assessment was completed with Facilities, identifying opportunities for changed use and a basis for subsequent team consultation before potential reallocations are considered. Initial discussions progressed a proposed approach to internal operational ownership of lighting controls, with further work planned to clarify responsibilities, collaboration and training, and time commitment required.
- **Library & Archives:** Library open for Relaxed Hours | Mauri Tau, with a steady increase in weekly numbers. Library hosted a tukutuku making workshop for Pō Rewa. First Heritage Festival Talk – 30 September, Archival Anomalies: Edible heritage (second talk held 3 October). Researchers viewed the following archives: Real Pictures, Teststrip Archive, Artspace Aotearoa Archive.
- **Publishing:** Successful application for Creative New Zealand funding towards toi Māori and Pacific art publication projects. Progressing new Electronic Direct Mail strategy with Medium Rare and Gallery stakeholders.
- **Gallery Shop:** [REDACTED]
[REDACTED] Top revenue items: scarlet fans jacket, glass huia feather, shard glass tumbler and Luo Yongjin jacket. [REDACTED]
[REDACTED] Positive feedback received: "This is one of the best shops in the whole of Auckland!"
and "I'm in awe of the fact that you celebrate New Zealand's indigenous culture in the shop - I also love the locally made offerings! "
- **Public Programmes & Tourism: Total visitors engaged by PP team in September: 797.** 10 programmes delivered for Te wiki o te reo Māori - collaborative programming with the Kaupapa Māori tīma. Programming delivered over a 3 week period to offer more opportunities for visitors. Hīkoi tours proved to be extremely popular and booked out each time they went on website. The Gallery plans to bring a series of Hīkoi back for Waitangi.
- **Membership:** Total of 6628 Members against target of 7100 (-7 per cent). September renewal rate 43 per cent. Total sales: 380 (251 renewals and 129 new members).
- [REDACTED] There were no events in September due to staff on annual leave.
- **Curatorial:** Digital launched new Gottfried Lindauer website launched (<https://www.gottfriedlindauer.com/>). Additional content, including te reo translations, to be added before public announcement. Senior Curator, International Art Dr Sophie Matthiesson has resigned and is relocating back to Australia, departing Fri 20 November. Back-of-house hosting of private collector who has placed three significant artworks by Giorgio Morandi on long-term loan to the Gallery, followed by a substantial cash donation to the Auckland Art Gallery Foundation. Staff attendance at Auckland Council-organised Pacific cultural competency training. The Gallery held its inaugural external Rainbow Reference Group hui in relation to exhibition planning. Four Rainbow community engagement focus groups held as part of the Gallery's development of upcoming exhibition. Staff attendance at Pride Pledge Rainbow 101 training.

Marketing & Communications

- Marketing campaign for *Picasso: Designed by Paul Smith* has launched strongly, with out of home, digital, social and search activity now live, and radio/audio, TV and Australia market to commence shortly. An immersive Cubist Mirror installation is now activated at Te Waihorotiu Station on 9 October running four weeks, to extend public awareness and drive engagement for the exhibition.
- The integrated marketing campaign for *Forever Tomorrow: Chinese Art Now* drove robust local and regional awareness and engagement from May to August, generating 15m impressions, 4.5m cumulative reach, 148,000 clicks and 374,000 video views.

New Zealand Maritime Museum (NZMM)

- NZMM hosted one of the most significant events in its annual calendar, the Merchant Navy Day commemorative service on 3 September. The address was given by Capt. (Res) John Gressom, NZMM Foundation Trustee and maritime law expert, and the city was represented by Deputy Mayor Desley Simpson.
- *Our Ocean of Islands* community programme continues, with a spotlight opportunity for each represented community. The second spotlight was devoted Mekeo, Papua New Guinea featuring knowledge holder Julia Mage'au Gray, with an opportunity to learn more about Mekeo culture through performance, conversation and a live skin marking demonstration.
- NZMM's digitised collection reached a major milestone, with more than 40,000 taonga and objects fully documented, photographed, and available publicly on the website.
- The museum acquired an internationally significant archive from Rien Achterberg who sailed on the Peace Odyssey and then carried on working for Greenpeace as a campaigner. The collection covers voyages to Mururoa and several peace voyages, and links to our earlier donation of FRI archives.
- For the first time, an annual refit of one the museum's on-water vessels – Nautilus – is taking place in the Percy Vos Yard. This is the first time the museum has been able to do this in its own space, and has removed the need to rent space on the hard at Orams.

Marketing & Communications

- **Merchant Navy Day** on 3 September attracted 193 attendees, supported by paid and organic digital marketing, website promotion, Meta advertising, social media, eDMs and media relations.
- The opening campaign for *Our Ocean of Islands* concluded after delivering digital, radio and out-of-home activity. Digital performance was strong, generating 35,365 landing page views in September, largely driven by TikTok creator content, with additional media coverage secured through *Boating New Zealand*.
- The **Our Ocean of Islands Community Day**, celebrating Mekeo, Papua New Guinea, was supported through unpaid digital marketing activity, including social media, eDMs and event listing platforms.

Auckland Stadiums

- September was another strong month activity-wise with total attendance across the three venues at 97,870, up 107 per cent on September 2024. The growth in attendance was driven by the NRL matches at Go Media Stadium and the weekly night markets at North Harbour Stadium. Go Media Stadium had the highest attendance at 50,723, followed by North Harbour Stadium at 39,105. There was a total of 147.5 event days in the month with North Harbour Stadium accounting for 72 per cent of those.

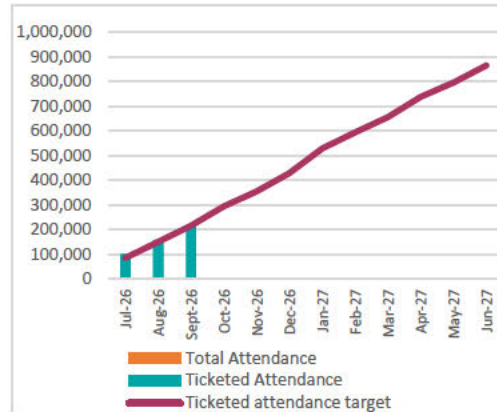
- The NZ Warriors season at GMS concluded on 12 September in front of a season-record crowd of 24,873 with the Warriors going down to the Dolphins in their NRL qualifying final. The match delivered an incredibly strong catering result with revenues exceeding typical concert levels as a result of very strong spends per head.
- The new members lounge at Go Media Stadium has been completed ahead of Auckland FC's season-opening fixture on 17 October. DB has taken up the naming rights opportunity for the lounge under their Star Hospitality Sports & Rec brand.
- North Harbour Rugby's NPC team concluded their regular season home games at North Harbour Stadium against Otago on 26 September with a convincing victory. The team's improved performance this season drove a strong uplift in crowds, with an average attendance of 1750 up 98 per cent on 2024.

Marketing & Communications

- The **Western Springs Bowl launch** campaign was completed, including retiring the standalone website and consolidating content within the Auckland Stadiums hero site.
- A city wide campaign supported the **One NZ Warriors NRL Finals** across Go Media Stadium and Eden Park, incorporating out-of-home, social and media activity, street dressing, and coordinated lighting of key city landmarks, including Auckland Harbour Bridge, Sky Tower and the PwC building.
- Auckland Stadiums' **social channels** generated 1.6m organic views and record follower growth, supporting awareness and ticket sales across **five major events** at two venues.
- Marketing activity continued to promote the new **Go Media Stadium Member Lounge** offering.

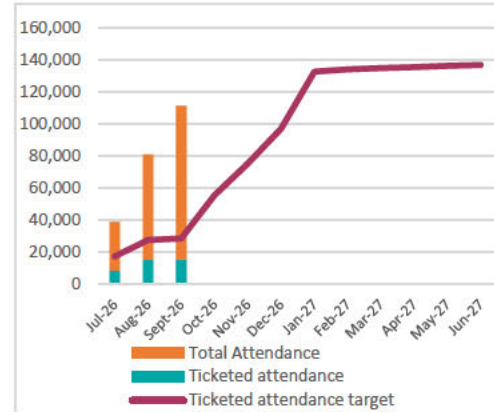
KPI RESULTS

Auckland Zoo: ticketed and total attendance (cumulative)



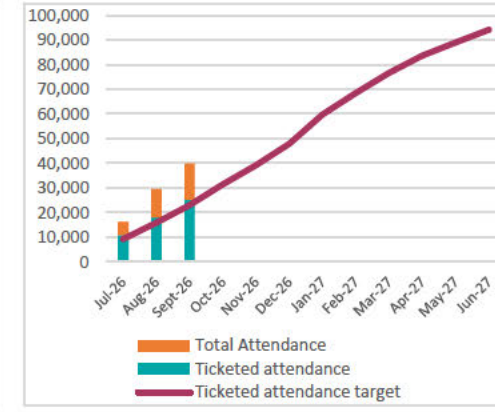
The Zoo's YTD ticketed attendance is **below target** at 213,820

Auckland Art Gallery: ticketed and total attendance (cumulative)



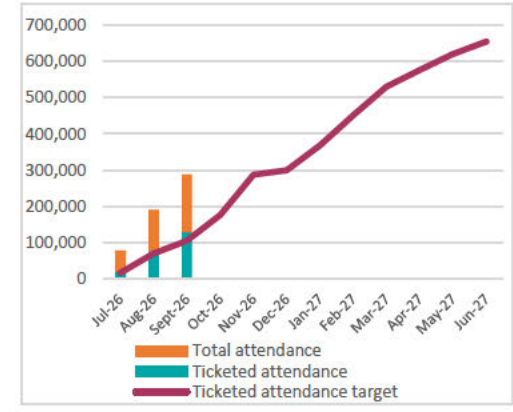
The Gallery's YTD ticketed attendance is **below target** at 15,425

NZ Maritime Museum: ticketed and total attendance (cumulative)



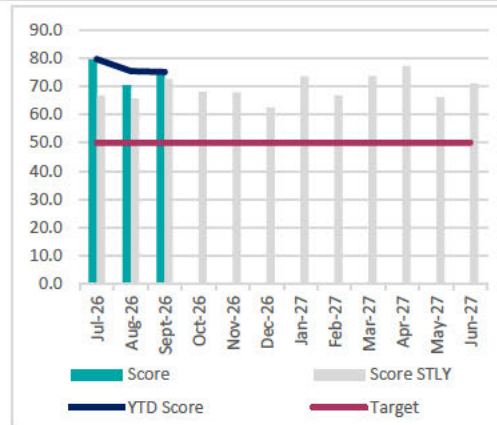
The Museum's YTD ticketed attendance is **above target** at 25,187

Auckland Stadiums: ticketed and total attendance (cumulative)



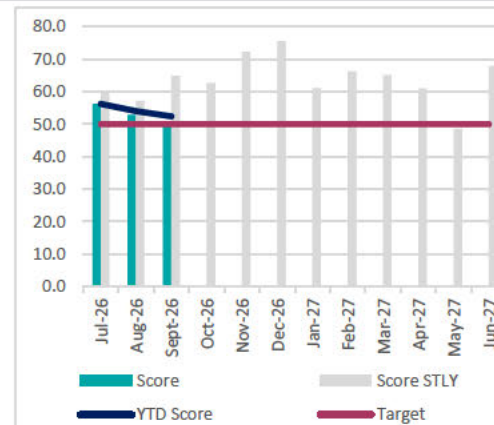
Auckland Stadiums' YTD ticketed attendance is **above target** at 129,203

Auckland Zoo: Venue NPS



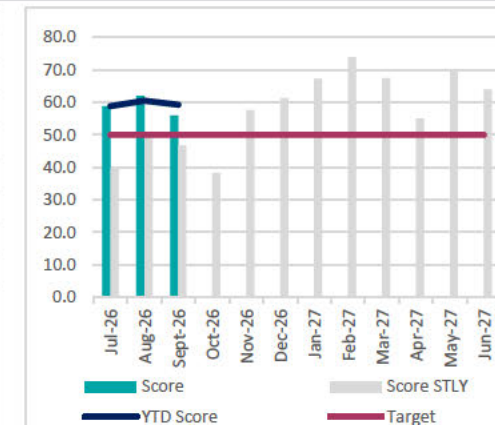
The Zoo's YTD NPS score is **above target** at **75.0**

Auckland Art Gallery: Venue NPS



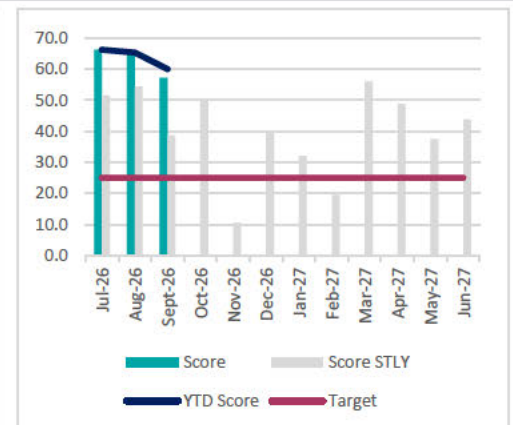
The Gallery's YTD NPS score is **above target** at **52.4**

NZ Maritime Museum: Venue NPS



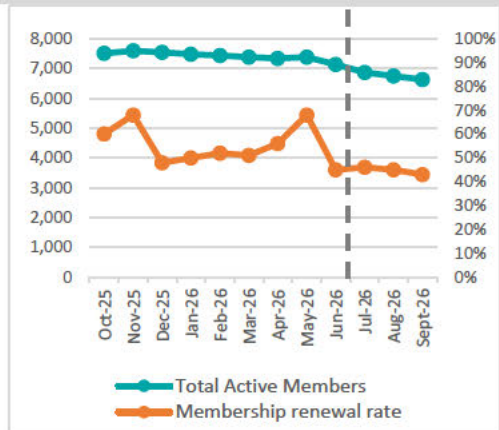
The Museum's YTD NPS score is **above target** at **59.3**

Auckland Stadiums: Venue NPS



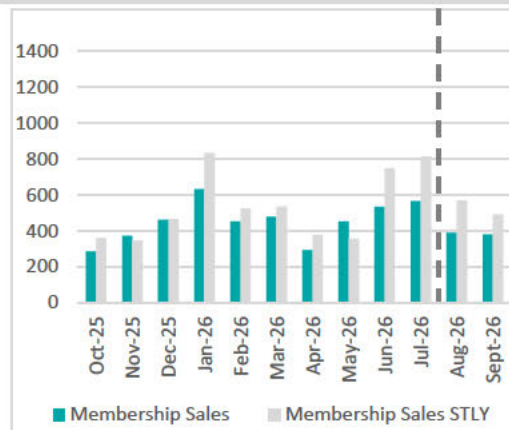
Auckland Stadiums' YTD NPS score is **above target** at **60.1**

Auckland Art Gallery: active annual membership



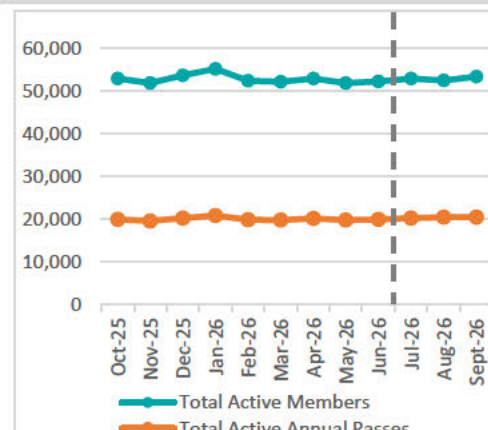
At the end of September, the Gallery had 6745 active members, and the membership renewal rate was 43%

Auckland Art Gallery: monthly membership sales



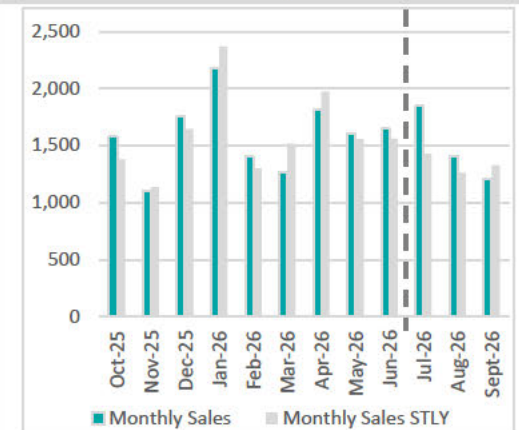
380 Gallery memberships were sold in September, less than in September last year (492)

Auckland Zoo: active annual membership



At the end of September, the Zoo had 20,441 active passes and 52,436 active members

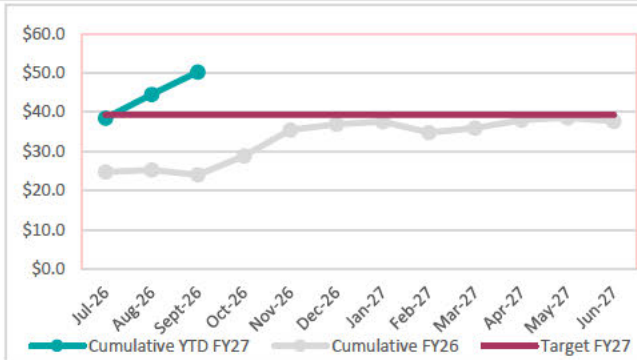
Auckland Zoo: monthly membership sales



1210 Zoo memberships were sold in September, less than in September last year (1328)

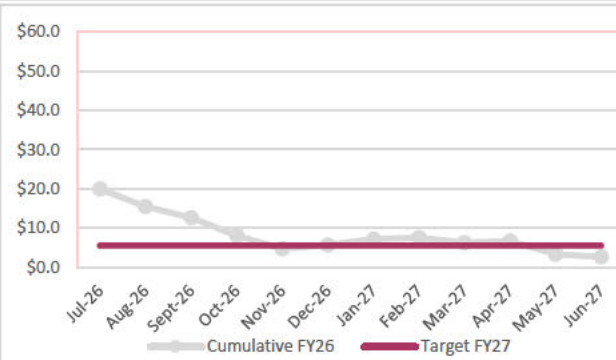
Net cost of service: The six charts below monitor 'net cost of service per patron' across TAU cultural organisations. Net costs include apportioned shared corporate staff and overhead costs. Patrons reflect total attendance at each venue (not ticketed attendance). This measure tends to be more variable over the first few months of the year due to seasonal and operational variability, but settles into a more steady state as the year advances.

Auckland Art Gallery: Net cost of service per patron



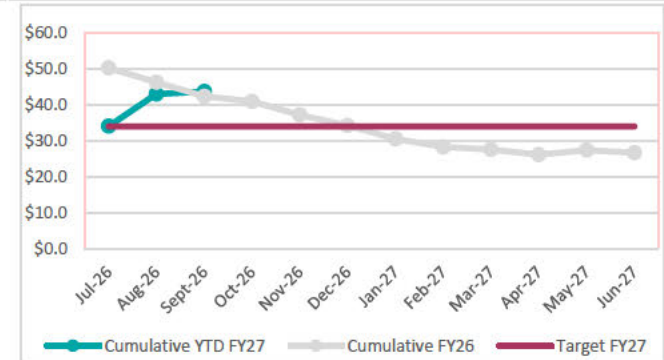
Auckland Art Gallery's YTD net cost of service per patron:
\$50.2

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



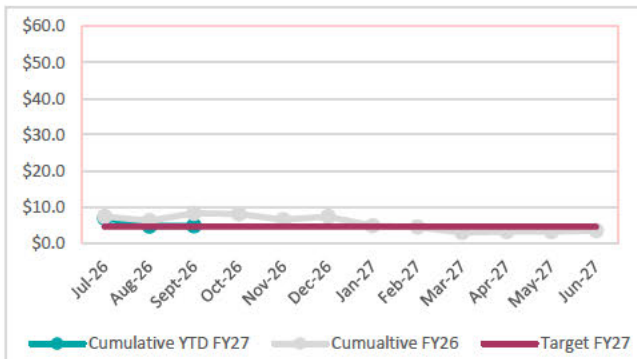
Auckland Live & ACVE's YTD net cost of service per patron:
tbv

NZ Maritime Museum: Net cost of service per patron



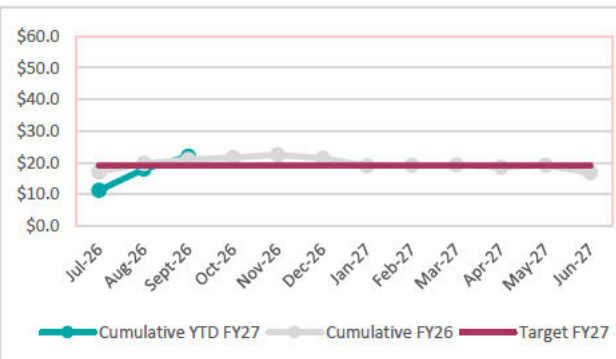
NZ Maritime Museum's YTD net cost of service per patron:
\$43.7

Auckland Stadiums: Net cost of service per patron



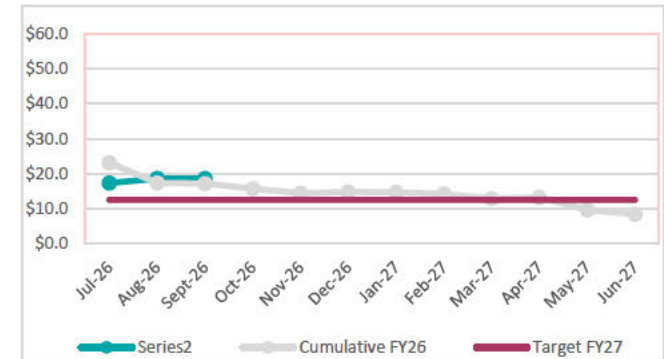
Auckland Stadium's YTD net cost of service per patron:
\$4.8

Auckland Zoo: Net cost of service per patron



Auckland Zoo's YTD net cost of service per patron:
\$22.0

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



TAUT's net cost of service per patron YTD:
\$18.6

Auckland's Reputation

Destination Marketing

Destination Partnership Programme (DPP)

- 182 signed partners representing \$1.69 million, includes 28 new businesses.
- DPP Advisory Group meeting in October.
- TAU has led the **New Zealand Tourism Funding Charter** submissions – an initiative being championed by Mayor Brown, with more than 100 signatures received to date. Further publicity is planned to ensure political parties are across the detail to allow them to advocate for long-term tourism funding within coalition negotiations.

Consumer marketing – DPP related

Marketing

- Reporting for the **DPP conversion campaign**, which concluded in August, showed the campaign reached 6 million people in Australia, with bonus activity extending reach to 2.3 million local and domestic visitors. The campaign generated more than 113,000 referrals to hotel partner websites from Australian audiences and 64,000 referrals from domestic audiences, averaging approximately 8000 referrals per hotel in Australia and 4600 referrals per hotel domestically.

Earned media

- **Travel writer Jonathan Berg** published **five articles on Auckland** on Royal Tour Blog following a TAU supported famil back in May. The site attracts about 15,000 monthly visitors.
- **Canada's Globe and Mail** published an article about The Michelin Guide's arrival in New Zealand, highlighting part of our culinary tourism story, including Auckland's Tala and several local food tourism operators. The coverage resulted from a **TAU-hosted famil** with journalist Catherine Dawson in March.
- **Conde Nast** included Auckland's Tāmaki Taiao Alliance in its Bright Ideas in Travel 2026 feature off the back of a bespoke pitch.

Consumer marketing (other)

Marketing

- **It's On In Auckland Phase 4 continued** showcasing a wide range of city centre event activity for a local and national audience across media channels including out of home, digital, video and partner content.

Earned media

- Auckland's food story featured prominently in Tourism New Zealand's latest campaign in Japan with celebrity Kana Kurashina. According to TNZ reports, the campaign generated more than \$5.5 million in media coverage value. TAU supported the campaign by providing recommendations and introductions to operators featured in the shoot.

Trade marketing and famils

- **Kiwi Link Japan & Korea 2026:** Attendance at Kiwi Link strengthened Auckland's position in two important Asian visitor markets through engagement with 62 travel trade representatives, identifying opportunities to grow visitor value and length of stay. Focus was to shift traveller's preferences towards independent travel, food and wine, nature and premium experiences align strongly with Auckland's offering. Key outcomes included securing a Korean celebrity-led food and beverage media famil and progressing joint marketing opportunities with Air New Zealand. With changing air connectivity and increasing competition, targeted trade engagement and digital marketing will remain critical to driving demand, strengthening Auckland's inclusion in itineraries and encouraging longer stays.
- **Tourism trade:** TAU is developing an 'Auckland Prospectus' for Mayor Brown's upcoming visit to China – it will include economic development and destination content.

Discover Auckland

- Delivered updated **Travel Trade** microsite to support Destination promotional activity.
- Confirmed taxonomies and content structures as part of the ongoing **Kentico CMS upgrade** project.
- Delivered **'100 Years of Unity through Sport'** landing page to support the programme.
- Commenced scoping of Waitangi and Matariki 2027 content to support promotion of each.

Screen Auckland

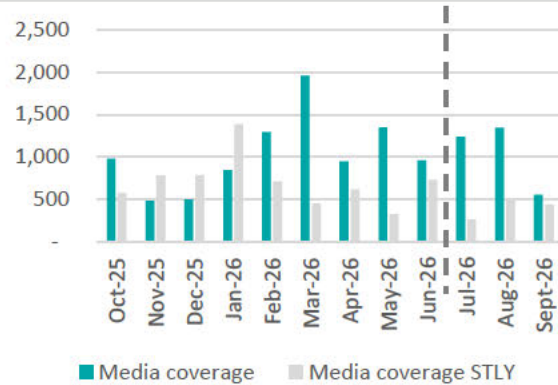
- TAU was part of the Kia Ora LA NZFC delegation to Los Angeles for Screen Auckland.
- *The Heart of the Beast* (Brad Pitt, Paramount, Auckland Film Studios) released to solid reviews and international box office.
- *East of Eden* (Florence Pugh, Netflix, Kumeu Film Studios) is a smash for Netflix and a great advertisement for our city and our studios.
- Screen Auckland hosting private screening of *Klara and the Sun* (Jenna Ortega and Amy Adams, SONY Columbia, Kumeu Film Studios) on 20 October prior to release on 22 October.
- Diwali Indian Cinema Showcase launched 8 October at St Lukes cinema complex featuring Meenakshi Sheshadri, star of the classic film *Damini*. Showcase closes on 4 November with a screening of *Ramavana*. This platform is now established for development in future years.

- Two further projects confirmed for Auckland for 2027 and half a dozen in play.

LGOIMA Requests

KPI RESULTS

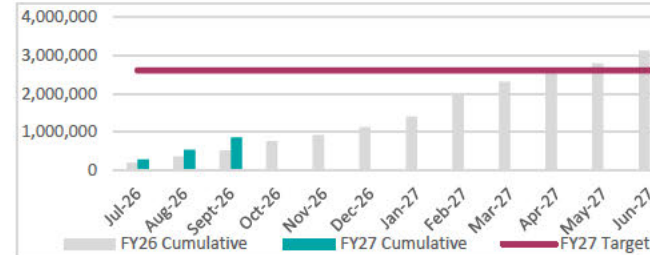
Media coverage mentioning TAU



Media mentions **decreased by 60%** this month. While activity was on par with the same period last year, coverage was well down on the record levels achieved over the previous two months. Despite lower volumes, September delivered well with online and radio media accounting for 82% of all coverage. Headlines included Auckland securing the 2028 Squash World Championships, receiving the largest share of Government's regional boost fund, and securing two major business events: the NZ Game Developers Conf and the 2028 Asian Racing Conf.

Discover Auckland Platform Performance

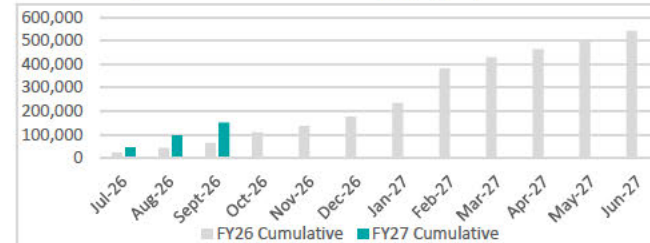
Sessions: Interaction of an individual user with a website within a specified time e.g. a session initiates when a user opens website, and no session is currently active.



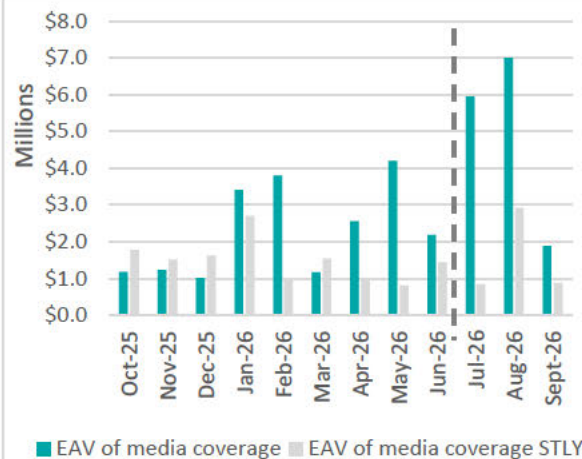
Discover had 3.4m sessions over the past 12 months.

There were 312,600 sessions in Sep 2026 – up 23.5% from the previous month. Paid social campaigns were the top traffic source – 36% of total activity. Direct traffic was also strong, generating **50,500 sessions (20.2%)**. **Top pages included** *It's on in Auckland*, *Events* landing page and *Explore* landing page. Highest conversion page was the Olivia Dean ticket giveaway, **Highest Explore referrals:** *Titanic: The Human Story*, *It's on in Auckland*, *Chocolate* and *Coffee Festival*, *Bruno Mars*.

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



Equivalent Advertising Value (EAV) of TAU media coverage



EAV **decreased by 73%**, corresponding to the number of stories. Auckland Live's We The Young Festival, Cabaret and the Titanic Exhibition attracted strong media attention, along with promotion for Auckland Art Gallery's Picasso by Paul Smith exhibition. Bruno Mars adding a third Auckland show, the ISPS HANDA Japan-Australasia Golf Championship, Chasing the Fox and ASB Classic player announcements all enjoyed prominent coverage.

Screen Permits Issued



The number of screen permits issued in September 2026 (87) was **more** than September 2025 (83).

All Aucklanders

Youth & Education

Auckland Live

- *Word The Front Line Grand Slam*, an Auckland Live-supported inter-high school spoken word poetry competition, attracted [REDACTED] attendees. Zayed College for Girls from south Auckland won the 2026 competition.
- *Stand Up Stand Out (SUSO) semi-finals* at the Concert Chamber attracted [REDACTED] attendees and showcased 131 young music and dance performers from across Tāmaki Makaurau Auckland. The *Stand Up Stand Out (SUSO) finals* at Auckland Town Hall attracted [REDACTED] and featured 226 finalists, with strong representation from schools across the Auckland region and increased audience attendance compared with 2025.
- *We The Young*, Auckland Live's arts festival for children and families, commenced across the September/October school holiday period. A full report on festival outcomes will be provided in the October monthly report.
- [REDACTED] students (Years 6-13) attended a special screening and panel discussion of *How to Live on Earth* at The Civic, focused on climate action.
- New Zealand Choral Federation's *The Kids Sing* concerts at Auckland Town Hall attracted strong family audiences [REDACTED] featuring 19 massed choirs and 46 individual school choir performances.
- Campbells Bay School's production of *Madagascar Jr.* at Bruce Mason Centre [REDACTED]

Auckland Art Gallery

- **1914 children** participated in educational experiences. YTD: 10,055 children = 126 per cent of annual KPI of 8000.
- **1383 school visits.** YTD: 5585 school visits = 56 per cent of annual Gallery KPI of 10,000.
- Schools YTD: primary 57 per cent, international schools 21 per cent, early childhood per cent, tertiary 7 per cent, secondary 4 per cent.
- Cultural demographics primary and secondary students YTD: European/ Pākehā 34 per cent, Asian 32 per cent, Pacific 17 per cent, Māori 10 per cent, Middle Eastern, Latin American, and African 5 per cent, International Fee Paying 1 per cent, Other 1 per cent.
- **7983 visitors to the Creative Learning Centre.** YTD: 33,614 visitors
- **1373 participants in Kids & Whānau Create** programmes.
- The **Pat Hanly Creativity Awards Project** engaged **1027 senior students** from **29 secondary schools**, a **172 per cent increase** since the first edition, with students exploring *Ko au te taiao – I am the environment* through Gallery experiences, artist-led workshops by Reuben Paterson and their own creative practice. Following **477** individual feedback sessions at their schools, **34 young artists** were selected to exhibit, providing a significant platform for their work and building confidence, visibility and connection with the professional arts sector. The exhibition closed on 13 September and attracted **16,584 visitors**.
- **Kirital** provided a complementary Māori-led and Māori-focused platform for **49 students** from six kura across Tāmaki Makaurau, supporting young people to develop and share their creative voices through storytelling, photography and movement led by Māori artists. The programme culminated in a student photography exhibition on 25 September and **Pō Rewa**, a new cross-sector initiative developed with Unitec, University of Auckland, Whitecliffe and AUT to celebrate young creative talent. The event connected rangatahi with Māori and Pasific artists, creative practitioners and tertiary pathways, attracting **710 young people**.
- Together, these initiatives demonstrate the Gallery's growing role in nurturing creative potential, creating pathways into the arts, and building sustained relationships between young people, artists, education providers and the wider creative ecosystem. They reinforce the Gallery as a place where young people can see themselves represented, develop confidence and agency, and begin to imagine themselves as future artists, practitioners and participants in Aotearoa's cultural sector.

Auckland Zoo

- **5057 learners and their adult teachers/supervisors** attended Conservation Learning sessions at the Zoo in August.
- The Zoo secured a **\$30,000 grant from the Auckland Airport Community Trust** to support education access for more than 1000 students.
- The Zoo welcomed repeat visits by community groups including **Massey Matters, Recreate, Grace Foundation, ASST and Odyssey**. The Zoo has established an ongoing programme with Odyssey to help whānau reconnect with busy community environments after long periods of healthcare treatment.

Programming for diverse audiences

Auckland Live

- Auckland Live's strategic partnership with Proudly Asian Theatre supported a sold-out season of *Pork and Poll Taxes* at Herald Theatre, attracting [REDACTED] attendees.
- The inaugural *Poumatua Festival* celebrated the 186th anniversary of the gifting of land that became Tāmaki Makaurau Auckland by Ngāti Whātua rangatira Apihai Te Kawau, activating the Aotea Arts Quarter through kapa haka, markets and cultural programming.
 - *Te Kahu Tōpuni Kapa Haka Festival*, presented as part of *Poumatua Festival*, attracted [REDACTED] attendees and brought together primary schools from across Auckland in a non-competitive celebration of kapa haka.
 - *Tuku Iho | Golden Years of Kapa Haka* attracted [REDACTED] attendees and showcased five renowned kapa haka rōpū, celebrating the legacy and contribution of some of Aotearoa's most recognised groups.
 - *Māketete Whātua* attracted [REDACTED] attendees across three days, activating Aotea Square with Māori arts, crafts and food as part of the *Poumatua Festival* programme.

Accessibility

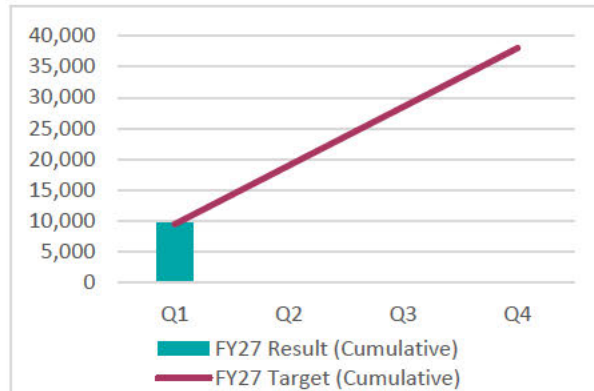
Auckland Art Gallery

- Relaxed Hours Mauri Tau - launched on 8 September. Visitation for Relaxed Hours Mauri Tau is gaining each week. Autism NZ came to provide feedback – this was wholly positive and they recommended it to the local community and provided suggested further improvements. Relaxed Hours Mauri Tau has gained positive feedback across Council and TAU with other staff from across the business wanting to learn from our experience and project planning with a view to implementing similar.

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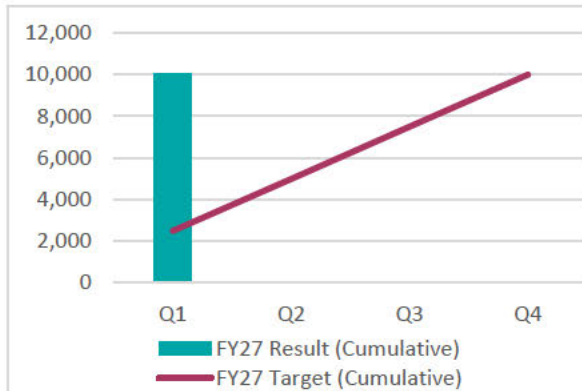
KPI RESULTS

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



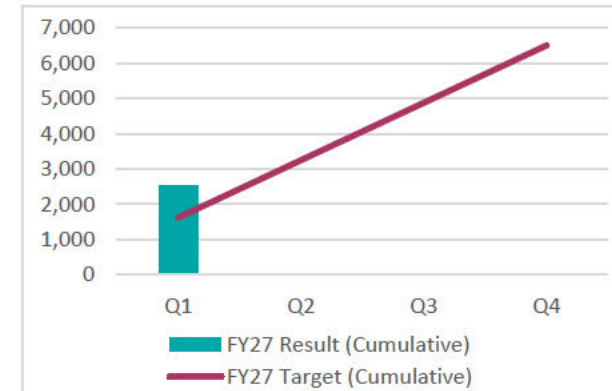
Q1 results for Auckland Zoo are above target

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



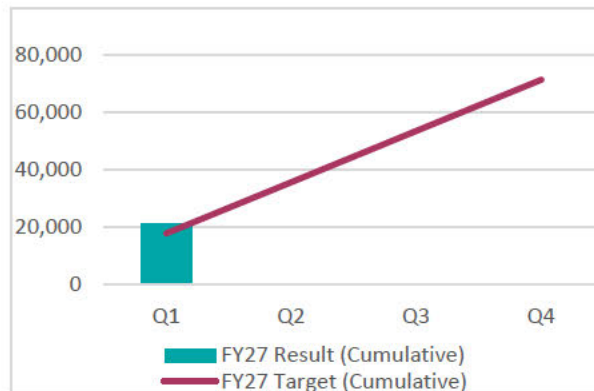
Q1 results for Auckland Art Gallery are above target

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



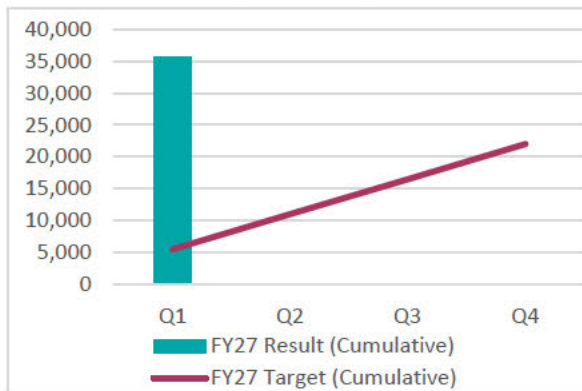
Q1 results for NZ Maritime Museum are above target

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



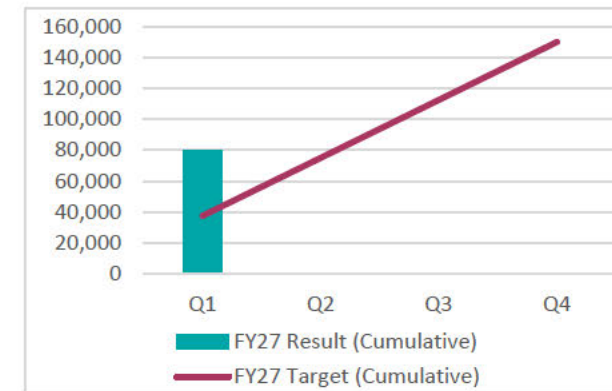
Q1 results for Performing Arts are above target

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



Q1 results for Auckland Stadiums are above target

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



Total Q1 results for TAUT are above target

Climate change and environmental sustainability

- **Climate Related Disclosure:** The final disclosure has been received from Auckland Council and circulated to the TAU Board.
- **Climate Change and Environment Strategic Plan (CCESP):** Engagement across lead teams is underway to inform the update of the CCESP and priority actions. The next iteration of the plan will bring together the CCESP and Climate Transition Plan alongside a greater focus on nature and embedding actions across the organisation.
- **Resilience & Risk:** Adaptation signals, triggers and thresholds are now live on CRAM to enable on-going monitoring.
- **Emissions reduction:** Work continuing with Auckland Council on consolidated scope 3 emissions reporting for the group. A mock Toitū verification is set for 30 Nov / 1 Dec to identify any gaps and issues prior to mandatory reporting.
- **Waste:** There has been significant improvement in waste diversion rates across venues with five out of six meeting a 50 per cent diversion target last month. Workshops have been undertaken to identify waste streams and facilities requirements, which will inform waste management planning. Met with Diwali Major Events team to discuss FY2025/26 waste performance. Vendor waste and packaging was identified as a major issue and plans have been put in place to mitigate this year.
- **Empowered organisation:** Six Sustainability Questions guidance for project managers is now uploaded to Ako and was presented at then Project Management Community of Practice (PMCoP). Monthly C&S comms on track to maintain engagement. September articles included: Climate and Sustainability FY2025/26 overview, Staff Commute Survey Results and Toitū Emissions Reduction and Recertification.
- **Nature:** The final Green Blue Network report has been received with an aim for a TAU-wide lunch and learn session in early November. A nature feasibility study for Bruce Mason Centre has also been completed.

Māori Outcomes

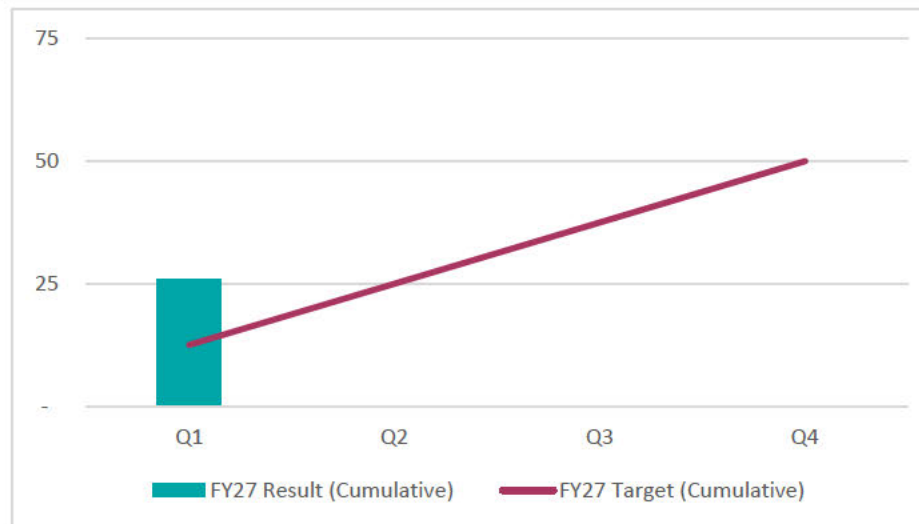
- **The Long Song: He Walata Roa:** In September, Māori Outcomes supported *The Long Song: He Waiata Roa* (an international indigenous music residency and wānanga) through a small grant, with advice and venue coordination from Auckland Live. Indigenous musicians shared their approaches to music, culture and language, while strengthening their international connections. They used Te Puna to showcase the works produced as part of Te Wiki o te Reo Māori.
- **Te Wiki o te Reo Māori:** From 14-20 September, Māori Outcomes offered a range of activities to kaimahi, including learning activities such as daily karakia, waiata, kōrero, ukutangi (musical instrument) making and building mini wharenui and waka. TAU cultural orgs and the Destination team held free, family-friendly events for all Aucklanders, from kōrero and screen to kapa haka and hands-on activities.
Activations across the Zoo included encouraging visitors to te reo Māori in the cafes through digital and print promotions; a new bilingual wayfinding map in both print and digital formats; Kaitiakitanga content on the digital screen for Hidden New Zealand keeper talks; and a social media and website video series highlighting Manaakitanga, Rangatiratanga, Kotahitanga, Kaitiakitanga, and Whanaungatanga.
- **Te Mahere Aronga (TMA) and reporting:** The organisation's strategic and organisational commitment for Māori outcomes, Te Mahere Aronga, was finalised at the end of September. It will be launched to staff through the annual CE Roadshows in October. TMA is publicly available on our website in the Publications and Public Information area. The first TMA quarterly report for the TAU Board in October will highlight the work underway across TAU to deliver Māori outcomes.
- **Māori Engagement Framework and Aki:** Feedback from Auckland Council and Houkura reviews of iwi engagement and related legislative requirements highlights the significant consultation and engagement burden placed on iwi, often resulting in duplicated effort, stretched resources, and reduced impact for both iwi and council organisations. In response, TAU strengthened its engagement practice through developing practical tools and guidance for kaimahi. This includes developing Aki - a digital, internal internal-only engagement planning tool, and an engagement register, all available through Ako. Aki uses AI capability in a controlled way to synthesise information from a library of human-curated sources. It was shared with and tested by kaupapa Māori specialists during September ready to be launched to kaimahi alongside Te Mahere Aronga, the engagement framework and other resources in early October, alongside the CE Roadshows. Feedback so far has been very positive, and there is interest from across the council group in our approach to developing the tool.
- **Ongoing training:** Māori Outcomes is also building organisational capability by working alongside engagement leads and kaupapa Māori specialists across TAU to provide advice, guidance and training that supports more effective, coordinated engagement.
- **CCO Māori Outcomes collaboration:** TAU together with Māori Outcomes leads of the other CCOs and the council are working to better understand the strategic picture across the group of work underway to deliver Māori outcomes, learn from one another, and leverage our collective capability, resources and good ideas to deliver stronger

outcomes for Māori. A paper will go to the CE forum with options for collaboration across three outcomes areas in Tāmaki Ora: Rangatahi Pathways, Māori procurement, and engagement with Māori communities. TAU is supporting this work through the discovery phase and development of the options paper.

- **Houkura IMSB Māori Outcomes audit:** Preparation began in September for the Houkura IMBS audit of TAU.
- **Te Matatini o Ngā Taniwha 2027 Festival:** TAU was invited by Waikato-Tainui, alongside Watercare, to share Auckland's experience hosting Te Matatini, and the role of local government partnerships in delivering successful outcomes. There is an opportunity to explore initiatives that support participation from south Auckland communities, including potential public transport and accommodation considerations.
- **Auckland Zoo:** staff attended the inaugural two-day Endangered Taonga Species Hui in Hamilton, building connections and gaining insights into Mātauranga Māori-centred conservation projects taking place across Aotearoa.

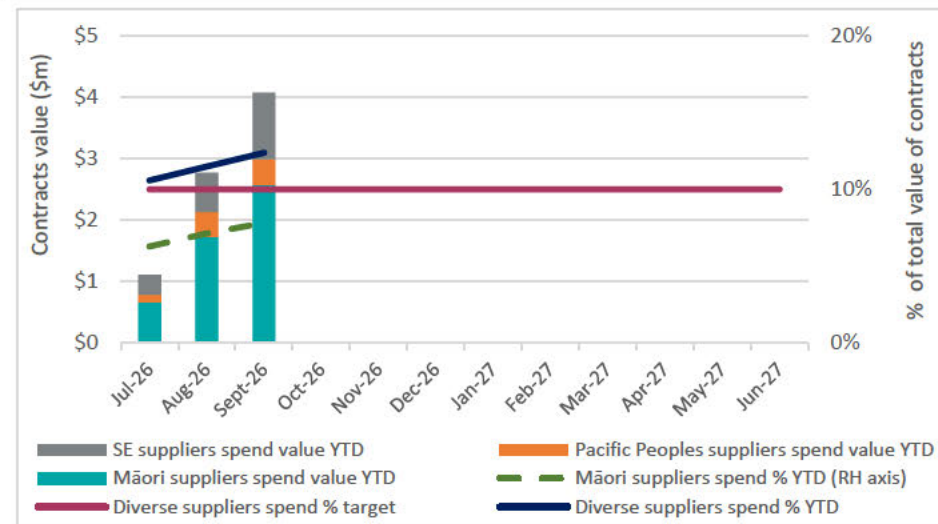
KPI RESULTS

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



Q1 results are **above target**.

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



TAUT's YTD diverse suppliers spend % is 12.4%, **above the full year target** of 8%.

At the end of September, the majority of the total diverse suppliers spend value was with Māori suppliers at (63%).

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

Websites

- The Auckland Art Gallery Toi o Tāmaki website took home a bronze award at the Designers Institute of New Zealand Best Design Awards.
- The **Lindauer** website went live on 30 September, with a refreshed look and feel and updated content. Feedback has been very positive, e.g. *'Stephanie, the whānau researcher identified that Pakewa had been mistakenly identified by Lindauer and Partridge as Te Rangipikinga, when painted about 1910. This is the first time this change in identification has been acknowledged publicly by AAGTOT, so incredibly meaningful for her. Pakewa was her grandmother four times removed. She is absolutely delighted'*.
- The core **Discover** platform upgrade is tracking well for delivery in late November. The upgrade not only ensures that the platform remains in support, but we have also taken the opportunity to make a number of key improvements including improved taxonomy groups for content classification, migration of content into Content Hub (allowing for better content sharing across the site, and for content sharing with other TAU websites), and improved AI discoverability.
- Detailed data mapping and business rules are being defined for the ingestion of **OurAuckland** event data, to enable TAU to capture and publish these events through Discover.
- The team have developed an Agency Brief for the design phase of the **ACVE website**.
- Further website development has been sequenced using a multi dimensional prioritisation model, the result being Stadiums, ACB, then the Zoo.

CRM

- Design work continues to determine the best way to architect a Single View of Customer within the Salesforce ecosystem, both within a ropu and across TAU.

Data

- The Data Governance Policy has now been finalised and is awaiting formal sign off. The Data Classification policy has been drafted and is undergoing review.
- Critical data elements and data quality rules have been agreed for the events domain, the next steps is to define the technical rules.

AI

- The Māori Outcomes Digital Guide **Aki** was launched in October across TAU, and feedback from the roadshows where Helen showed the tool was very positive.

- The Digital Team are finalising a **new AI assessment tool**, which will be used to assess the risk of introducing new tooling, switching on features within applications and the development of further agents such as Aki.
- Great progress continues to be made to improve the discoverability of content and data across TAU websites (**GEO**), with the NZMM web site updated and Stadiums, Lindauer and Screen currently in testing.

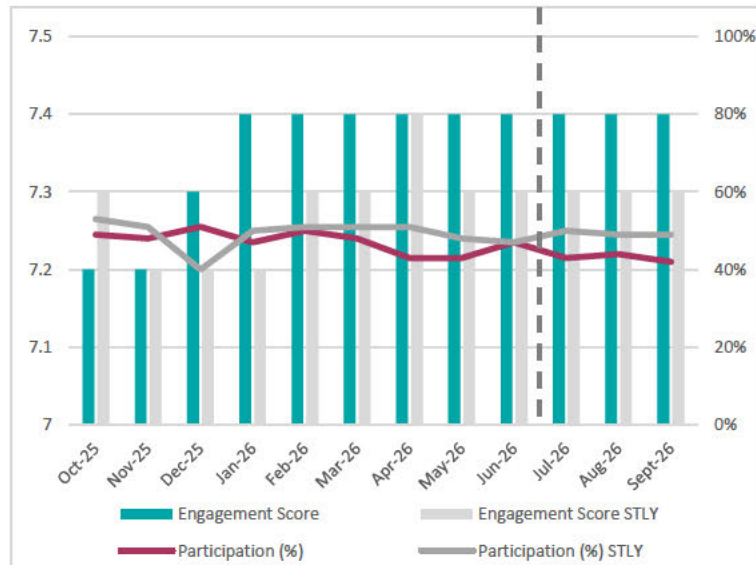
Other applications

- A new **digital signage** solution will be implemented across the venues from November, completing in January.
- Stadiums have agreed on a new **Event Operations** management system at Go Media, the one currently used by Eden Park. This is in design phase.
- The design for the new **Procurement Solution** is now complete, and the project is moving into build phase.

Commercial Revenue & Partnership Strategy

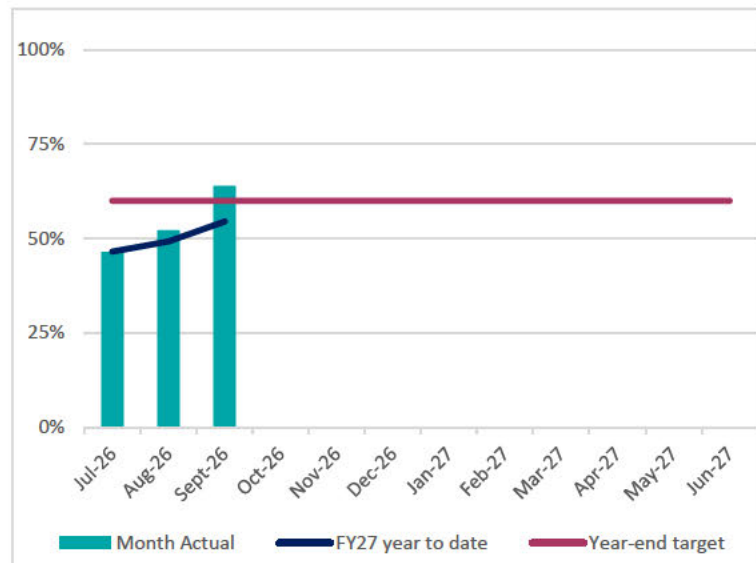
KPI RESULTS

OfficeVibe engagement score and participation



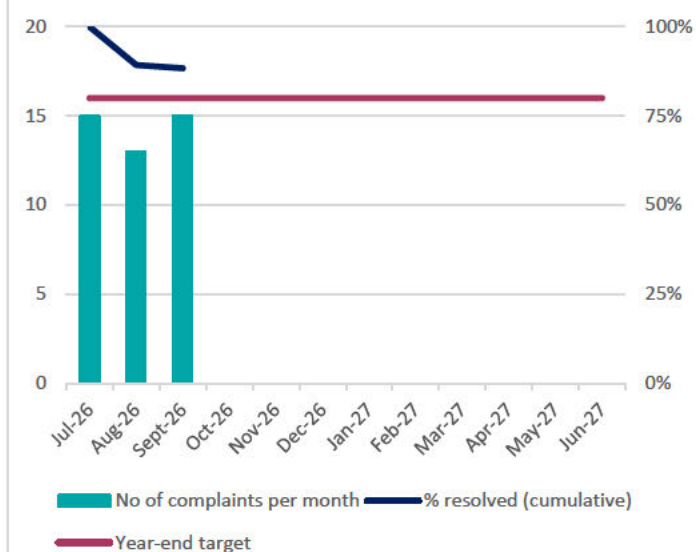
In September, participation decreased to 42% while engagement score stayed level at 7.4.

% expenses through non-rates revenue



At 55%, the percentage of expenses funded through non-rates revenue was **below target** (60%) at the end of September.

% of customer complaints resolved within 10 working days



At the end of September, 88% of complaints YTD have been resolved within 10 working days. **Above target.**

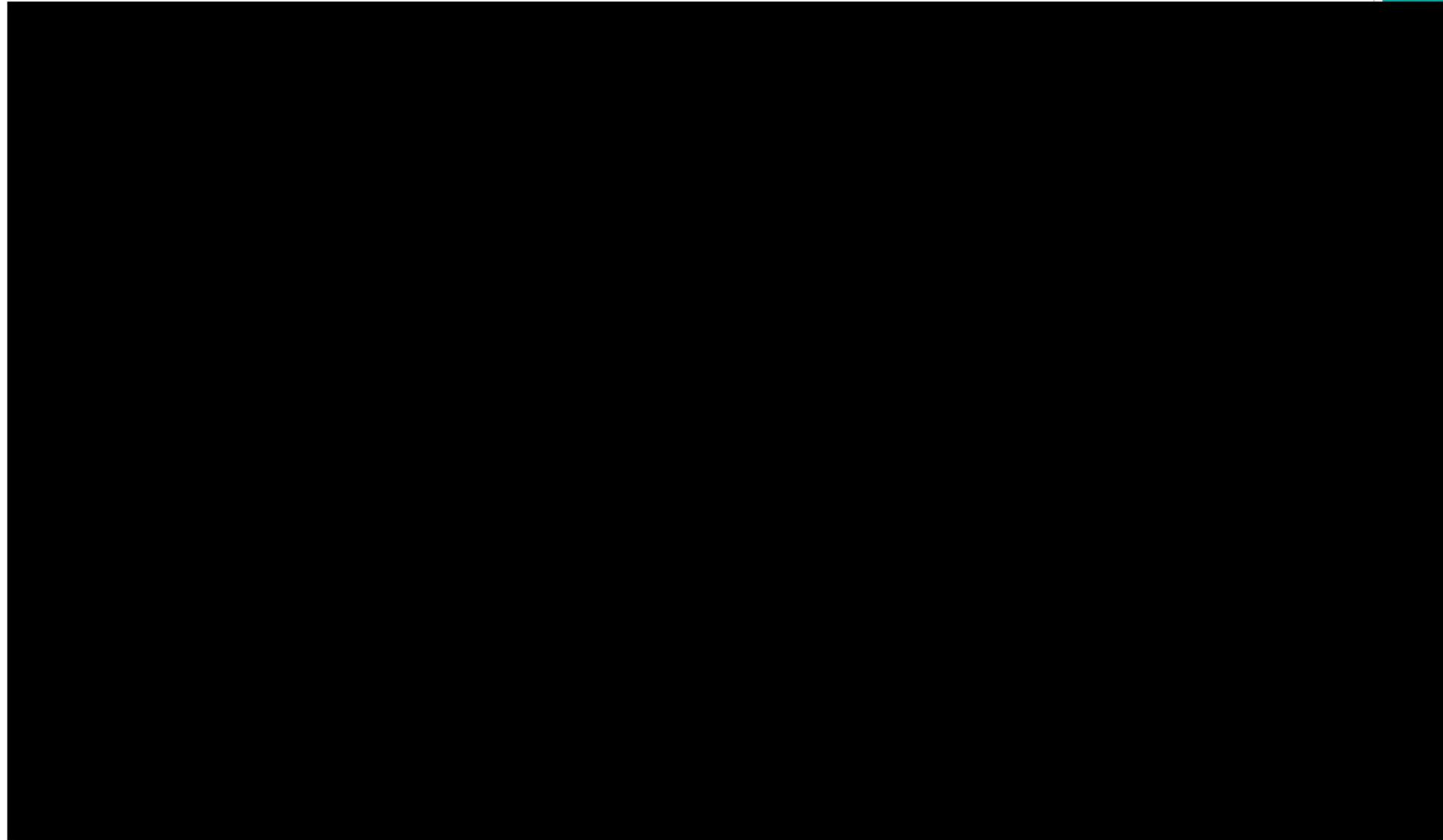
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Schedule of Appendices

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

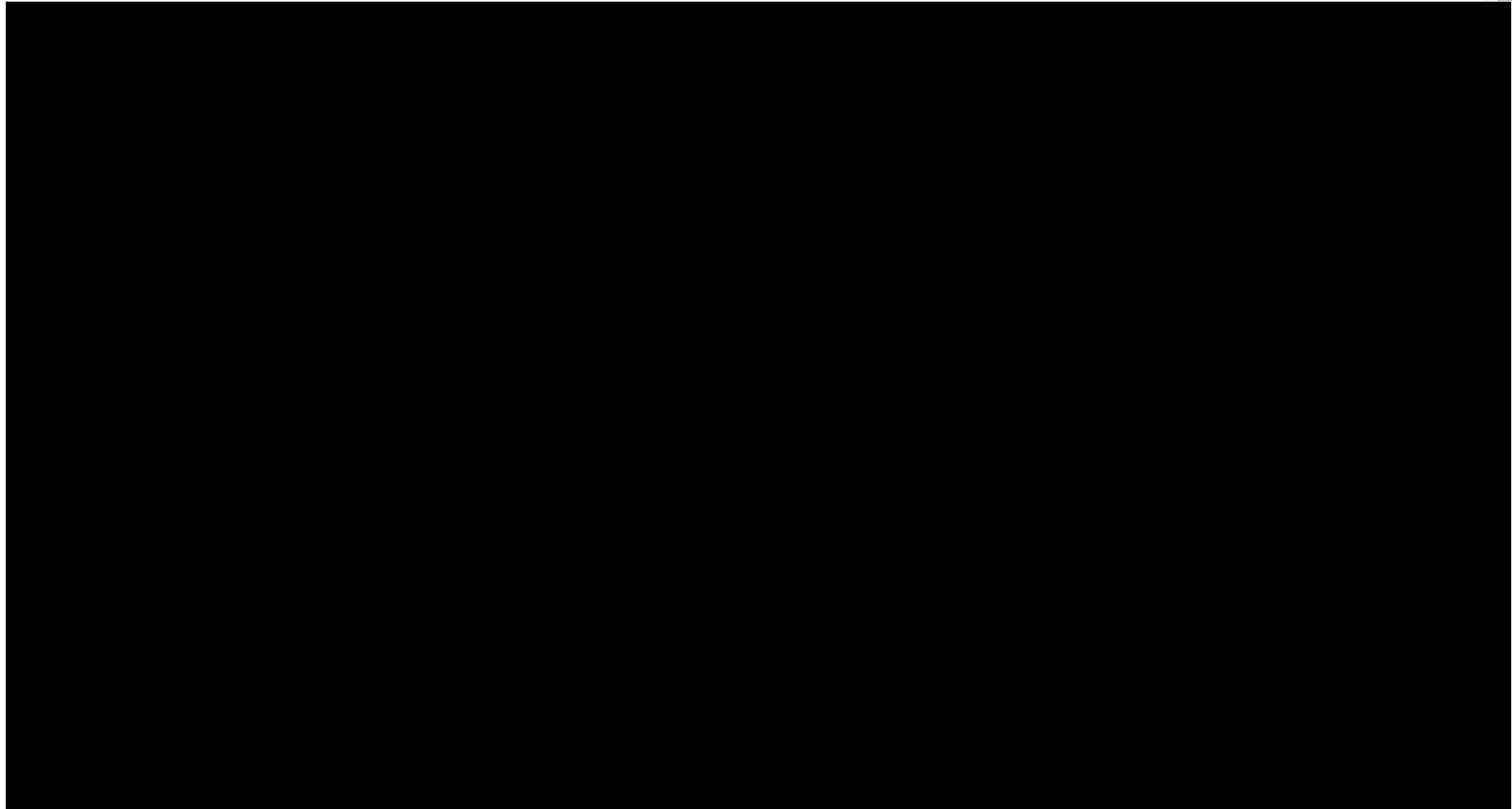
CE sub-reports in Resource Centre

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

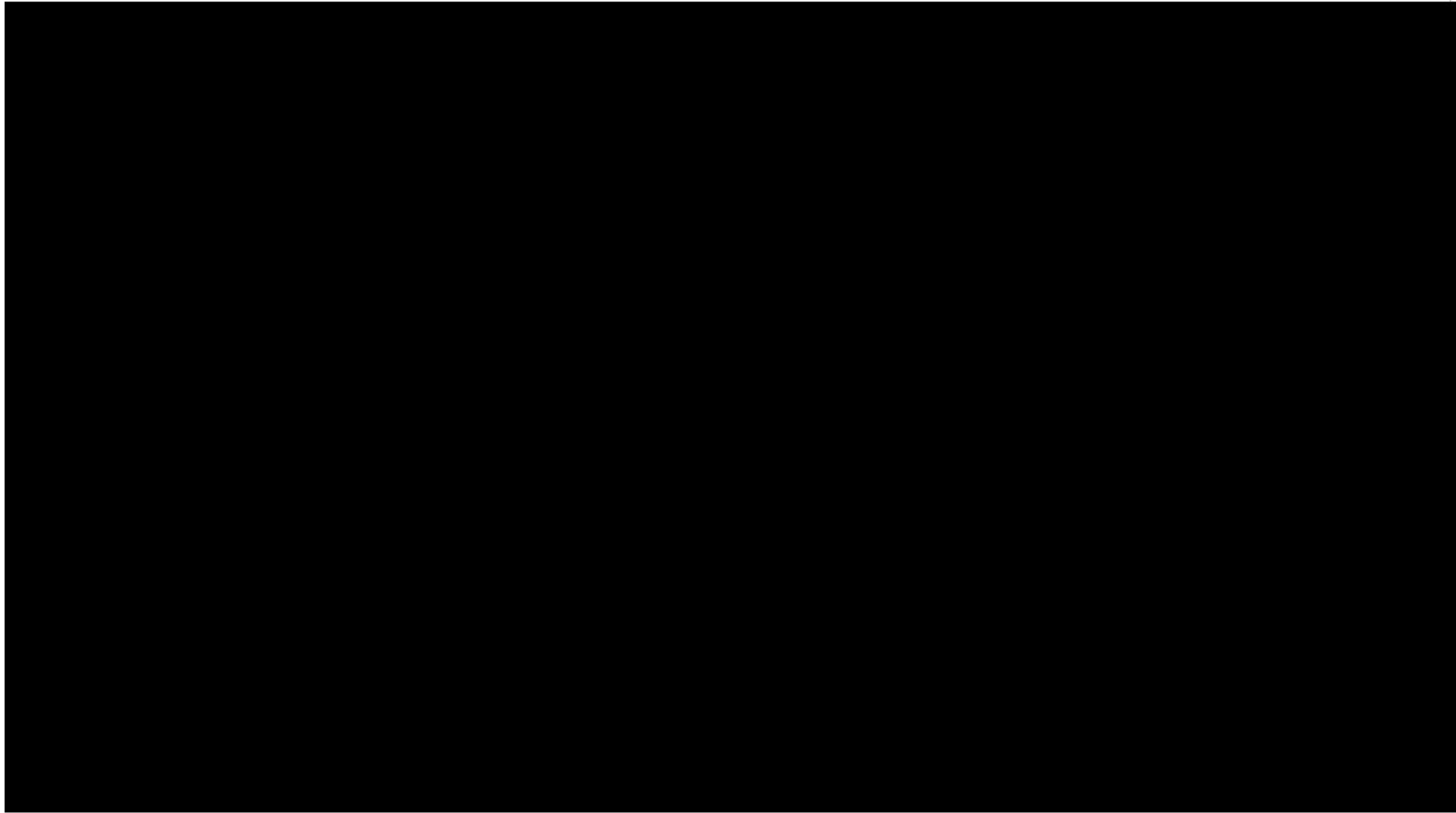


S6(a),S7(2)(f)(i),(h) LGOIMA 1987

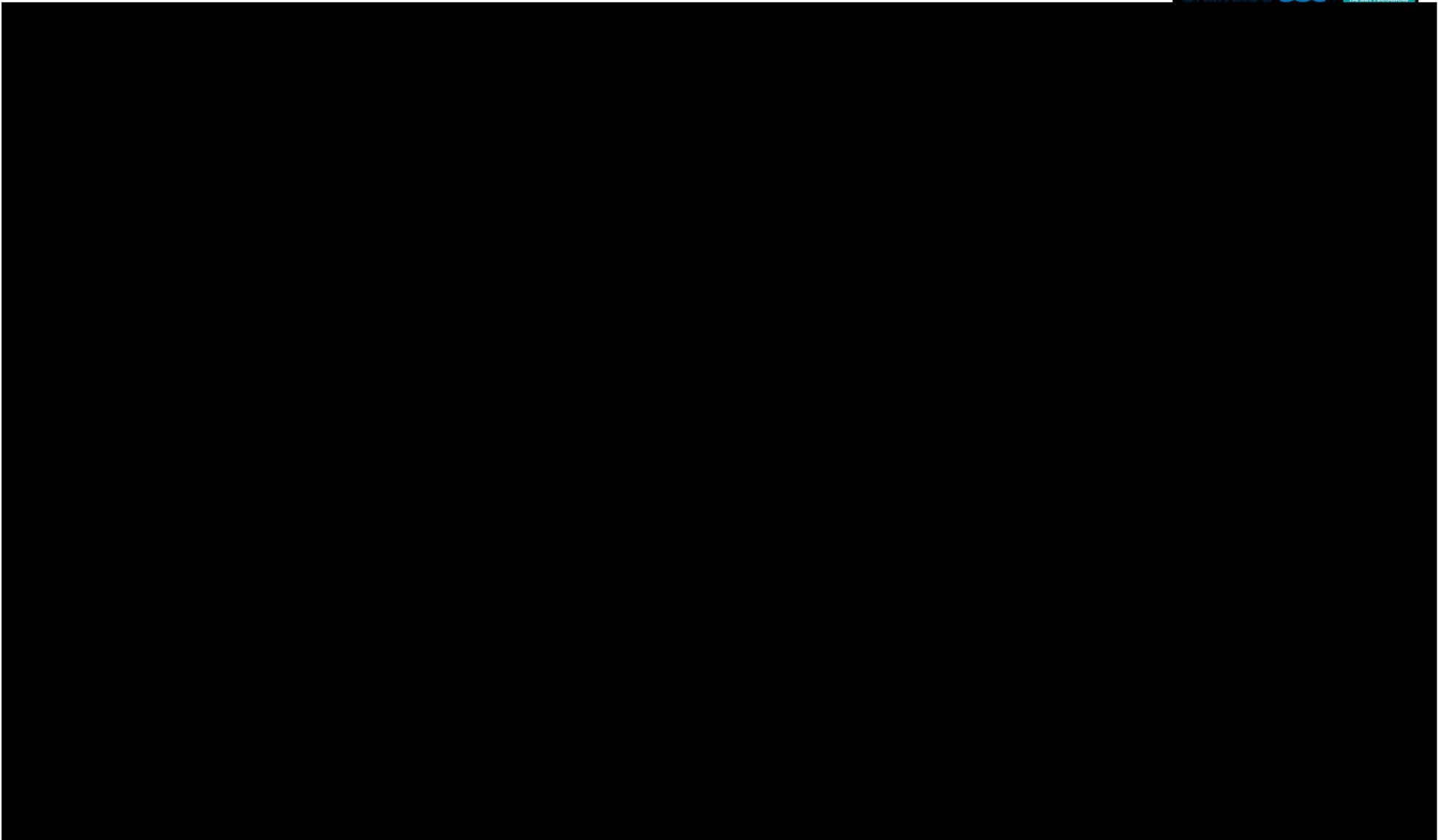
S6(a),S7(2)(f)(i),(h) LGOIMA 1987



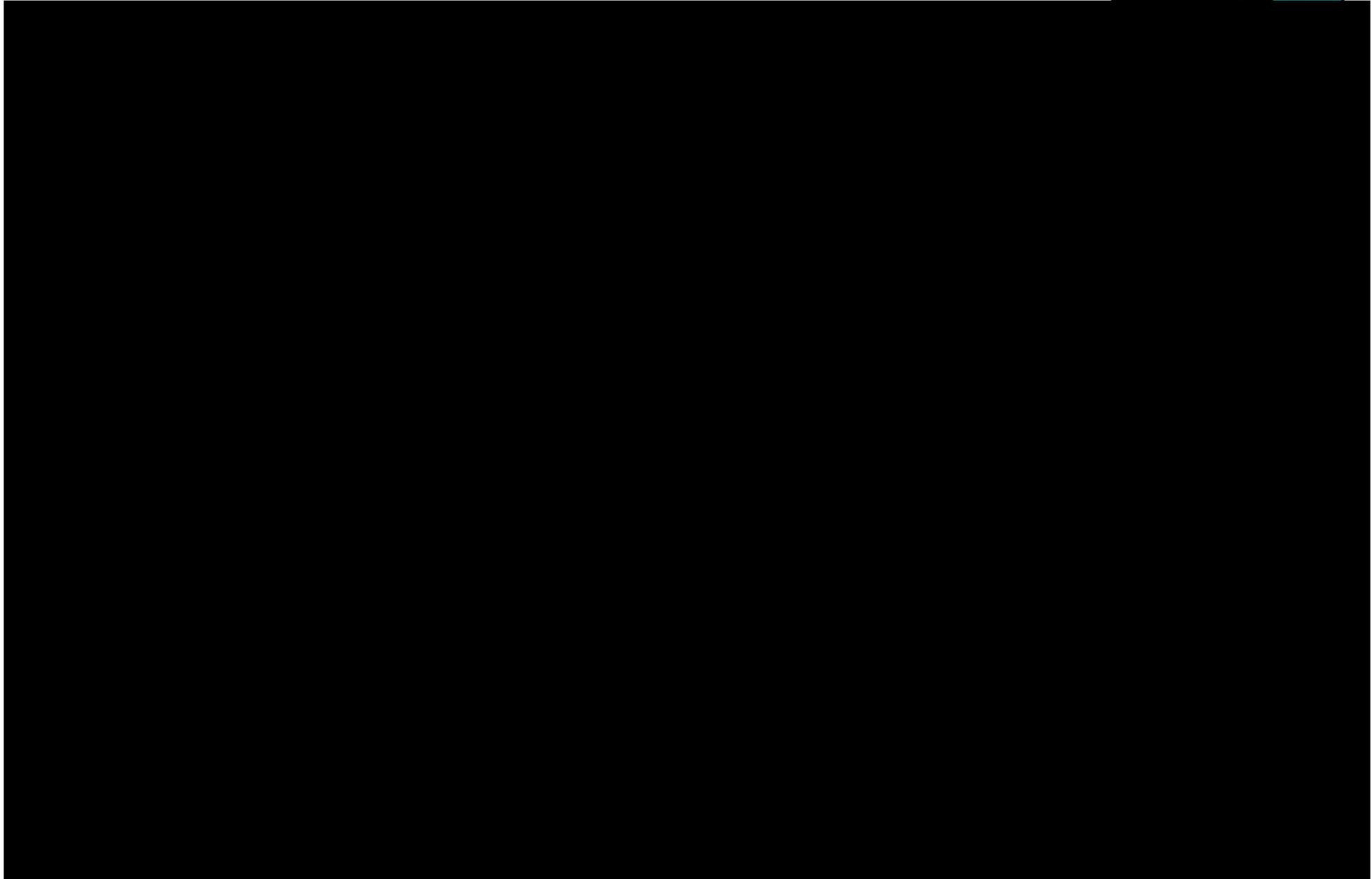
S6(a),S7(2)(f)(i),(h) LGOIMA 1987

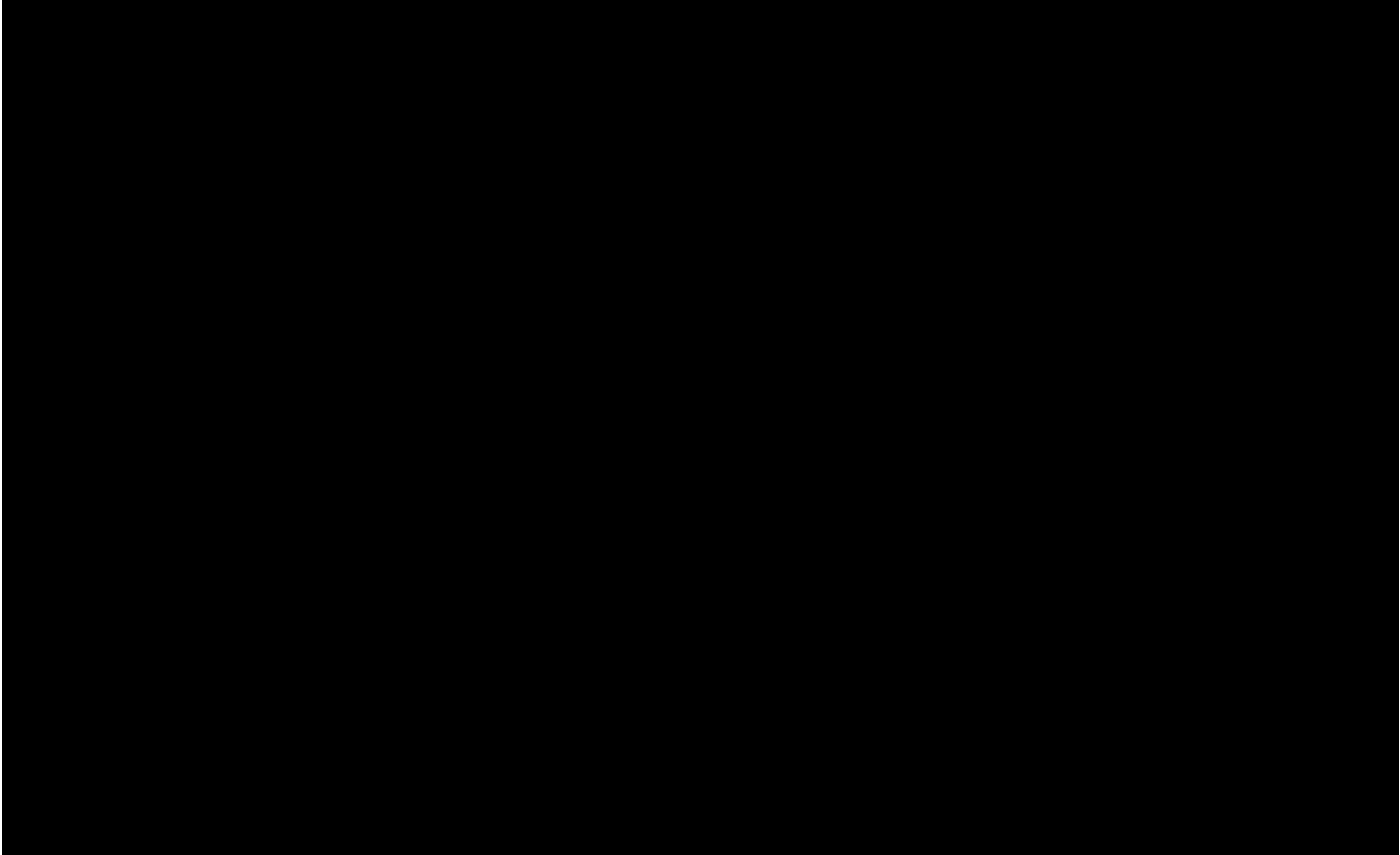


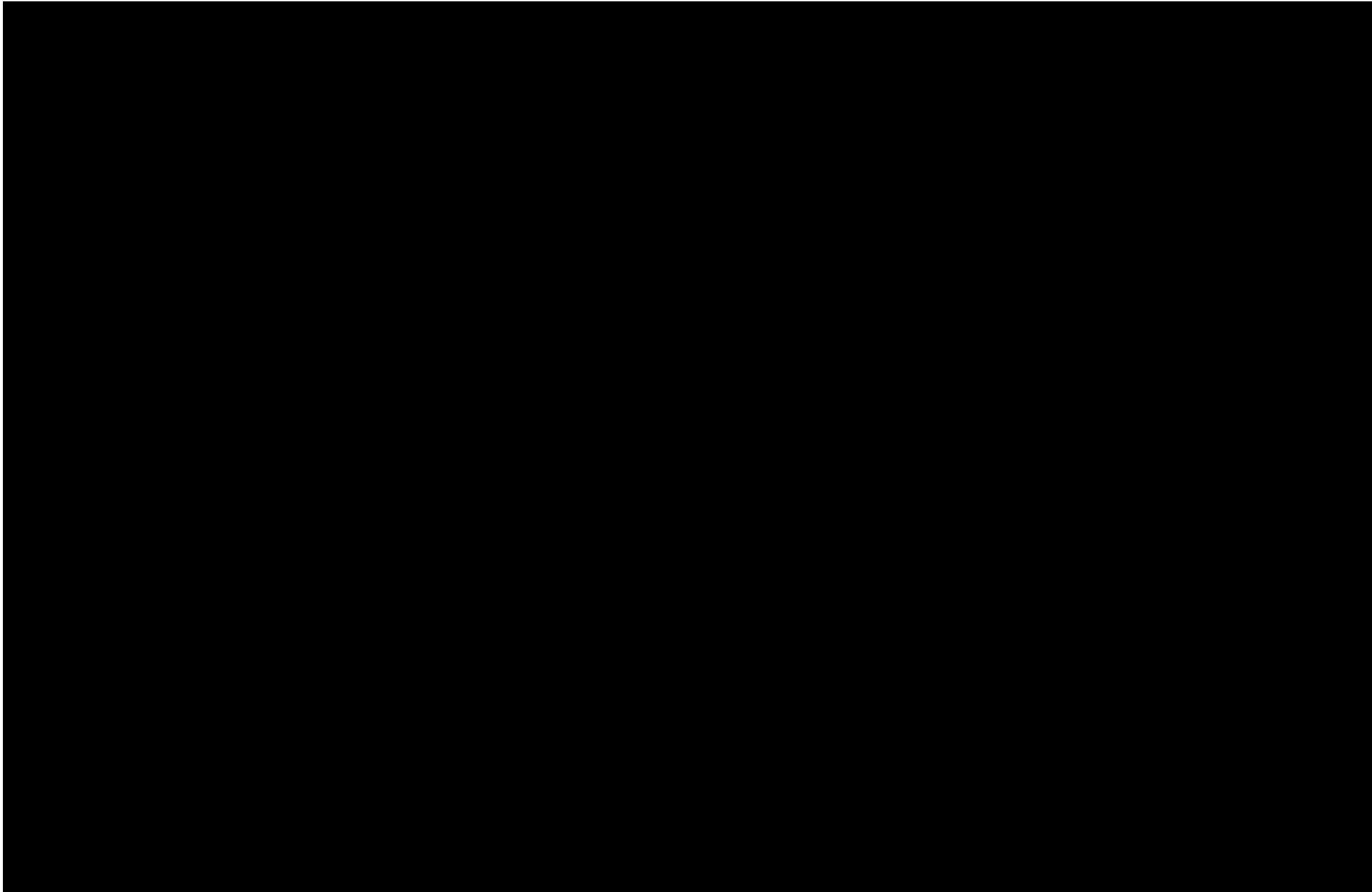
S6(a),S7(2)(f)(i),(h) LGOIMA 1987

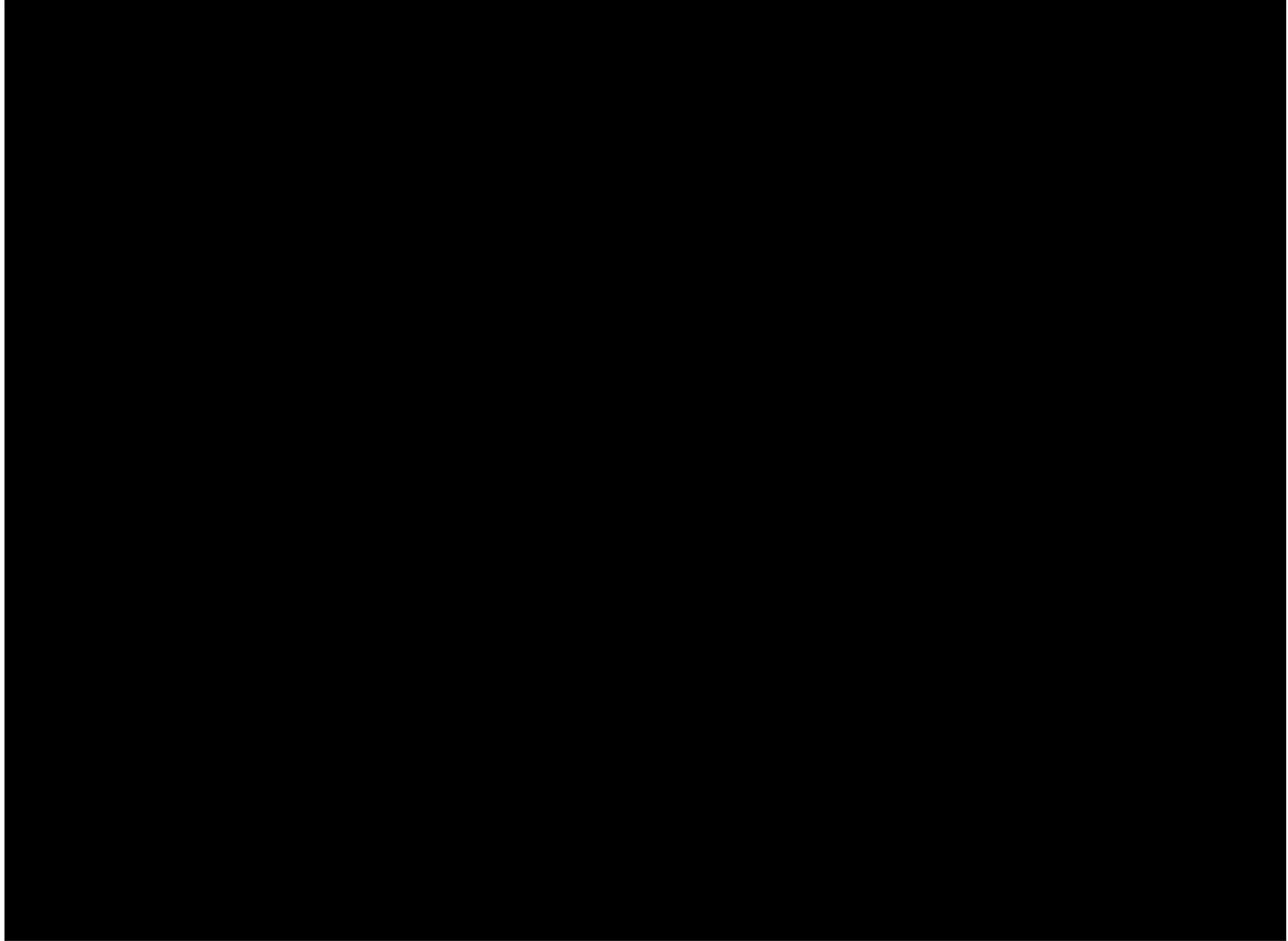


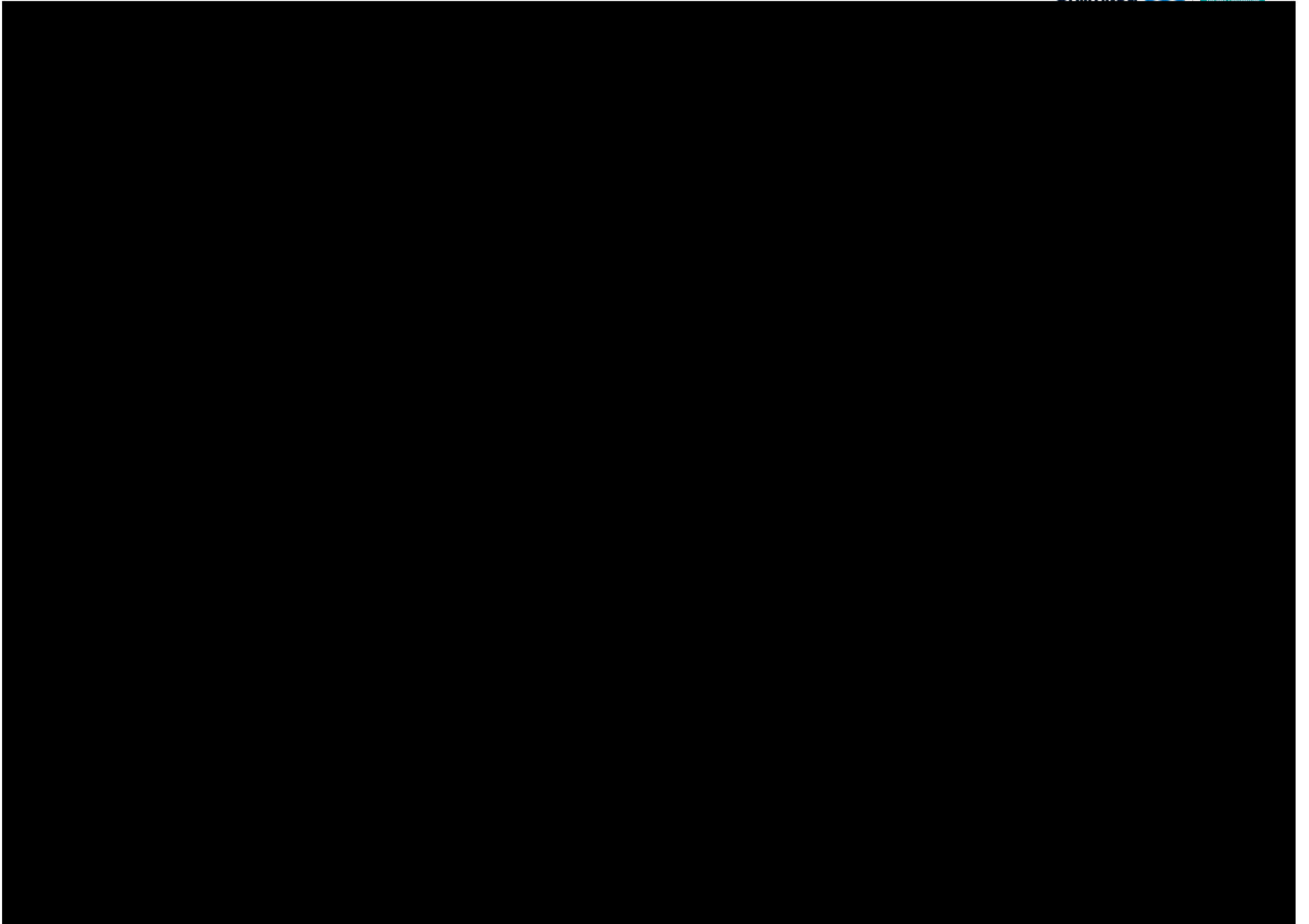
S7(2)(f)(i),(h) LGOIMA 1987

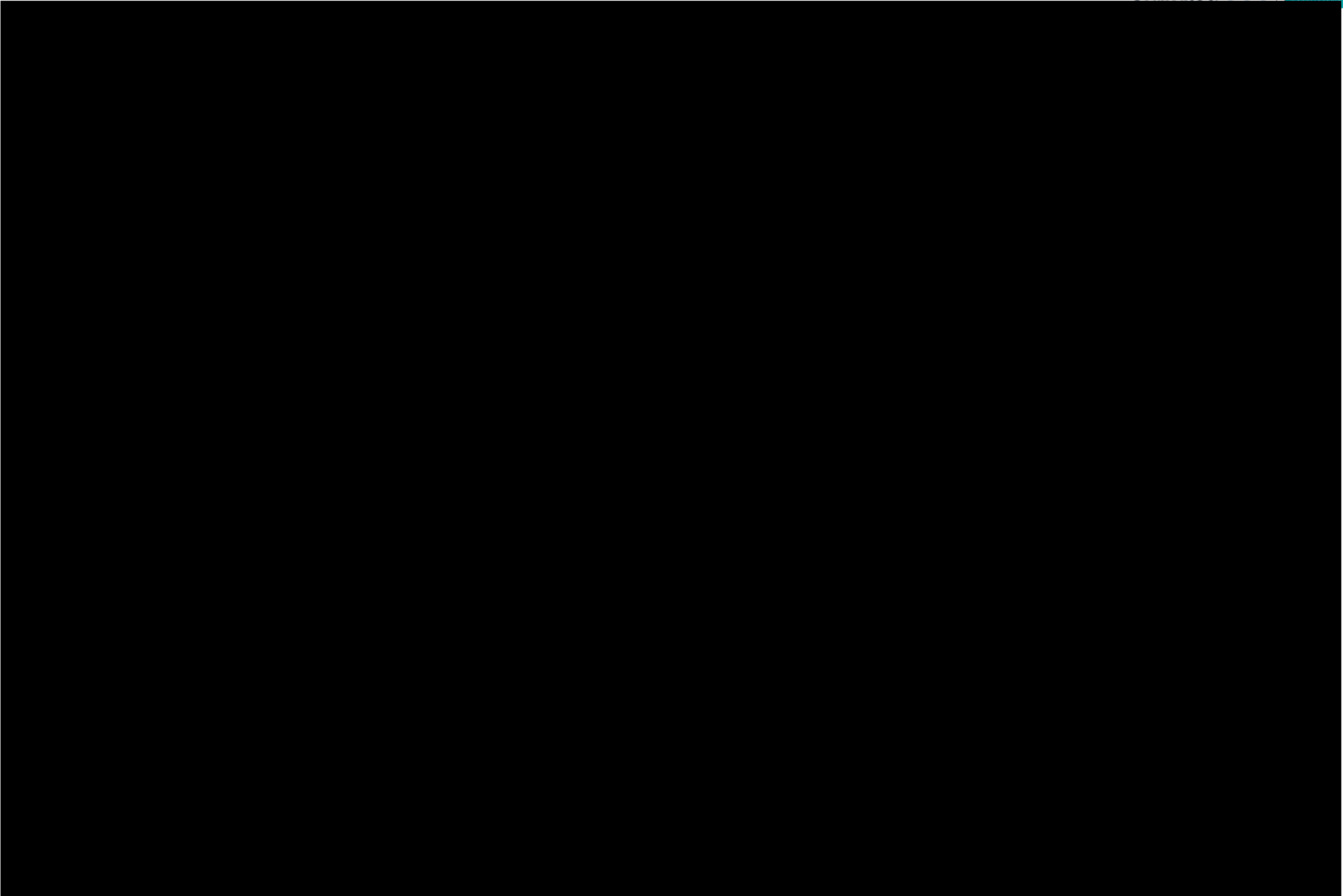












S7(2)(f)(i),(h) and S17(d) LGOIMA 1987

Operating Performance – FY2027

Operating performance 2026/27

\$ million	Notes	FY 27			Full year Annual Plan
		Actual	Budget	Variance	
Net direct expenditure	A	26.4	26.9	0.5	98.1
Direct revenue	B	23.4	22.7	0.7	116.1
Fees and user charges		16.0	15.7	0.3	65.9
Operating grants and subsidies		3.3	3.6	(0.3)	22.6
Other direct revenue		4.1	3.4	0.7	27.6
Direct expenditure	C	49.8	49.6	(0.2)	214.2
Employee benefits		25.1	24.1	(1.0)	25.8
Grants, contributions and sponsorship		3.4	3.5	0.1	97.8
Other direct expenditure		21.3	22.0	0.7	90.6
Other key operating lines					
Vested assets		0.2	0.0	0.2	
Depreciation and amortisation		16.6	17.4	0.7	69.5
Other gains and losses		1.1	0.0	(1.1)	
Capital Grants to TAU+ Partners		0.2	0.0	(0.2)	

Capital investment trend

Capital expenditure	D	13.4	15.0	1.6	87.4
Capital revenue		0.2	0.0	0.2	



Key commentary

A. **Net Direct Expenditure** is on target for the month of September.

B: **Direct revenue** is on target for September YTD, strong performance of Cirque Alice for Performing Arts and unbudgeted NRL related revenue at Stadiums has been partially offset by the cancellation and delay of minor Art Gallery exhibitions and the deferral of some public realm activation.

C: **Direct expenditure** is on target for September YTD, which reflects additional costs for Cirque Alice and NRL, offset by savings related to the cancellation and delay of minor Art Gallery exhibitions costs and the associated impacts of deferrals of the public realm activation.

D: **Capital expenditure** was below budget in the quarter, reflecting slower-than-expected project progression and delivery. This variance is largely attributable to several projects remaining in the initiation phase, delaying the timing of planned investment spend.