

Board Meeting Agenda



8.00 a.m. Wednesday 29 July 2026

Tapatahi Boardroom, Level 4 Aotea Centre, Auckland

Item	Subject	Action	Trust/Co.	Start Time	Duration
CONFIDENTIAL MEETING OPEN					
PROCEDURAL					
1	Agenda and Apologies	To Note	T & C	8.00 a.m.	30 mins
2	Board Only Time, Vicki Salmon	To Discuss	T & C		
3	Confidential Minutes 22 June 2026 ¹ and 1 July 2026 and Action Tracker, Vicki Salmon	To Approve	T & C		
CE CONFIDENTIAL UPDATE					
4	CE Confidential Update ¹ , Nick Hill - LTP Update - MOTAT Update - WSS Judicial Review Update	To Note and Discuss	T & C	8.30 a.m.	45 mins
FINANCIAL YEAR END REPORTING, STATEMENT OF INTENT, AND RISK REPORTING					
5	Financial Year Ending 30 June 2026 – Reporting Pack ² , Justine White	To Approve	T & C	9.15 a.m.	45 mins
6	Statement of Intent FY27 ² , Nick Hill and Justine White	To Approve	T & C		
7	Q4 Risk Report and Q4 Enterprise Risk Report to Council ³ , Justine White	To Approve	T & C		
BREAK				10.00 a.m.	15 mins
WORKSHOP					
8	TAU Venues Analysis and Waterfront Update ³ , Justine White	To Discuss		10.15 a.m.	1 hour
CONFIDENTIAL MEETING CLOSED AND PUBLIC MEETING OPEN					
PROCEDURAL					
9	Register of Directors' Interests and Rolling 12-Month Board Work Programme, Vicki Salmon	To Note	T & C	11.15 a.m.	5 mins
10	Public Minutes 1 July 2026, Vicki Salmon	To Approve	T & C		

¹ S7(2)(f)(i),(h),(i),(j) LGOIMA 1987

² S7(2)(f)(i),(h) LGOIMA 1987 and financial information withheld pursuant to NZX listing rules

³ S7(2)(f)(i),(h) LGOIMA 1987

Board Meeting Agenda

Item	Subject	Action	Trust/Co.	Start Time	Duration
CE REPORT AND PERFORMANCE REPORTS					
11	CE Report, Nick Hill 1. Financial Performance Report 2. Current Operational Risks ⁴ (RC)	To Note	T & C	11.20 a.m.	40 mins
PUBLIC MEETING CLOSED AND CONFIDENTIAL MEETING OPEN					
LUNCH				12.00 p.m.	30 mins
COMMITTEE UPDATES AND CIRCULAR RESOLUTIONS					
12	Board Committee Verbal Updates and Circular Resolutions, Vicki Salmon 1. Risk and Finance Committee 22 July 2026, Carol Cheng	To Note	T & C	12.30 p.m.	5 mins
APPROVAL PAPERS					
13	Single Operator Model (Stadiums) ⁵ , Nick Hill	To Approve	T & C	12.35 p.m.	1 hour 25 mins
14	Major Events ⁶ , Annie Dundas 1. Business Case 1 2. Business Case 2	To Approve	C		
15	Auckland Art Gallery Chartwell Trust Deed Renewal ⁶ , Zara Stanhope	To Approve	T		
16	Auckland Zoo Catering Contract ⁶ , Kevin Buley	To Approve	T		
17	Capital Programme – Town Hall Exterior Remediation Stage 4 ⁶ , Justine White	To Approve	T		
18	TAU Board Committee and Advisory Group Membership ⁴ , Justine White	To Approve	T		
NOTING PAPERS					
19	Health and Safety Report ⁷ , Lynn Strudwick and Peter Hayes	To Note	T & C	2.00 p.m.	30 mins
20	Art Gallery Exhibition Update ⁴ , Zara Stanhope	To Note	T		
	Close of Meeting			2.30 p.m.	

⁴ S7(2)(f)(i),(h) LGOIMA 1987

⁵ S7(2)(f)(i),(h),(i),(j) LGOIMA 1987

⁶ S7(2)(f)(i),(h),(i) LGOIMA 1987

⁷ 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	- Salmon and Partners Ltd (Director and Shareholder) - Greenhills Forest GP Limited (Shareholder)		Prior to Vicki Salmon's appointment as Chair of Tātaki Auckland Unlimited, Vicki was a member of the Eden Park Trust Board (EPTB). Vicki resigned as a member of the EPTB on 27 March 2023 and no longer has any interest in EPTB or the Eden Park organisation.
Jennah Wootten	Deputy Chair	- Perpetual Guardian Holdings Limited (Director) - Perpetual Trust Limited (Director) - Generate Global (Director and Shareholder) - National Facilities Advisory Group (Member) - JMW Trust (Trustee)	Active – Auckland Sports & Recreation (CEO)	
Alastair Carruthers	Non-Executive Director	- Homeland NZ Enterprises Ltd (Director and Shareholder) - Carruthers Consulting Ltd (Director and Shareholder) - Cornwall Park Trust Board 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)		- The ARAFB provides operating funding to some entities who occupy and perform in Tātaki Auckland Unlimited facilities. - Michael Hill International Violin Competition (Jury Chair) – the competition uses the Town Hall and Concert Chamber 3 to 6 June 2029. - Spouse Peter Gordon and Homeland may do consulting work for Dan Clarke and Auckland Live from time to time.
Carol Cheng	Non-Executive Director	- 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	• New Zealand Hotel Holdings (Director) (this interest includes directorships of several further entities connected with New Zealand Hotel Holdings) • Kamari Consulting Limited (Director and Shareholder) • Marama Hua Trustee Limited (Director) • Rakaunui Property Limited (Director) • Rakaunui Property Holdings Limited (Director) • SkyCity Entertainment Group (Shareholder)		
Dan Te Whenua Walker	Non-Executive Director	• New Zealand Māori Tourism Society (Deputy Chair) • Korowai Hikuroa Consulting Limited (Director and Shareholder) • Ngāti Ruanui Holdings Limited (Director) • Whangaparāoa College (Trustee) • Māori Creative Foundation (Trustee) • Hikuroa Whanaungatanga Charitable Trust (Chair) • University of Auckland Māori Alumni (Trustee and Chair of Executive Committee) • Sarcoma Foundation NZ (Board member) • Child Cancer Foundation (Chair)		

12-Month Work Programme

Month	Shareholder Accountability	Operations	Strategy & Business Focus	Board and Committee Meeting Dates
Jan-26	- Financial reporting for the ½ Year ended 31 December 2025 - Q2 Risk Report	- CEO Report - H&S Report	Cultural Sector Investment Model	- Board Meeting – 28 Jan (½Y Accounts) - Remuneration Committee – 29 Jan
Feb-26	Q2 Performance Report	- CEO Report - H&S Report	- Artificial Intelligence BC - Western Springs Stadium EOI	- Māori Engagement Committee – 12 Feb - Capital Projects Committee – 18 Feb - Board Meeting – 25 Feb
Mar-26	Draft 2027 -2029 Statement of Intent	- CEO Report - H&S Report - Auditor engagement and fees	- Board Strategy Session – 16 March 2026 - Board Risk Appetite Workshop – 16 March 2026 - Artificial Intelligence BC	- Risk and Finance Committee – 18 Mar - Board Meeting – 25 March
Apr-26	- Q3 Risk Report to Council - Q3 Performance Report - Draft TAU SOI 2027-29 presented to Budget and Performance Committee 21 April - TAU Q2 Performance Report to Council Apps. & Performance Review Committee 23 April 2026	- CEO Report - H&S Report - CCTR FY27 Investment Proposal	- Arts and Culture Report - Auckland Events Overview - Long Term Plan Update - Māori Outcomes Governance Model	- Capital Projects Committee – 22 April - Board Meeting – 29 April
May-26	TAU Q3 Performance Report to Council Apps. & Performance Review Committee 28 May 2026	- CEO Report - H&S Report	- TAU Board and Tourism NZ Meeting - City Centre and Waterfront Events Vision Workshop - Destination Strategy Workshop - Aotea Arts Quarter Workshop	- Risk and Finance Committee – 13 May - Board Meeting – 27 May
Jun-26	- Public Board meeting - shareholder feedback on SOI - Annual Plan and Capital Plan FY26 - Three Year Plan	- CEO Report - H&S Report - Annual insurance renewal	- MOTAT - Mt Smart (Rarotonga) Domain Masterplan - Auckland Arts Festival	- Capital Projects Committee – 17 June - Board Meeting – 1 July (Public Board Meeting)

12-Month Work Programme

Month	Shareholder Accountability	Operations	Strategy and Business Focus	Board and Committee Meeting Dates
Jul-26	- Final SOI FY2027-2029 approval - Financial reporting for the year ended 30 June 2026 - Q4 Risk Report to Council	- CEO Report - H&S Report - Māori Outcomes Report	- Destination section of Council Economic Development strategy workshop - Single Operator Model (Stadiums) - TAU Venues Analysis - Council Direction Setting for the LTP document made available	- Risk and Finance Committee – 22 July - Remuneration Committee – 30 July - Board Meeting – 29 July
Aug-26	- Q4 Performance Report - TAUL and TAUT Annual Report - Financial reporting for the year ended 30 June 2026 - Climate Related Disclosures	- CEO Report - H&S Report 2026 Board and Committee Meetings		- Capital Projects Committee – 12 July - Risk and Finance Committee – 20 Aug (FY26 Statements) - Board Meeting – 26 Aug
Sep-26		- CEO Report - H&S Report - Māori Outcomes Report	Proposed management response to LTP direction setting (if applicable)	
Oct-26	- Public Board meeting - performance against SOI targets for Year Ended 30 June 2026 - Q1 Performance Report - Q1 Risk Report to Council - TAU Q4 Report to Council Apps. & Performance Review Committee 8 Oct 2026	- CEO Report - H&S Report		- Capital Projects Committee – 14 Oct - Board Meeting – 28 Oct (Public Board Meeting)
Nov-26	TAU Q1 Report to Council Apps. & Performance Review Committee 19 Nov 2026	- CEO Report - H&S Report - Māori Outcomes Report	Draft Mayoral proposal for LTP	- Risk and Finance Committee – 11 Nov - Board Meeting – 25 Nov
Dec-26		- CEO Report - H&S Report		Capital Projects Committee – 9 Dec

12-Month Work Programme

Month	Shareholder Accountability	Operations	Strategy & Business Focus	Board and Committee Meeting Dates
Jan-27	- Financial reporting for the ½ Year ended 31 December 2026 - Q2 Risk Report	- CEO Report - H&S Report - Māori Outcomes Report		- Board Meeting – (TBC) (½Y Accounts) - Remuneration Committee – (TBC)
Feb-27	Q2 Performance Report	- CEO Report - H&S Report	LTP public consultation	- Capital Projects Committee – (TBC) - Board Meeting – (TBC)
Mar-27	Draft 2028 -2030 Statement of Intent	- CEO Report - H&S Report - Māori Outcomes Report - Auditor engagement and fees		- Risk and Finance Committee – (TBC) - Board Meeting – (TBC)
Apr-27	- 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)	- CEO Report - H&S Report - CCTR FY27 Investment Proposal		- Capital Projects Committee – (TBC) - Board Meeting – (TBC)
May-27	TAU Q3 Performance Report to Council Apps. & Performance Review Committee (date TBC)	- CEO Report - H&S Report - Māori Outcomes Report	Final LTP decision-making and final Mayoral Proposal	- Risk and Finance Committee – (TBC) - Board Meeting – (TBC)
Jun-27	- Public Board meeting - shareholder feedback on SOI - Annual Plan and Capital Plan FY27 - Three Year Plan	- CEO Report - H&S Report - Annual insurance renewal		- Capital Projects Committee – (TBC) - Board Meeting – (TBC) (Public Board Meeting)

BOARD MEETING

HELD ON: Wednesday 1 July 2026 at 8.00 a.m.

AT: Tapatahi Room, Level 4, Aotea Centre, 50 Mayoral Drive

PRESENT:

Vicki Salmon	Chair
Jennah Wootten	Deputy Chair
Alastair Carruthers	
Carol Cheng	
Graeme Stephens (Teams)	
Dan Walker	
Desley Simpson	Deputy Mayor and Lead Councillor (Teams)
Sarah Johnstone-Smith	Principal Advisor, CCO/External Partnerships

APOLOGIES: None

ATTENDED:

Executive Team	Nick Hill Chief Executive, Kevin Buley Director Auckland Zoo, Daniel Clarke Director Auckland Live, Annie Dundas Director Destination, Vincent Lipanovich Director NZMM & Partnerships, James Parkinson Director Auckland Stadiums, Lynn Strudwick Chief People Officer, Shelley Watson Director Marketing, Communications & Growth, Justine White COO, Tom Irvine Director Strategic Projects, Mandy Kennedy Chief Digital Officer, Helen Te Hira, Director Māori Outcomes
Georgina Cervin	Executive Officer
Tim Kingsley-Smith	Company Secretary and Legal Counsel
Paul Tyler	GM Property
Michael Moynahan	Auckland Art Fair Review Leader
Syeda Kazmi	Equal Justice Project
Maanvi Mishra	Equal Justice Project
Sarah Anderson	Head of Climate and Sustainability
Marlies Wilson	Senior Sustainability Assets Advisor
Ed Siddle	Programme Lead Strategic Programme
Peter Hayes	Head of Health and Safety

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

1. AGENDA AND APOLOGIES

The Chair opened the confidential meeting and a karakia was recited. There were no apologies.

The Chair said the Deputy Chair will chair today's meeting.

Insurance Renewal

Management referred to Item 5 (Annual Insurance Renewal) of the recent 22 June 2026 board meeting and said that the resolution passed needs to be revisited. The resolution sought and passed at that meeting estimated TAU's upcoming insurance fees at [REDACTED]. However, the fees have now been confirmed, and they are above the fees estimated in the paper.

The Board **approved** the FY26/27 insurance costs of up to [REDACTED] for Tātaki Auckland Unlimited.

Nick Hill, Justine White, Georgina Cervin, and Tim Kingsley-Smith left the meeting.

2. BOARD ONLY TIME

The Board held a 'board only' session. There were no matters to be minuted.

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

3. 22 MAY 2026 CONFIDENTIAL MINUTES, 27 MAY 2026 CONFIDENTIAL MINUTES, AND ACTION TRACKER

The Board requested two amendments to the draft 27 May 2026 minutes:

1. Item 7, 5th bullet point – the statement by the Deputy Mayor regarding preparation in the Aotea Arts Quarter should be an action point.
2. Item 8, 1st paragraph – Alastair Carruthers' and Jennah Wootten's recent appointments at Netball New Zealand should be acknowledged during the Register of Interests item.

[REDACTED]

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

Subject to the requested amendments being made, the Board:

1. **Approved** the 22 May 2026 confidential minutes as an accurate record of the meeting;
2. **Approved** the 27 May 2026 confidential minutes as an accurate record of the meeting; and
3. **Noted** the Action Tracker

4. CE CONFIDENTIAL UPDATE

Nick Hill spoke to the paper.

- Management updated the Board on preparations for Matariki. TAU is bringing together a number of organisations, activities, and activations and delivering a few signature events of its own. While being the 'umbrella' organisation delivering Matariki events on behalf of Auckland Council for the first time has been challenging, good progress has been made and delivering Matariki will become more efficient as time goes on.

- [REDACTED]

- [REDACTED]

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

- Management updated the Board on the judicial review relating to Western Springs Stadium. The Board requested that Management upload the relevant legal documents to the Diligent Resource Centre for the Board's reference. (**ACTION POINT**)
- Management summarised the recent industry update event hosted by the Destination team. The event was well attended and well received, with several speakers highlighting the benefit of TAU's Destination Partnership Programme (DPP). The DPP has raised \$1.8m for Auckland's destination related activities from its 171 members this year, with the DPP's broad membership base from across the destination sector continuing to underpin the strength of the programme.

- [REDACTED]

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

[REDACTED]

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

- The Board requested an update on Auckland Art Gallery's current *Forever Tomorrow* exhibition be provided at the next board meeting. (**ACTION POINT**)

The Board **noted** the update.

5. ANNUAL PLAN FY27 AND CAPITAL PLAN FY27

Justine White spoke to the paper.

- Management presented the Annual Plan FY27 and Capital Plan FY27. All known results have been taken into account, including the sale of the council's Auckland Film Studios and TAU's end of operating lease at Kumeu Film Studios, and the lack of the TAU Major Events Reserve Fund next year (the fund having been fully utilised this year).
- The Board queried the significant jump in "other revenue" within the Annual Plan. Management noted that the increase in other revenue reflects additional CCTR funding and insurance proceeds related to the 2023 flood events. Management agreed to provide an explanation for the increase in other revenue within the report.

- [REDACTED]

The Board **approved** the FY27 Annual Plan.

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

- The Chair of the Capital Projects Committee (CPC) noted that the committee recently reviewed the Capital Plan FY27 and felt that the plan was well-constructed. [REDACTED]

[REDACTED]

The Board

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

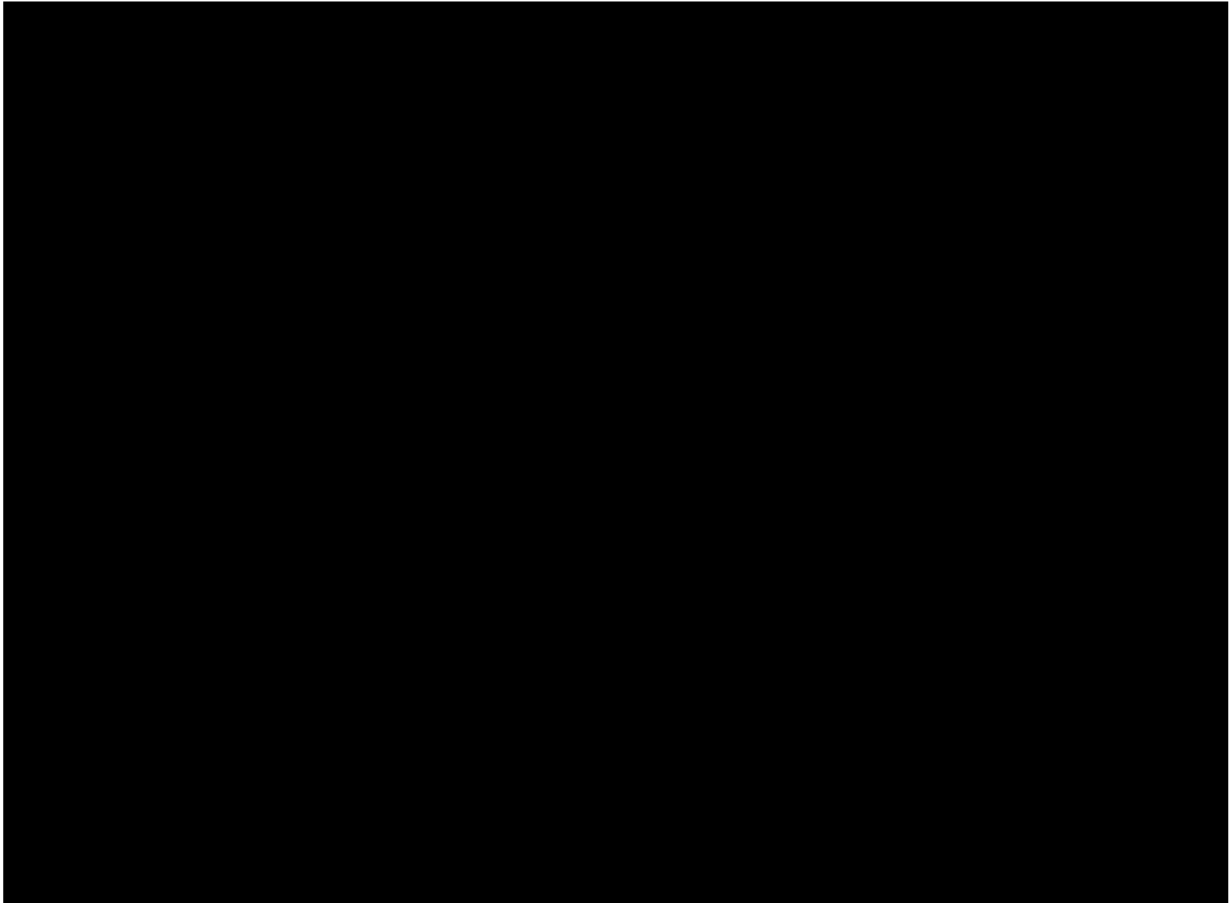
1. **Approved** the FY27 Annual Capital Plan;
2. **Noted** that all investments will be subject to TAU's delegated financial approval process
3. **Noted** that management will provide bi-monthly progress reporting of the FY27 Capital Programme to the TAU Capital Projects Committee and the Board.

17. COLIN MAIDEN PARK

Nick Hill spoke to the paper.

[REDACTED]

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



Michael Moynahan joined the meeting.

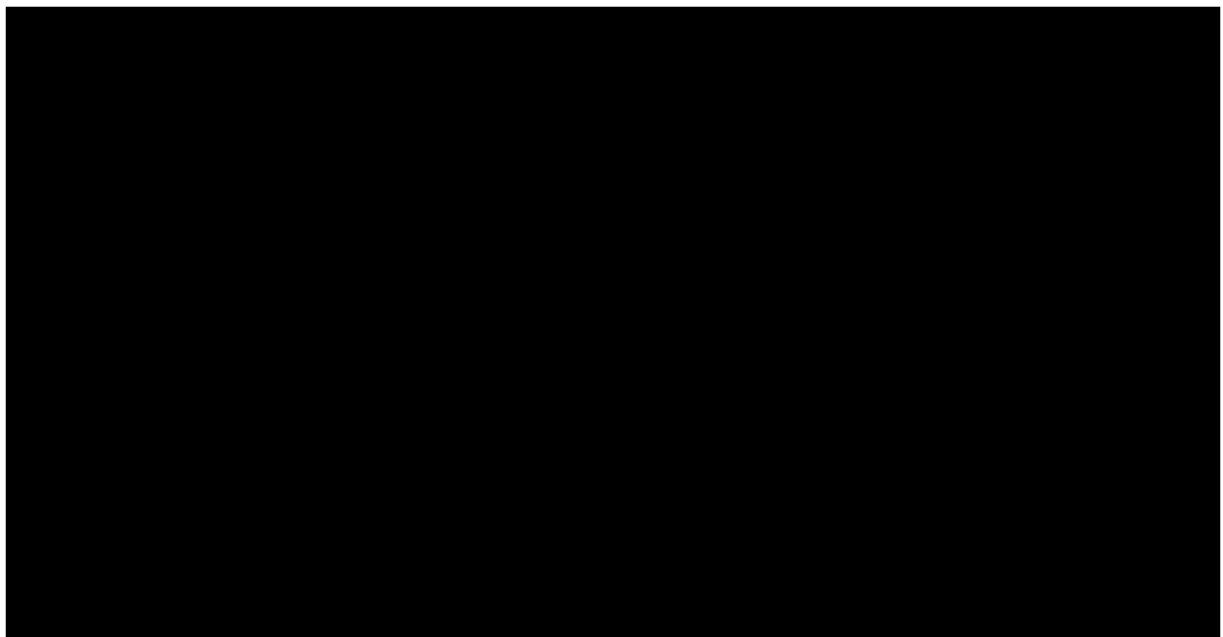
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6. AUCKLAND ARTS FESTIVAL WORKSHOP

Michael Moynahan led a workshop on the Auckland Arts Festival with the Board.

- The Board welcomed Mr Moynahan to the meeting. Mr Moynahan thanked the Board for inviting him to the meeting. Mr Moynahan said that he had been asked to lead a review of the Auckland Arts Festival (AAF) by the ARAFA Board. [REDACTED]

[REDACTED]



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

The Board **noted** the overview.

Michael Moynahan left the meeting. The Chair closed the confidential meeting and opened the public meeting.

The Equal Justice Project, the ELT, Sarah Anderson and Marlies Wilson joined meeting.

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

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

8. PUBLIC MINUTES 27 MAY 2026

Subject to the amendments made to the draft minutes at Item 2, the Board **approved** the 27 May 2026 public minutes as an accurate record of the meeting.

9. TAU STATEMENT OF INTENT 2026-2029 PUBLIC SUBMISSIONS

The Board welcomed the Equal Justice Project (EJP) to the meeting. EJP presented to the Board.

- The EJP presented to the Board on TAU's draft Statement of Intent and outlined four key themes:
 - Climate Accountability and Measurement
 - Nature-based and Ecological Solutions
 - Embedding Climate Leadership in Tourism and Events
 - Engagement with Rangatahi and South Auckland Communities
- The EJP acknowledged that TAU has established a strong foundation for climate action and has demonstrated leadership through its alignment with Te Tāruke-ā-Tāwhiri (Auckland's Climate Plan), strong investment in renewable energy and emissions reduction initiatives, its climate risk disclosure and transition planning, its community-focused sustainability programmes, and its focus on improving accessibility and regional equity in event delivery.
- Going forward, the EJP encouraged TAU to:
 1. Strengthen the visibility of climate performance indicators to support transparency and accountability.
 2. Embed nature-based solutions across TAU-managed assets and precincts, building climate resilience and ecological outcomes.
 3. Integrate climate and nature leadership into tourism and events strategy from the outset, aligning with destination and major events planning.
 4. Strengthen meaningful engagement with rangatahi and South Auckland communities, embedding participation into the design and delivery of TAU initiatives.
- The Board and Management thanked EJP for its presentation. Management noted that TAU will shortly refresh its Climate Action Plan and there will be an increased focus on nature-based solutions within it. The team will review and take on board EJP's recommendations.

The Board **noted** the EJP's submission.

The EJP, Sarah Anderson and Marlies Wilson left the meeting.

9. STATEMENT OF INTENT 2026-2029 – CONSIDERATION OF SHAREHOLDER COMMENTS

Nick Hill spoke to the paper.

- The Board thanked Management for its responses to the shareholder comments on the draft TAU Statement of Intent 2026-2029 (SOI) and the clear setting out of the comments and responses.

- The Board queried how the parts of the Economic Development Strategy (EDS) that impact TAU are to be taken account of within the SOI given the SOI will be finalised before the EDS. Management responded that the SOI is based on what TAU believes will happen, but final alignment with the EDS will depend on the content of the EDS.

The Board:

1. **Noted** the proposed approach to responding to shareholder comments on the draft TAU Statement of Intent 2026-2029.
2. **Noted** that the changes proposed in this paper will be reflected in the final TAU SOI 2026-2029, which will be circulated to the board for final review before final approval at the 29 July 2026 board meeting.

11. CE REPORT

The Management team spoke to the paper.

- Management updated the Board on TAU's and Auckland Zoo's preparations for the arrival of 'bird flu' to New Zealand. The virus is now endemic around the world apart from Australia and New Zealand, and has caused significant deaths in both bird and sea mammal populations. With some recent isolated cases appearing in Australia in the last week, it's very likely that bird flu will arrive in New Zealand via wild birds that travel long distances in the near future.
- Management said that TAU and Auckland Zoo have been preparing for the arrival of bird flu for the last two years. The Zoo has implemented a layered approach with a focus on preventing wild birds getting into the Zoo's aviaries and on improving the Zoo's water cleaning and filtration systems that bring water in from Western Springs. The Zoo is working closely with MPI on preparing for bird flu and is expecting to see a 'hard response' from authorities when bird flu arrives, particularly if bird flu is seen to be a threat to the poultry industry.
- The Deputy Mayor and the Board congratulated Management on the recent MEETINGS 2026 event which was a success. The spectacular event was memorable for all the international buyers that attended, and thoughtful and clever details such as the creation of the popular AT Hui Pass added to the success of the event.
- The Board congratulated all TAU staff for their work over a challenging year. The organisation has achieved all of its KPIs – some of which were significantly increased from the prior year – which is an outstanding result. The Facilities Management team also need to be congratulated for recently winning the Facilities Management Team of the Year award at the FMANZ Awards, as well as winning a 'Highly Commended' honour at the Global FM Awards of Excellence.

The Board **noted** the CE Report.

The Executive Lead Team left the meeting.

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

12. BOARD COMMITTEE UPDATES AND CIRCULAR RESOLUTIONS

The Chair of the CPC updated the Board on the recent committee meeting.

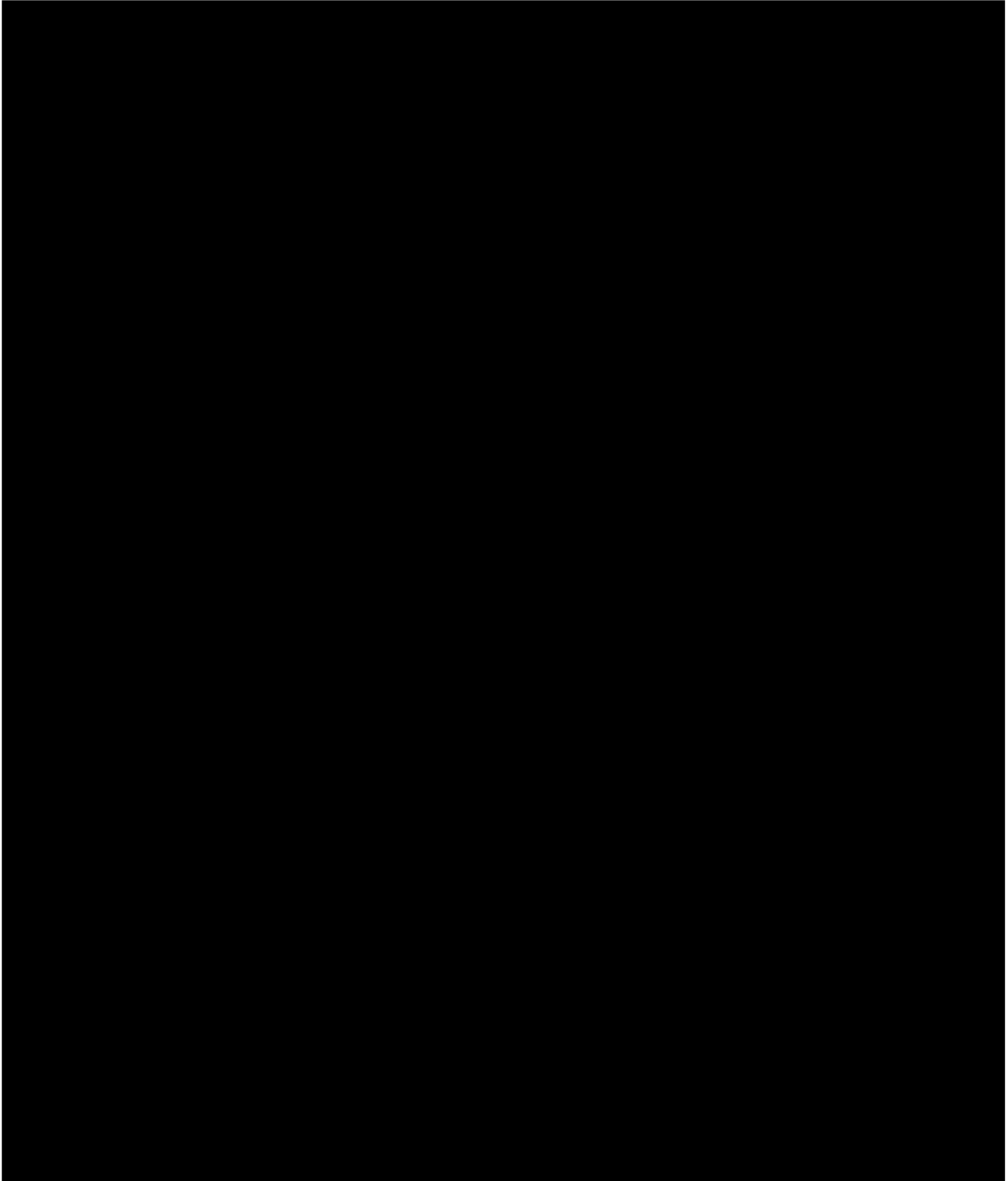
- The CPC considered and provided feedback to Management on the two capital programme papers to be considered by the Board later in the meeting (Item 16). The CPC recommended that the Board approve the resolutions sought in each paper.

The Board **noted** the update.

Vincent Lipanovich and Ed Siddle joined the meeting.

13. MUSEUM OF TRANSPORT AND TECHNOLOGY (MOTAT)

Vincent Lipanovich spoke to the paper.



Deputy Mayor Desley Simpson, Sarah Johnstone-Smith, Vincent Lipanovich, and Ed Siddle left the meeting. Lynn Johnson joined the meeting.

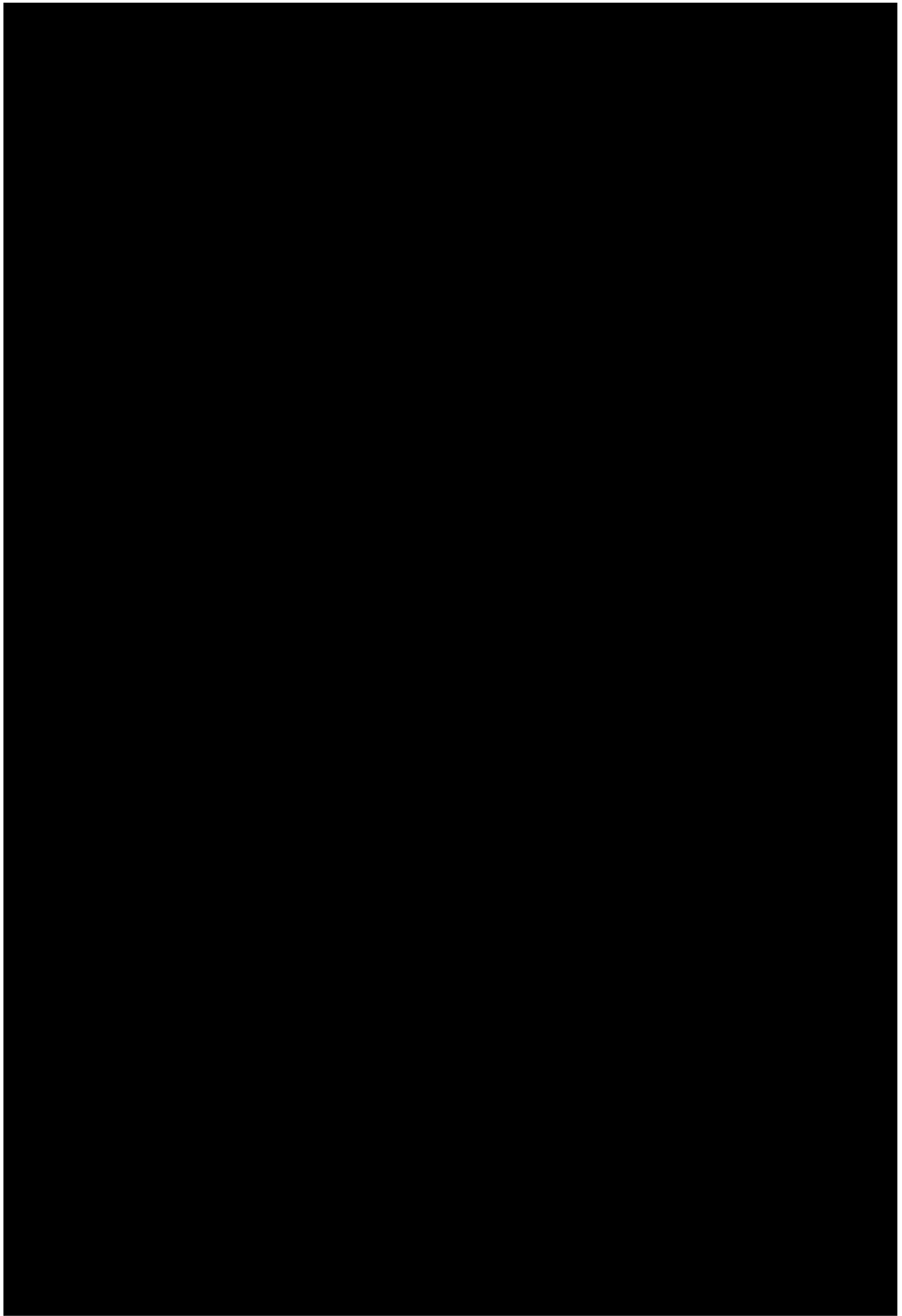
14. GROUP SHARED SERVICES – GALAXY UPDATE

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

Justine White and Lynn Johnson spoke to the paper.



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





Peter Hayes joined the meeting.

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

20. **TAU HEALTH AND SAFETY REPORT**

Lynn Strudwick and Peter Hayes spoke to the paper.

- [REDACTED]
- [REDACTED]

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

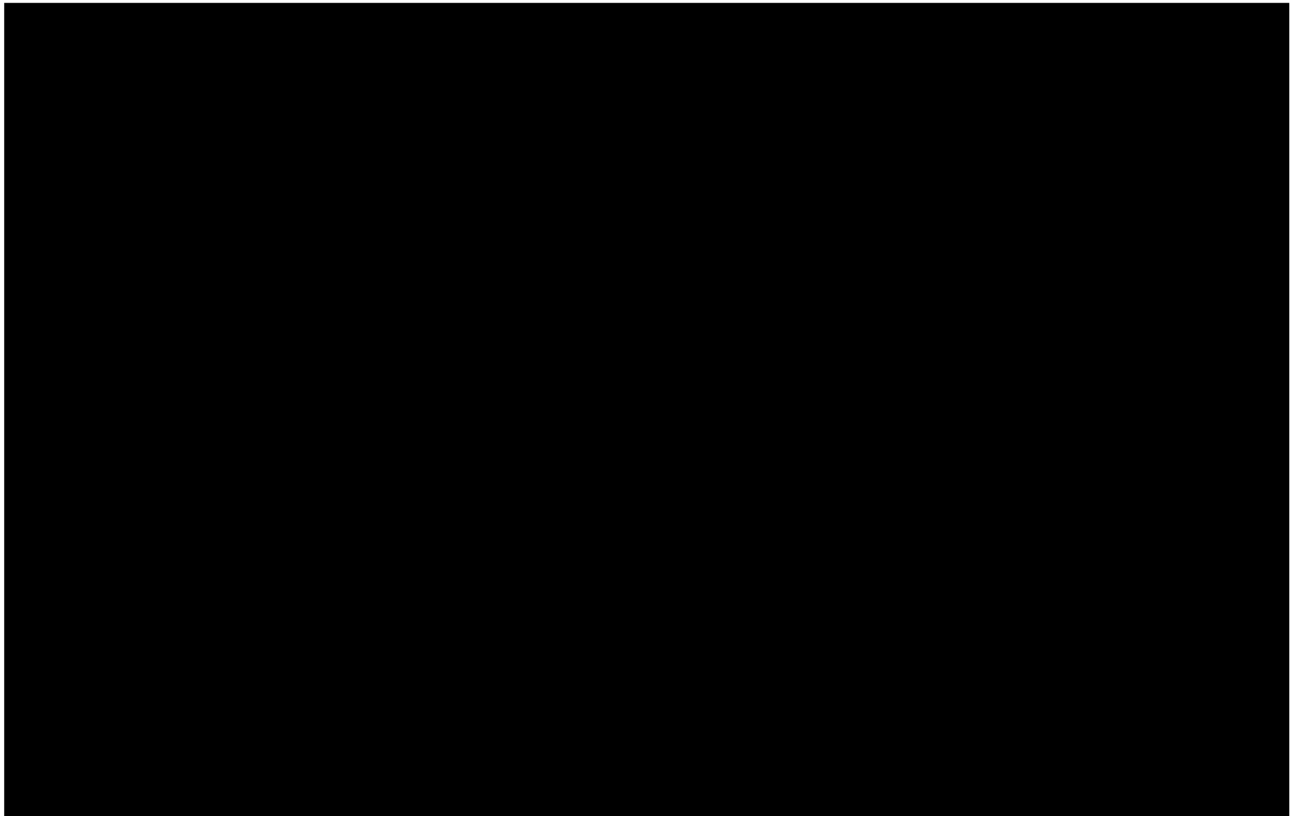
The Board **noted** the Health and Safety Report.

Lynn Strudwick and Peter Hayes left the meeting. James Parkinson joined the meeting.

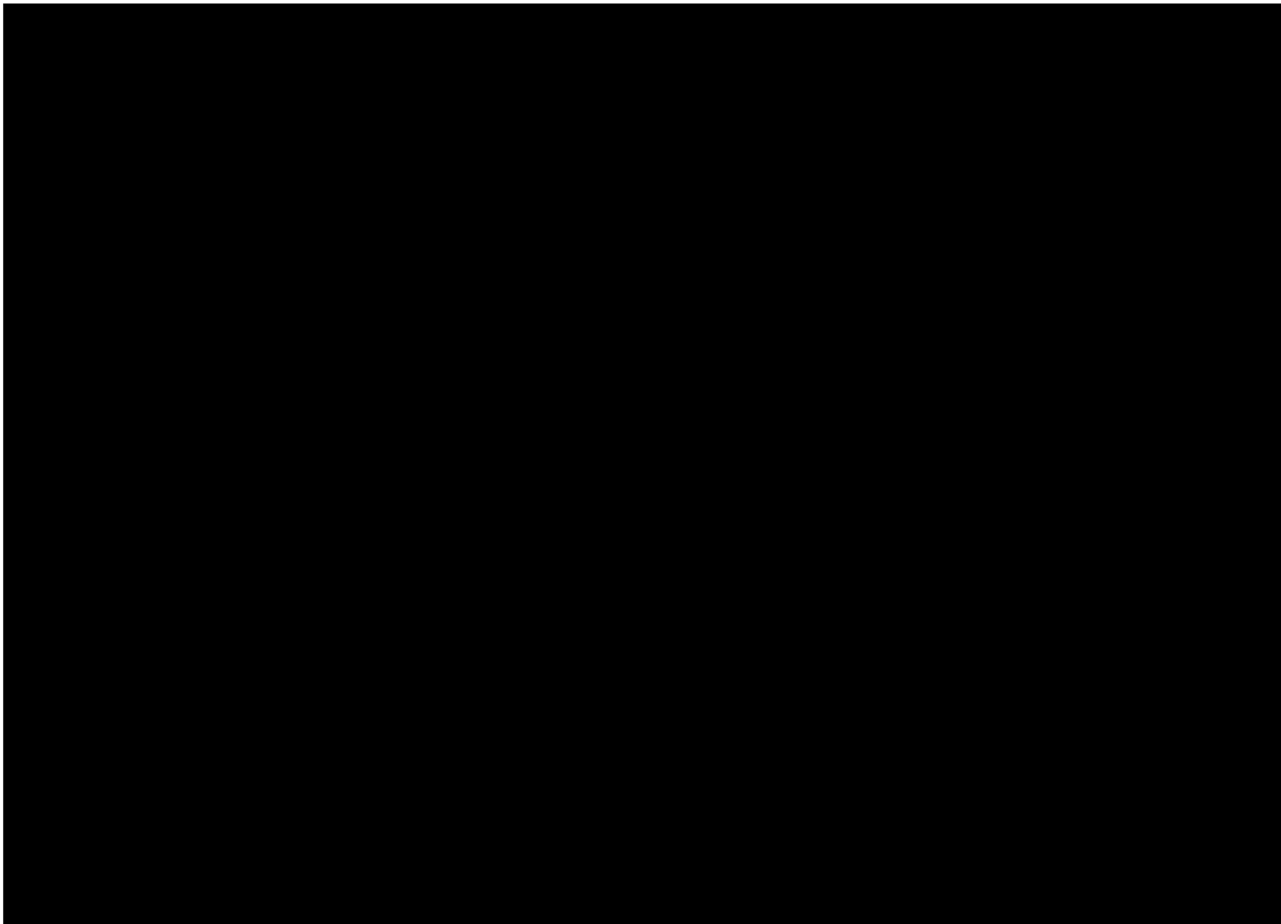
15. **AUCKLAND STADIUMS**

Nick Hill and James Parkinson spoke to the papers.

Go Media Stadium Tenant Framework



North Harbour Stadium



16. TAU CAPITAL PROGRAMME

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

Justine White spoke to the paper.

Go Media Stadium (GMS) Masterplan

- The Chair of the CPC noted that the GMS Masterplan is non-binding framework that allows TAU to attach infrastructure investment to strategy. [REDACTED]

[REDACTED]

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

James Parkinson left the meeting.

Auckland Art Gallery – Exterior Lighting Renewal Stage 2 Contemporary Wing

- The Chair of the CPC noted that the committee initially had concerns about Stage 2 of the Gallery's exterior lighting renewal project. However, once the size, complexity, and nature of the project were fully discussed, the committee better understood the reasons for it. For the Gallery to have a 'fit for purpose' exterior lighting system over the footprint of the full contemporary wing – which is required for both security and aesthetic reasons – the system needs to be completely rewired through the building and linked it to the newly installed lighting control system in the original Gallery building. The new lighting system will incorporate efficient LED lighting with a modern control system that will last for decades.

The Board:

- Approved** Stage 2 of the Exterior Lighting Renewal Project at the Auckland Art Gallery, with a total capital investment of up to [REDACTED]; and

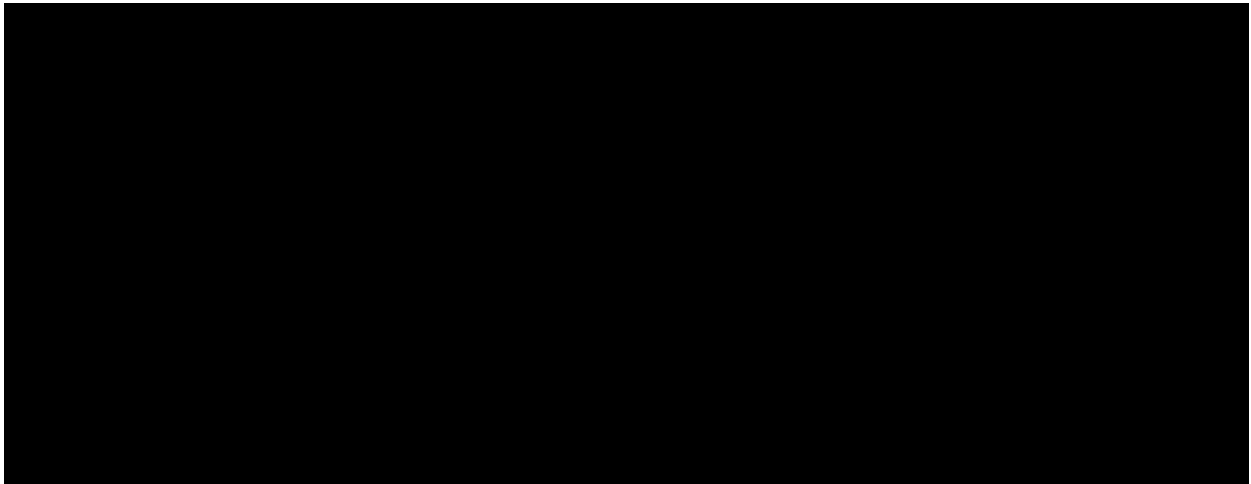
S7(2)(f)(i),(h),(i) LGOIMA 1987

2. **Delegated** the financial authority to Nick Hill, CE, to enter the required contractual arrangements within the approved budget.

Vincent Lipanovich joined the meeting.

18. NEW ZEALAND MARITIME MUSEUM HEAD LEASE AND LICENCES

Justine White spoke to the paper.



Shelley Watson joined the meeting.

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

19. CRL UPDATE

Justine White and Shelley Watson spoke to the paper.

- Management updated the Board on preparations for the opening of CRL. TAU's focus is on events and activations to coincide with the opening of the new section of line and stations. The 'first look' dates at the stations are now locked-in and TAU has secured a number of events that will take place when CRL is opened.
- Management said that TAU's primary focus will be on Karangahape Road, Aotea Square, and Te Komititanga. TAU is working with local stakeholders such as Sky City to coordinate planned activities. The majority of work and events is being funded by the CCTR, so the focus is on activating the city centre.

The meeting ended with a karakia at 2.27p.m. The next meeting is scheduled for 29 July 2026.

Chair

Date

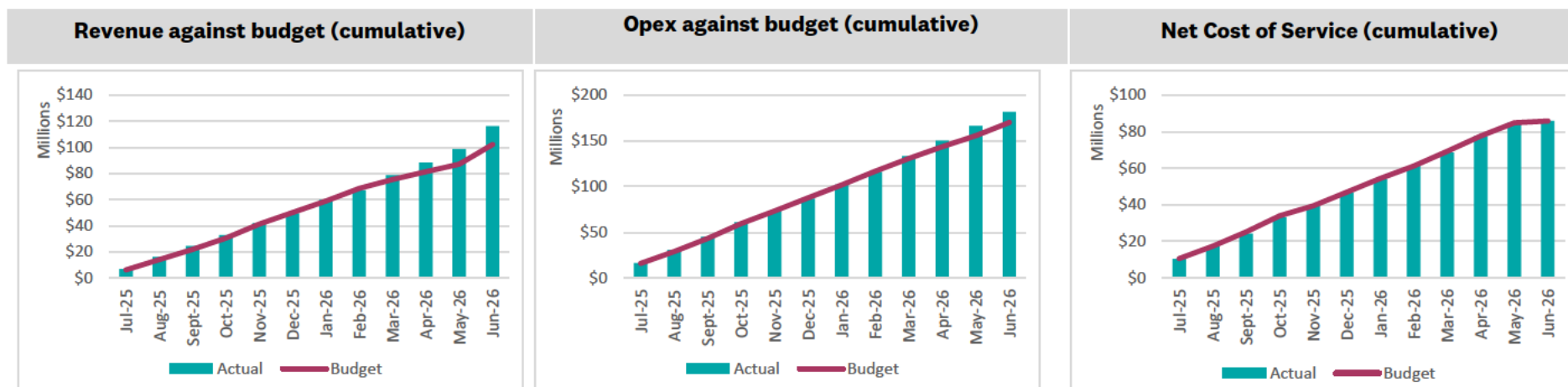
Chief Executive Report

Report to the Board of Tātaki Auckland Unlimited, 29 July 2026

1. Introduction

- TAU has finished the 2025/26 financial year strongly. Provisionally ticketed attendance at year end is 2.4million, 5 per cent up on last year and 11 per cent ahead of target. Concurrently, TAU's Net Promoter Score across the organisation has also hit a new high of 58, with all parts of the organisation well ahead of target. Final results against all KPIs will be confirmed through the annual reports provided to the board in August.
- At the Property Council New Zealand Property Industry Awards on 12 June, the Auckland Art Gallery Heritage Restoration Project, Kia Whakahou, Kia Whakaora received an Excellence Award in the Heritage and Adaptive Reuse Property category and a Merit Award in the Civic, Health and Arts Property category. One week later, the project also received a Heritage Award and a Resene Colour Award at the Te Kāhui Whaihanga New Zealand Institute of Architects' Auckland and Northland Regional Awards. Together, the four awards recognise the quality, care and technical expertise behind the restoration of the Gallery's 1887 heritage building.
- The New Zealand Maritime Museum Hui Te Ananui a Tangaroa was included in a significant series of agreement signings during Indian Prime Minister Shri Narendra Modi's visit to Auckland. On 11 July, a Memorandum of Understanding between the museum and India's National Maritime Heritage Complex was one of about 20 announcements made during the visit. The agreement establishes a formal connection between the two institutions and creates a framework for future collaboration. This could include sharing knowledge and expertise, working together on joint projects and exploring opportunities for touring exhibitions.
- TAU was event partner for the launch of the inaugural Michelin Guide for NZ, attended by TAU board members and 480 VIP guests, Auckland restaurants were recognised with five receiving a Michelin Star. Auckland restaurants awarded a Bib Gourmand award for good quality cooking at a great value where diners can enjoy high-quality, thoughtful cooking at approachable prices which included Apéro Food & Wine, Atelier, Bianca, Bistro Saine, Boda, Cazador, Gemmayze Street, Goat, Milenta, Osteria Uno, Parro, Pasta & Cuore, and Tempero. In partnership with NZICC, the event showcased the very best of Auckland's dining scene. TAU's new caravan took centre stage.

2. Finance update



Revenue is **above budget** by 14% at year-end

Opex is **above budget** by 7% at year-end

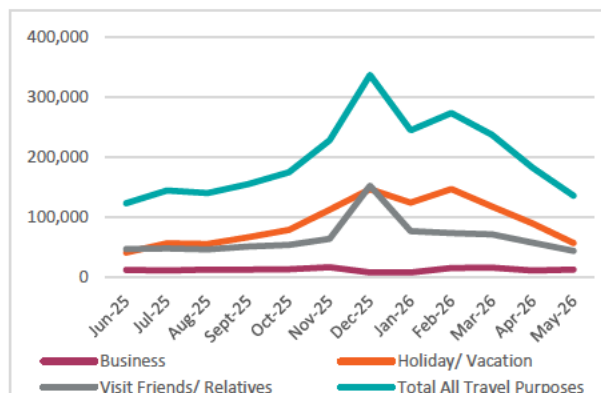
Net cost of service is **In line with budget** at year-end

3. Cultural organisations at a glance

	ATTENDANCE				NET PROMOTER SCORE		NET COST TO SERVE PER PATRON		
	Total	Ticketed	%Share	% of YTD Target	YTD	Target	YTD ¹	Target	Variance
Auckland Art Gallery	519,662	141,581	6%	107%	63.6	45	\$37.62	\$36.55	+\$1.07
Auckland Zoo	835,038	835,038	35%	97%	69.3	45	\$16.90	\$17.73	-\$0.83
NZ Maritime Museum	182,061	112,368	5%	134%	60.8	45	\$26.66	\$33.84	-\$7.18
Auckland Stadiums	975,726	597,292	25%	111%	38.3	20	\$3.44	\$4.23	-\$0.79
Auckland Live	3,337,849	696,181	29%	109%	56.4	40			
Auckland Conventions	32,567	18,595	1%	NA	NA	-	\$2.63	\$9.34	-\$6.71
TOTAL	6,096,390	2,401,055	100%	107%	57.9	40	\$8.41	\$16.06	-\$7.65

4. Auckland destination dashboard

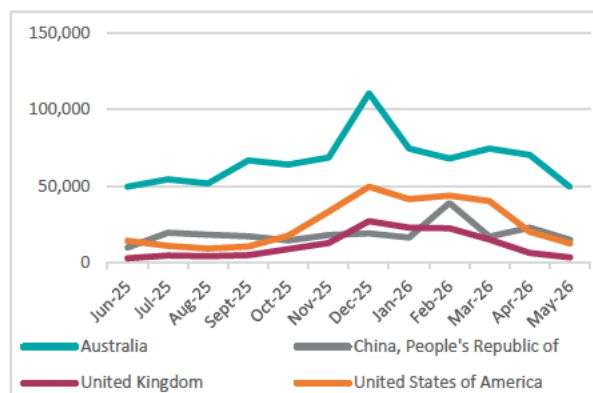
Visitor arrivals into Auckland Airport by purpose (to May)



There were 136,288 international visitor arrivals in May, **0.7% higher** than in May 2025. In the year to May, there were 2.4m international visitor arrivals, **4.4% higher** than the previous 12 months.

*Source: Stats NZ Infoshare

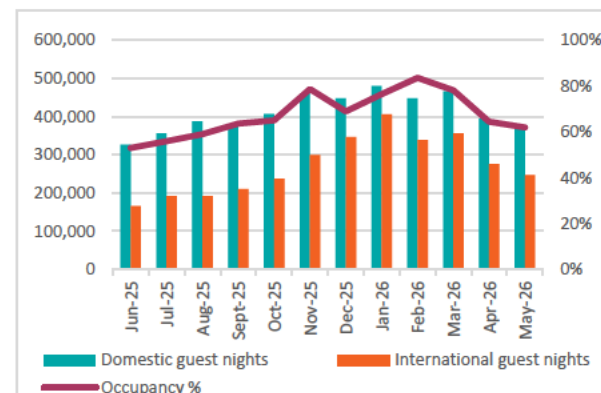
Visitor arrivals into Auckland Airport by key markets (to May)



There were 49,428 Australian visitors in May, **3.8% lower** than in May 2025. In the year to May, there were 802,621 Australian visitors, **3.6% higher** than the previous 12 months.

*Source: Stats NZ Infoshare

Commercial visitor nights in Auckland (to May)



In May, there were 617,000 total guest nights in commercial accommodation, **17% higher** than May 2025. Occupancy rates in May (62%) were **higher** than the same month last year (57%).

*Source: Accommodation Data Programme

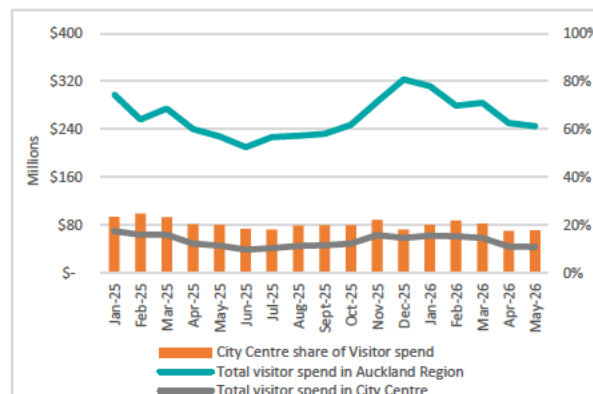
Monthly spend in Auckland: International vs domestic (to May)



In May, domestic tourism spend in Auckland was \$790.2m (**9.6% lower** than May 2025) and international spend was \$343.0m (**14.2% higher** than May 2025).

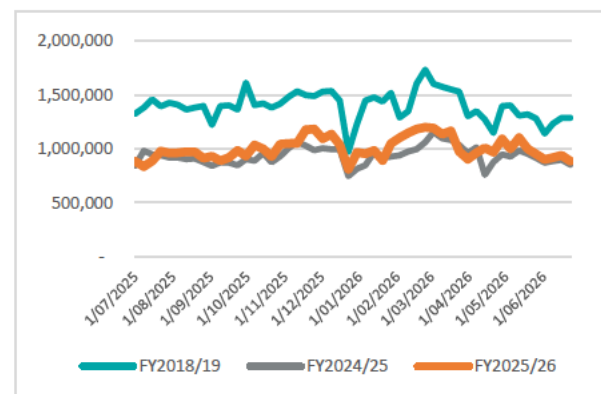
*Source: MBIE

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



Visitor spend across the region was 7.5% higher in May 2026 than May 2025, but in the city centre it was 4.2% lower. City centre share of regional visitor spend decreased from 20% in May 2025 to 18% in May 2026. *Source: Marketview

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



At the end of June, the weekly city centre pedestrian count was 885,991, **3.8% higher** than the same time last year, and **31.0% lower** than the same time in 2019.

*Source: Heart of the City

5. Statement of Intent delivery

Experiences and Events

Auckland Live (Performing Arts)

Auckland Live has achieved the highest ticketed attendance on record (2014 onwards) with 696,181 attendances at ticketed events, an increase of 11% over FY25. The entire Auckland Live programme including all activities in the public realm is estimated to have reached 3.3 million people (not including digital reach) again the highest on record and a 295% increase over 2025. This figure takes into account TAU's new responsibilities of programming across the city centre. Number of contracts for presentations, commissions, developments across the Performing Arts rūpū jumped by [REDACTED] in FY26; noting that the new remit only started on January 1. The June activities reflect the diversity of programming the Auckland Live team now do – across a range of artistic genres including musicals, light installations, festivals, theatre, contemporary music, exhibitions and workshops.

Presenter services

- Presenter Services delivered [REDACTED] across 24 seasons in June, in line with monthly targets.

Key highlights included:

- Heathers: The Musical* performed [REDACTED]
- Auckland Live was honoured to support and host the celebration of life for Jools Topp at Viaduct Events Centre, enabling a live broadcast in partnership with RNZ alongside the service.
- Te Wehi* performed at the Auckland Town Hall, while a *Matariki Multicultural Festival* was held at the Bruce Mason Centre and Engelbert Humperdinck played to [REDACTED] people in the Kiri Te Kanawa Theatre.
- [REDACTED] There are issues in Australia's musical theatre industry with a number of shows finishing their runs early due to rising costs.

Performing arts & producing teams

- Auckland Live's *Cabaret Festival 2026* attracted [REDACTED] attendees, alongside approximately 5,000 attendees at free events and activations across The Civic and Piano Bar. Seven shows reached or exceeded their sales targets.
- The Civic Stage was transformed into an intimate cabaret venue, delighting and surprising audiences as they entered the space. The two diverse offerings were *Cheeky Cabaret* which reached [REDACTED] and strong food and beverage engagement. The second week saw *Dangerous Goods* by Australia's Polytoxic, a powerful circus and cabaret work by an ensemble of women. It reached [REDACTED] attendees.
- The Wintergarden programme delivered 18 ticketed performances across the festival featuring two Auckland Live commissions, *Ko Au, Ko Koe* by Nikau Grace and *Karaoke Heaven* by Amanda Grace Leo, alongside *All That Glitters: The Gala Night*, *Le Gateau Chocolat*, *Musicals Mayhem*, *Caluzzi Cabaret's 30th Birthday*, *Sugar*, *Simply Brill*, *The Velvet Lounge*, *Delaney Davidson*, *Karaoke Heaven* and *Scratch Night*.
- Sydney Theatre Company's *RBG Of Many One*, the first collaborative partnership between Auckland Live and Auckland Theatre Company exceeded all targets playing to a [REDACTED] capacity and reaching [REDACTED] attendees.
- International commercial work; Cirque Alice was launched into the market in July and has already achieved [REDACTED] ticket sales; a very strong start for this show with a target of [REDACTED] tickets.

Public realm and city centre

- June activity in the public realm reached an estimated [REDACTED] people across the city centre maintaining visibility, vibrancy, and activation between major programme periods.
- Highlights included *Winter Light Cathedral* in Aotea Square which attracted an estimated [REDACTED] attendees and set Instagram alight, the *Auckland Festival of Photography* lightbox programme, *Strange Universe* music concerts, and the commencement of *Doc Edge / World Press Photo* and *Matariki ki te Manawa* activations extending into July.

Marketing and Communications

- The team delivered **seven performing arts** and **four public realm campaigns**, supporting key programmes including the *Auckland Live Cabaret Festival*, *Cirque Alice*, *Dog Man The Musical*, *Matariki ki te Manawa*, and *Winter Light Cathedral*. Marketing activity also supported **36 commercial clients** and **five major presenters** and festivals, including NZIFF, *Heathers the Musical*, and *Jesus Christ Superstar*.
- Auckland Live achieved an **average ticket price of \$71** in June, brought **27 new events** (36 performances) to market, and added **3594 new subscribers** to its database.
- **Digital campaigns** delivered strong results, led by *Heathers the Musical*, which generated a \$35 return for every \$1 spent on TikTok. The always-on Google Search genre campaign also performed strongly, returning \$11 for every \$1 spent, up from May.
- Provided **communications support** for *Matariki ki te Manawa*, including media releases, reactive Q&A, media planning, and pitching for coverage with TV3 *The Hui*, *Chinese Herald*, and *Whakaata Māori*.
- Supported Auckland Live **media interviews** through briefings and speaking notes for 95bFM, Pacific Media Network, TVNZ *Breakfast* (Cabaret Festival) and Air Chathams' inflight magazine (The Civic).

Major Events

Prospecting and bidding

Cultural Festivals

- **Matariki Festival 2026**
 - Matariki ki te Maunga (Dawn Karakia) at Pukekooiwhiriki on 4 July, delivered successfully by Ngāti Tamaoho with support from TAU.
 - Te Hui Ahurei o Tāmaki at Nathan Homestead delivered on 10 July with positive feedback from attendees and key stakeholders, including Nathan Homestead staff.
 - *Ngā Reo o te Rangī* at Auckland Town Hall, also on 10 July was produced by TAU featuring Stan Walker, Troy Kingi, Maisey Rika and Te Rōpū Manutaki, with kōrero from Ngāti Whātua, Ngāti Tamaoho and Dr Rangī Mātāmua. The event sold out at 1400 capacity.
 - The final event delivered by the Major Events team, Te Korakora, was held on 18 July at Shed 10, concluding the festival.

Investment

- **State of Origin** match date [REDACTED]
- Campaign development commenced, with creative and marketing activity underway to build awareness and drive Australian visitation ahead of Auckland hosting the event for the first time. This included activity around this year's Game 3 in Brisbane on 8 July.
- **100 Years of Unity through Sport** national football, cricket and lawn bowls programme announced by Ministers Upston and Mitchell on 11 July, coinciding with Prime Minister Narendra Modi's visit to Auckland. [REDACTED]
 - Responding to a request from the Prime Minister Luxton's office, TAU coordinated the lighting of landmarks across the city in India flag colours. Content of the lighting was captured to utilise in promotion for the centenary programme later in the year.

[REDACTED]

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

Marketing & Communications

- Delivered marketing, communications and stakeholder engagement for **Matariki Festival**, building awareness of the 4–19 July programme and promoting more than 100 free and affordable events across Tāmaki Makaurau. Activity supported strong attendance at festival and pou events, a sell-out *Ngā Reo o te Rangī* at Auckland Town Hall, and high levels of organic media coverage.
- Launched phase one of the **State of Origin 2027** Australian destination campaign across Brisbane, with phase two digital, social and video activity underway to support ticket sales and visitation. Continued **communications activity for State of Origin**, including media familiarisation, promotional activity and planning of date confirmations.
- Progressed production of Australian destination content leveraging **New Zealand Fashion Week** to position Auckland as a premium travel destination.
- Continued development of the **mobile box office concept** as a long-term regional asset connecting audiences with events, experiences and recommendations.
- Delivered **communications support for AUSX Supercross**, including media announcements covering the event's return to Auckland at North Harbour Stadium, social content and destination marketing.

Business Events

Auckland Conventions Venues and Events (ACVE)

- ACVE actualised 32 business events for 8442 attendees. June is seasonally a challenging month for business events.
- Total Gross Revenue to ACVE venues from business events was [REDACTED] (includes full catering spend), Total ACVE Revenue (venue hire+ AV +commission) was [REDACTED] Net contribution revenue was [REDACTED] per cent gross margin.
- ACVE YTD Gross revenue including catering is [REDACTED]. FY26 Total Net Revenue actualised is [REDACTED]
- ACVE contracted 42 business events with a venue hire total of [REDACTED] The business received 64 new opportunities for a venue hire value of [REDACTED]
- ACVE/Aotea Centre has been named as a finalist for the New Zealand Event Association Event Awards for 'Venue of the Year' for the WIPCE conference.

Marketing & Communications

- June's **MEETINGS 2026 newsletter** achieved a strong 32% open rate, generating 706 unique opens.
- Website enquiries increased 8%** compared to May, reflecting growing client interest and engagement.
- Paid LinkedIn campaigns delivered outstanding efficiency**, with a 63% reduction in spend driving a 3234% increase in impressions, a 494% increase in clicks, and a 90% decrease in cost per conversion.
- Organic LinkedIn performance also strengthened significantly**, with impressions up more than 500%, reactions up 70%, and followers growing 5%.
- Overall, June delivered **strong digital performance** across email, website and social channels, with particularly notable gains in LinkedIn reach, engagement and campaign efficiency.

Auckland Convention Bureau (ACB)

- See table below for notable results.
- There are 68 future business events confirmed for Auckland (to 2034) resulting from ACB's support with an estimated future economic value of \$105.7 million.
- In addition, ACB is working on 69 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 \$138.4 million.
- **MEETINGS 2026 Famil Programme highlights**
The MEETINGS 2026 Famil Programme delivered seven concurrent itineraries for qualified buyers from Australia, North America, China, Southeast Asia and India. The programme successfully showcased Auckland's business events offering, including venues, accommodation, delegate/visitor experiences and industry collaboration. Key client(buyer) feedback:
 - Increased confidence in Auckland as a destination for conferences, meetings and incentive programmes.
 - Shifted perceptions of Auckland from a gateway city to a destination in its own right.
 - Reinforced the strength of Auckland's growing business events infrastructure, venue capacity and delegate experiences.
 - Manaakitanga, professionalism and cross-sector collaboration were consistently recognised as key strengths.
 - Standout experiences included the **All Blacks Experience, Wētā Unleashed, Waiheke Island, Eden Park and Auckland Art Gallery.**
 - Buyers identified new venues, products and experiences they intend to recommend and incorporate into future event proposals.
 - Overall, feedback indicated stronger destination advocacy, with many clients (buyers) ranking Auckland higher as a preferred business events destination.

Marketing & Communications

- Delivered marketing support across all **MEETINGS 2026** touchpoints, including stand activation, media and VIP hosting, Hui Pass launch, city dressing, photography and videography, culminating in an industry event highlights video.
- **Communications support** for MEETINGS 2026 including on site and media support generating stories across [New Zealand Herald](#), [New Zealand Herald Business](#), [The Post](#) and [NBR](#) while the Hui Pass launch in partnership with Auckland Transport generated coverage across [Inside Tourism](#), [Travelinc Memo](#), [Meeting Newz](#), [MICE Net](#), [TTG MICE](#), [Meetings and Conventions Asia](#), [Travel Monitor](#), and [CIM Business Events](#).
- **Hosted North American business events journalist** Wendy Helfenbaum on a four-day media famil across Tāmaki Makaurau, with international coverage forthcoming.

Destination Management (Including Māori Tourism)

- **Localised Destination Management:**
 - The Tourism team continues to lead localised destination management (DMP) planning across the wider Auckland region. In June, workshops were held in Riverhead and Helensville ahead of the August Northwest DMP evaluation meeting. Continued engagement with the Hibiscus and Bays Local Board to determine whether Gulf Harbour – Whangaparaoa requires a DMP or a broader economic development plan
 - Met Ngarimu Blair (new Ngā Maunga Whakahii o Kaipara Chief Executive) to understand aspirations for the three hapu he represents, with a focus on the tourism and hospitality sector as an economic driver. An introduction to TRC Tourism has been made to develop a high-level tourism solution – good for their people and good for their place.
- **Iconic Auckland Eats wrap report** and debrief has been completed, including identification of opportunities to continue to grow the programme. Key messages from the campaign continue to be leveraged through broader food-focused media and trade pitching opportunities alongside Michelin.
- **Tourism Sustainability and Carbon Measurement**
 - An initial cross-team (TAU) workshop took place in June with Dr David Ermen to discuss an Auckland Tourism Sector climate action plan, aligning practical industry actions with TAU's broader climate priorities – outcomes to be used as part of wider destination planning work.

Destination Projects

- **Auckland by Night (Nighttime Economy)**

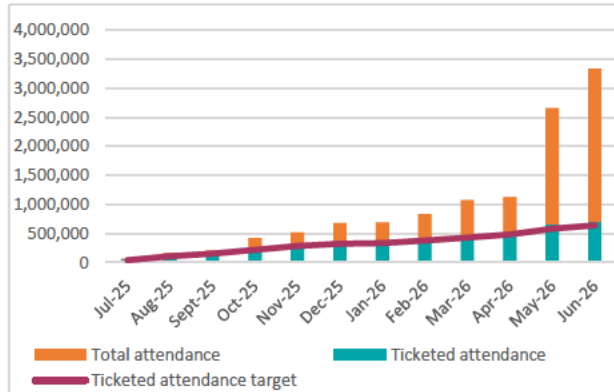
- The latest **Nocturnalists** series delivered more than **38,000 page views** and **260,000+ instagram views**, significantly exceeding benchmarks and previous series. The next series will include themes aligned to Auckland's City of Music programme and Food Destination Strategy.
- Auckland by Night continues to work in partnership with the **Night Mayors Collective**, a series of eight events across the year, featuring Auckland's tastemakers; three new events confirmed including a design and city centre architecture is first off the rank in September.
- **Nighttime Instigators**: A group spanning the city's precinct leaders and hospitality specialists, continues to work as one ecosystem, including AT, Britomart, KBA, Sky City, HOTC, Auckland Live, Precinct Property and EDO working on the Thursday Night Revival series, Matariki, Scoops in the City, Nocturnalists, live music, Weds Night Student Night and city-wide activation for student graduation.

- **Student Economy**

- Runway to Auckland: working with **AUT Design School, Auckland FC** and **NZ Fashion Week**, announcing at Fashion Week, 12 students will work on an installation piece to show their vision for the future of Auckland, across all mediums, mentored by Steve Dunstan from AKA and resulting in an event and activation in November ahead of Graduation.
- Planning is underway for the creation of IMAGE09 to be a free weekly Auckland gig guide, published online via Instagram and Undertheradar.co.nz, as well as in print as a foldable A3 poster that folds down into an eight-page zine. It would be released every Wednesday to coincide with Auckland's student and night-time economy and distributed in universities, venues, cafes, and retail across the city centre.

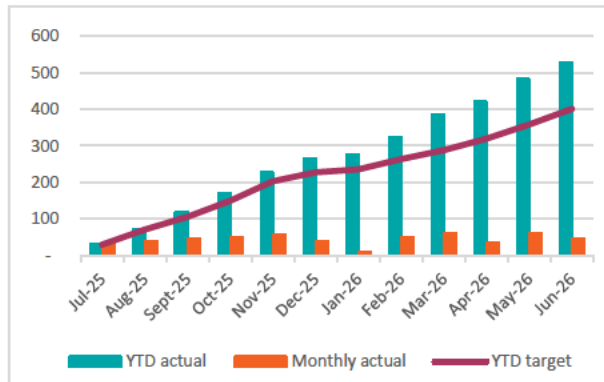
KPI RESULTS

Performing Arts: ticketed and total attendance (cumulative)



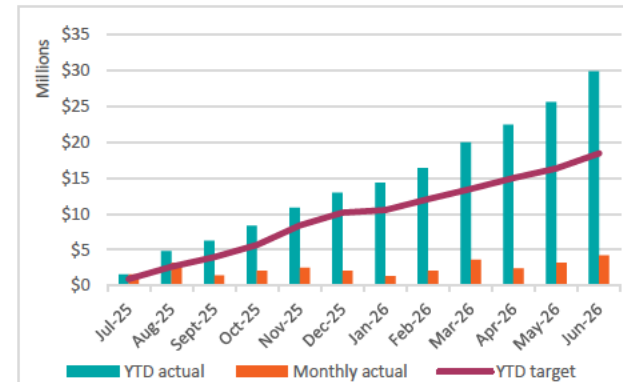
Performing Arts' YTD ticketed attendance is **above target** at 696,181

Performing Arts: number of events



The number of Performing Arts events held YTD (529) was 32% **above the year-end target** of 401

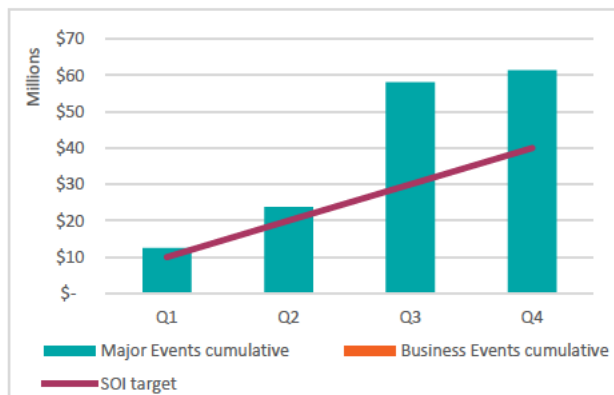
Performing Arts: YTD Revenue



Performing Arts' Year-end revenue was 62% **above budget** - \$29.8m against a budget of \$18.4m. This includes CCTR funding which was unbudgeted at the start of the year.

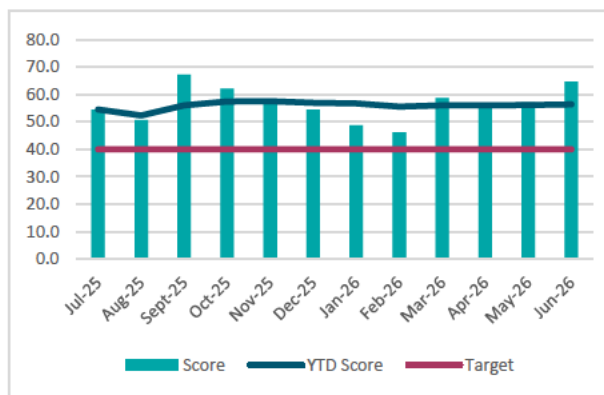
Includes Director Auckland Live, Performing Arts and Presenter Services sub-units.

Major events and business events: contribution to regional GDP



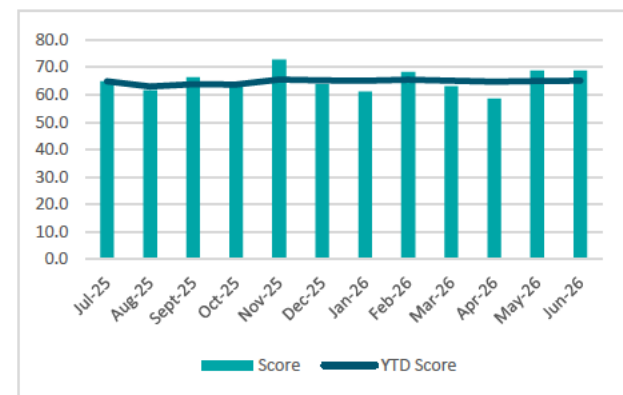
Year-end results are **above target** based on the results for 40 out of 44 events.

Performing Arts: Venue NPS



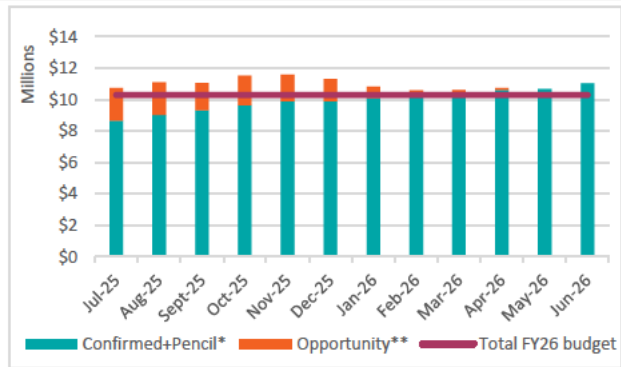
Performing Arts' YTD venue NPS score is **above target** at 56.4

Performing Arts: Event NPS



Performing Arts' YTD event NPS score is 65.2

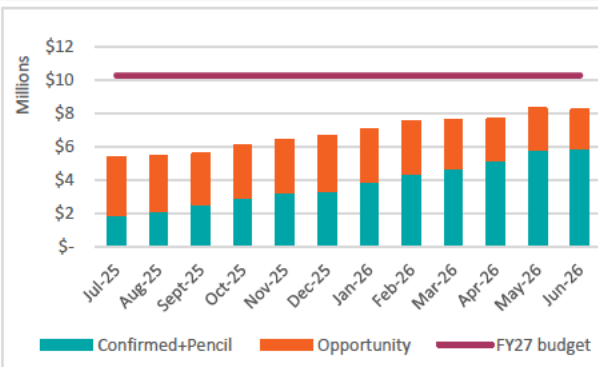
ACVE: FY2025/26 Forecast YE Revenue vs Budget



At \$11.0m, event revenue exceeded the FY2025/26 budget. Aotea Centre comprised 24% and Viaduct Events Centre comprised 36% of revenues.

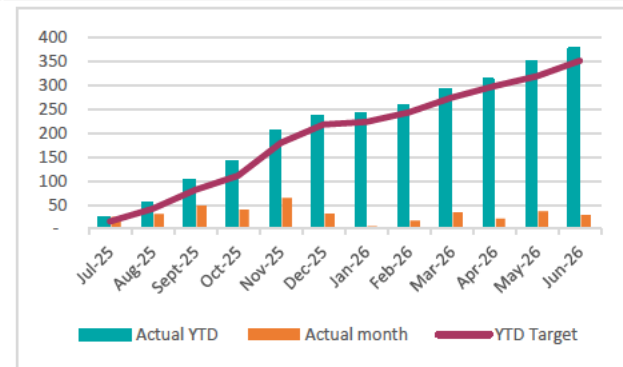
**Confirmed category includes confirmed events and * Pencil events - 1st in line and may proceed to contract if desired **Opportunity status is a sales enquiry or a lead (no booking space is held). Net revenue does not include catering invoices.*

ACVE: FY2026/27 Forecast YE Net Revenue vs Budget



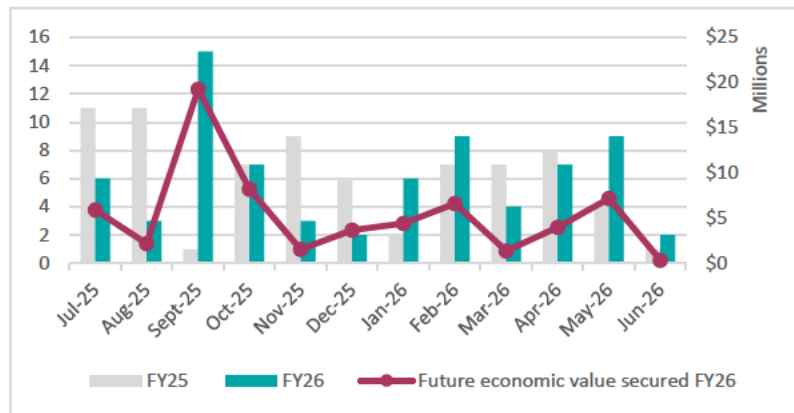
ACVE FY2026/27 budgeted venue revenue is \$10.3m. Based on bookings to 16 June, \$5.9m of this revenue is confirmed, 57% of budget. A further \$2.3m of opportunities are in the pipeline.

ACVE: number of events (cumulative)



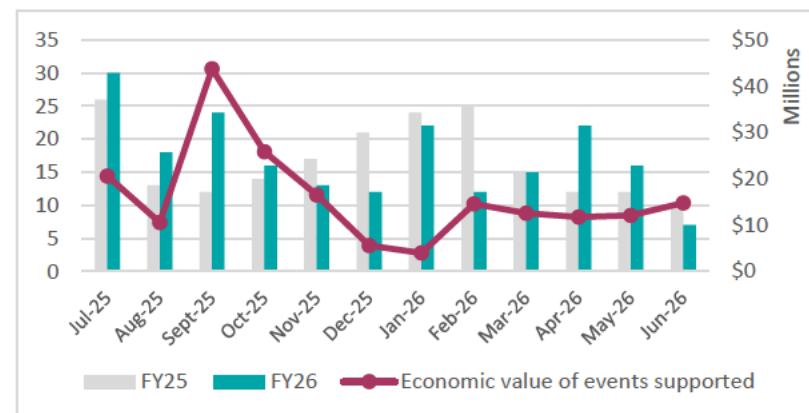
The number of ACVE events held in FY2025/26 (378) was above the year-end target of 352.

Auckland Convention Bureau: business events secured



ACB helped to secure **2 new business events** for Auckland in June with an estimated economic value of **\$350K** in future economic benefit for the region. The events are due to take place through to 2027.

Auckland Convention Bureau: new opportunities supported



ACB generated or assisted with **7 new business event opportunities** for Auckland in June, with dates through to 2028 and an estimated economic value of **\$14.8m** if all are secured.

Taonga and places

Auckland Zoo

- **June visitation was 61,345** – 19.2% below budget. **YTD visitation is 835,038** – 2.8 per cent below budget.
- **June revenue from all sources was \$1.08m**, 22 per cent below budget. **YTD revenue is \$15.7m**, 6.7 per cent below budget.
- **Membership** remained strong, with 52.2k active members across 19.9k memberships and a **72% renewal rate**, resulting in a 0.7% increase in active members.
- The final episode of *Wild Heroes Season 4* aired on Three on 28 June. The **total audience for Season 4 (to date) is 502,721**. Sky TV has committed to Season 5.
- Zoo staff contributed **234 hours of fieldwork** in June, including extensive **kororā monitoring** along Auckland's west coast, supporting an at-risk declining species through population monitoring, microchipping and collaboration with iwi and community conservation groups.
- Charlie the orangutan successfully underwent a complex dental procedure following the team's extensive behavioural training programme, demonstrating **best-practice preventative health care and welfare management**.
- The **Animal Experiences team** progressed training for kāhu, ruru, kererū and kākā ambassadors, helping create meaningful wildlife encounters that inspire visitors to care about New Zealand species.
- In collaboration with TAU Risk and Assurance, the Zoo has begun its periodic review and update of its **Emergency Management Framework and Plan**.
- Work is underway to prepare the Zoo's **annual greenhouse gas emissions** inventory for FY25-26. This will be the eleventh year Auckland Zoo reports under the **Toitū net carbonzero** programme and the eighth year since resetting the base year to 2018-19.

Marketing & Communications

- Launched phases 1 and 2 of the **Dinosaur Discovery Track** campaign, alongside dedicated marketing support for Dinosaur Nights & Lights. Promotional activity included a creator preview event that generated ~\$24k in value from a \$1.7k investment, reaching family, adult, Māori and Pacific audiences.
- Further developed **Auckland Zoo's conservation storytelling position** and creative territory.
- Secured **86 media stories and mentions** in June, including a feature on Zoo vet nurse Mikaylie Wilson in *Woman's Weekly/Woman's Day* (print & online) and her mahi helping DOC's Kākāpō Recovery Programme team with chick rearing and significant coverage of the Dinosaur Discovery Track opening.
- Provided **communications support** with **DOC and Ngāti Rehua** for the release of the first cohort of niho taniwha/Chevron skins to Aotea/Great Barrier Island, including planning for TVNZ filming (KEA KIDS).
- Continued planning and **communications preparedness for HPAI (H5N1 bird flu)**, including media engagement and development of a dedicated website information page.
- Produced the monthly **Te Talao Internal update** for staff on the Zoo **masterplan project**.

Auckland Art Gallery Toi o Tāmaki

- **Visitor experience: visitation in June was 34,606, -14 per cent of target**. YTD total visitation was 99.9 per cent of target at **519,662 (FY26 target: 520,000)**.
- *Forever Tomorrow: Chinese Art Now* Open Late on 18 June enjoyed by 2879 visitors and sold 613 tickets; the best-attended open late for attendance and exhibition conversion in the last 3 years. Other key programmes: Drop-in Drawing 381 attendees and Music of the Month 222 attendees. Education focused on off-site outreach which was up 65% from last month, with 663 students and teachers reached through Kiritai and Pat Hanly programmes. Hosted TAU Matariki social club celebration.
- **Exhibitions & Collections:** *Double L Excentric Gyration*, 1985, by American sculptor George Rickey successfully reinstalled in sculpture court adjacent to the Gallery after falling tree damage (a large-scale work, donated by the P. A. Edmiston Trust in 1985). Annual audit-mandated collection revaluation completed. *Taimoana* exhibition changes complete; Brett Graham's *Wastelands* and Jenny Holzer's *STATEMENT - Truisms+* deinstalled. *Forever Tomorrow* events with artist Lu Yang's film well attended. *Forever Tomorrow* weekly visitation remains stable but lower than forecast; several initiatives implemented in June to encourage uplift, including a mid-week concession ticket special and Chinese Language Week aligned ticket special.

- **Māori Outcomes:** Led guided tours for kura across Maungakiekie as part of the Gallery's Kiritai offering (3 June). Activations supported for Lindauer 100th, a commemoration of artist Gottfried Lindauer since his passing in 1926, including the event with Ngāti Whātua Rangatira, Ngarimu Blair speaking about Paora Tūhaere – portrait subject and 19th century Ngāti Whātua leader.
- **Gallery Operations:** [REDACTED]
[REDACTED] **Wayfinding project advanced** with presentation of developed design concepts to stakeholders, with consolidated feedback provided to inform the next design phase. **Building Infrastructure restored** the Level 1 bridge glass panel replaced. **Archive room reinstatement project** commenced, supporting the return of library assets and books to purpose-built storage. **Facilities amenity improvements progressed**, with the preferred acoustic treatment approach for the café confirmed and advanced towards implementation.
- **Research, Library & Archives:** Aimelia Pryce finished her student placement/internship on the published collection assessment. New Research Library Display Case, Lindauer Ringa Rehe | Painter of Mana opened 12 June for Lindauer 100 events. Participated in Open Late evening offering activities for 151 people.
- **Publishing:** Electronic Direct Mail strategy commissioned. Two new artist videos completed for website. Project group and workplan for Lindauer Online website redevelopment working with TAU Digital and Channels & content teams.
- **Gallery shop:** [REDACTED] which reflected the same market conditions as other city centre retailers. FY26/26 was the third best for sales since opening 10 years ago. The *Forever Tomorrow* catalogue was the top item, with another 46 selling in June. Luo Yongjin's *Lotus Block* jacket came in a close 2nd. [REDACTED] Two promotional videos for YouTube and Google P-Max campaigns to roll out later this year, positioning our store as a premier visual art and shopping destination by highlighting locally made items, our curated art prints, New Zealand books, and pakihi Māori. Positive feedback continues to be received on the range of merchandise and high level of customer service.
- **Advancement & Business Development:** [REDACTED]
[REDACTED] Networking event for corporate partners and prospects during Open Late on 18 June. Foundation prospective donors event.
- **Public Programmes (PP) & Tourism:** **Total visitors engaged by PP team in June: 3790.** Talks to mark the centenary of Lindauer's death – 13 June. Tour guide training for Gallery assistants delivered in collaboration with Kaupapa Māori tīma.
- **Membership:** Total of 7137 members against target of 7200 (-1%). Renewal rate of 45 per cent in June. 391 renewals and 145 new members. [REDACTED]
[REDACTED]
[REDACTED] FY25/26 renewal rate was 59%, second-highest renewal rate ever up from 50% in FY24/25 and 46% in FY23/24 – despite significant price increases in May 2025.
- **Curatorial:** [REDACTED]

Marketing & Communications

- The *Forever Tomorrow* campaign surpassed its midpoint, performing at or above benchmarks with 5.8 million impressions and 41,000+ website visits. Targeting New Zealand and Australian audiences, the campaign ran across out-of-home, digital, social and search channels, supported by a content partnership with news.com.au. Planned activity across July/Aug includes advertising via *Kia Ora*, *Home & Garden* and *Canvas* magazines, Downtown Ferry Terminal billboard, digital adshells in city centre and key suburbs, SkyKiwi channels (WeChat, Red, app, website), NZME radio stations, *NZ Herald*, airport screens, street posters and a full double-decker bus wrap. Creator content with Xixi and Petra Bagust will target different audience segments across the next two months.
- The Gallery secured **30 earned media mentions** in June, reaching an estimated 3.6 million people, with coverage spanning Facing Modernity (including a feature review in *The Australian*), the Gallery's late-night programme, and commentary on Lindauer's 100-year anniversary in *The Post*.

New Zealand Maritime Museum (NZMM)

- NZMM's annual visitation (to site) stood at 183,600 for the FY25/26 – a 3% increase on the prior year and represents record annual visitation for the museum. This is the third year in a row that NZMM has beaten its prior visitation record. Local visitation, which grew strongly in FY25/26, held steady, with a lift in international visitation.
- *Nga Huhua – Abundance* closed after a successful run with 63,219 visitors recorded. Ngāti Rehua visited the museum for a closing ceremony, handing the space back to NZMM staff supported by Ngāti Whātua.

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- The museum hosted the event *When the ocean speaks, who listens?* presented with Heal the Hauraki. This discussion brought together a range of voices working across community, science, conservation, and advocacy – each offering a different perspective, but all grounded in a shared commitment to the health of our moana
- NZMM officially welcomed *Kura-tū-ahiahi*, an interactive educational waka hourua and the second of its kind, during a blessing held with the cultural support of Ngāti Whātua. This vessel supports the museum's Aramoana Ocean Roads education programme, and also provides opportunity to undertake a significant outreach programme to schools in future. Exploration of growth in this space now turns to seeking ongoing funding to support additional teachers.
- *Our Ocean of Islands* development continues, with final text and exhibition design and layout being finalised. The exhibition is intended to open in August.

Marketing & Communications

- A final-phase marketing campaign supported *Ngā Huhua: Abundance* ahead of its 5 July close, with activity across out-of-home, radio, Meta and search. The campaign generated strong digital engagement, including 45,000 page views (up approximately 220% on the previous exhibition) and 2.2 million Meta impressions at an average \$0.29 CPC, contributing to total attendance of 62,000+ visitors, including 1700 visits in the final five days.
- Delivered a multi-channel marketing campaign for the Museum's **Matariki programme** across Meta, search, The Spinoff, Kidspot and radio.
- Launched a **volunteer recruitment campaign** across digital, print and radio channels to attract new volunteers and tour guides to the Museum.

Auckland Stadiums

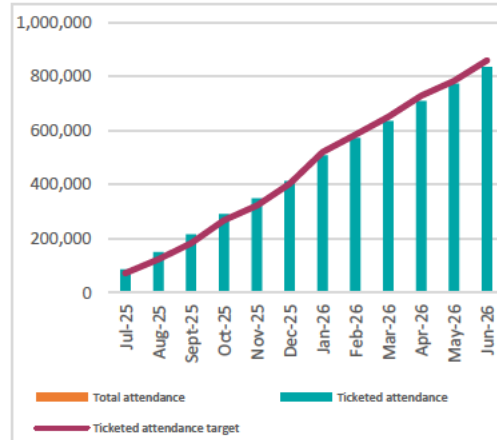
- June concluded a successful year of activity across the three Auckland Stadiums venues with 975,276 attendees across FY25/26, up 14.5% on FY24/25. Go Media Stadium, with 597,347 visitors was the most-visited venue and achieved a 3.5% lift on FY24/25. The most significant increase in visitation was at North Harbour Stadium, which achieved an incredible 90% increase on FY24/25 to record 199,309 visitors. In the first financial year of no speedway at Western Springs Stadium, a 5% increase in visitation was achieved. Across the financial year, Auckland Stadiums hosted 2233 event days with North Harbour Stadium accounting for 60%, followed by Go Media Stadium with 27%.
- The Gate A project at Go Media Stadium was completed ahead of the NZ Warriors match on 13 June. The greatly enhanced amenity offered within the plaza area and enlarged activation space within the venue has been well received by hirers and patrons alike. The redeveloped area has also proven to perform well in the periods of heavy rain that have been experienced.
- Ticket sales for the AUSX Supercross at North Harbour Stadium on 31 October commenced in June. The event has been positively received [REDACTED] and current ticket sales suggest a strong attendance will be achieved.
- On 3 July the NZ Warriors confirmed all home games for the 2026 season have sold out, replicating their sell-out 2024 season. With the NRL team sitting second on the ladder in mid July, and their last regular season match at Go Media Stadium on 30 August, finals football will hopefully return to Auckland in September.
- The inaugural Western Springs Bowl event is scheduled for 8 August with the venue hosting Auckland's first home NPC match of the season against Wellington. Preparations are tracking well with the installation of the stage deck and corporate marquee commencing from 20 July.

Marketing & Communications

- Delivered marketing activity for the sold-out **One NZ Warriors vs Sharks match** at Go Media Stadium, attracting approximately 24,000 attendees.
- Supported **event marketing and patron communications** through social media, generating 925,000+ views across an audience of 58,000 followers.
- Internal and external comms activity announcing completion of **\$6m Gate A Infrastructure upgrade project** at Go Media Stadium.

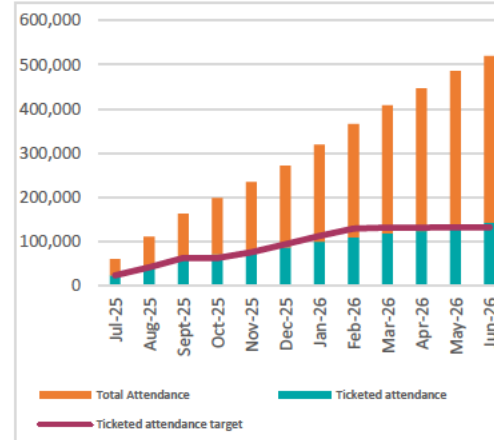
KPI RESULTS

Auckland Zoo: ticketed and total attendance (cumulative)



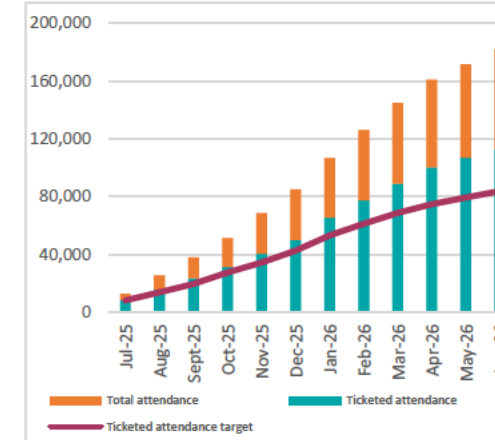
The Zoo's YTD ticketed attendance is **below target** at 835,038

Auckland Art Gallery: ticketed and total attendance (cumulative)



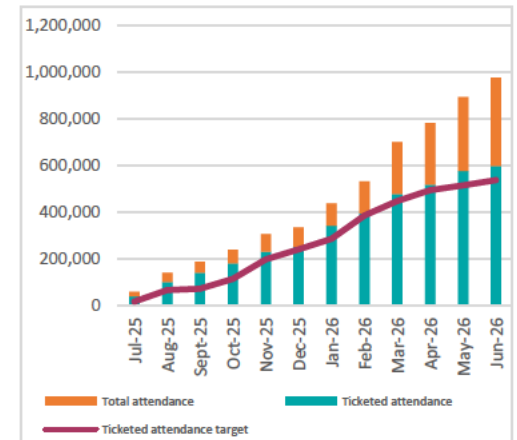
The Gallery's YTD ticketed attendance is **above target** at 141,581

NZ Maritime Museum: ticketed and total attendance (cumulative)



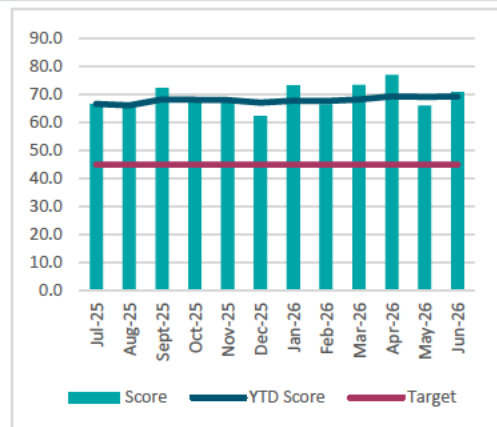
The Museum's YTD ticketed attendance is **above target** at 112,368

Auckland Stadiums: ticketed and total attendance (cumulative)



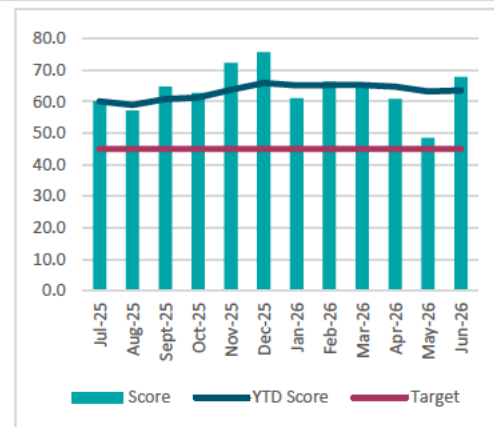
Auckland Stadiums' YTD ticketed attendance is **above target** at 597,292

Auckland Zoo: Venue NPS



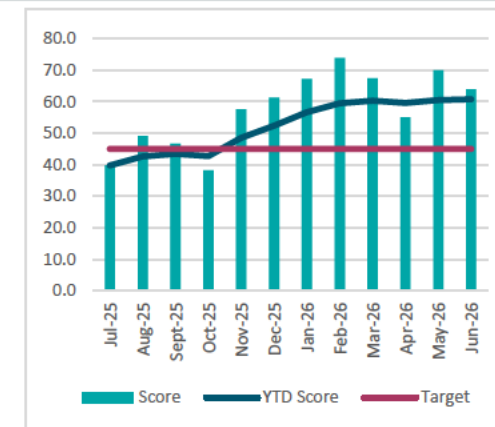
The Zoo's YTD NPS score is **above target** at 69.3

Auckland Art Gallery: Venue NPS



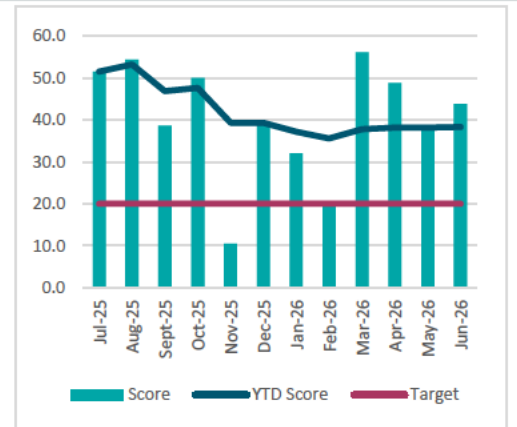
The Gallery's YTD NPS score is **above target** at 63.6

NZ Maritime Museum: Venue NPS



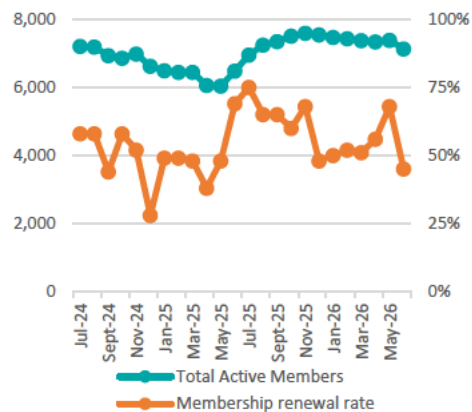
The Museum's YTD NPS score is **above target** at 60.8

Auckland Stadiums: Venue NPS



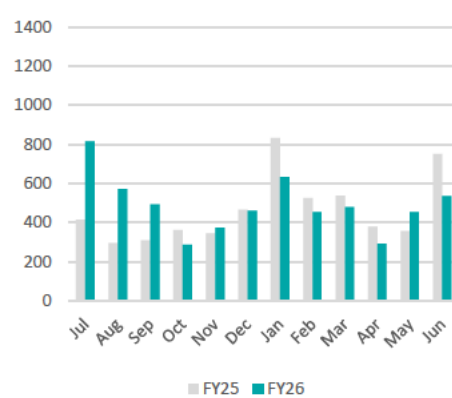
Auckland Stadiums' YTD NPS score is **above target** at 38.3

Auckland Art Gallery: active annual membership



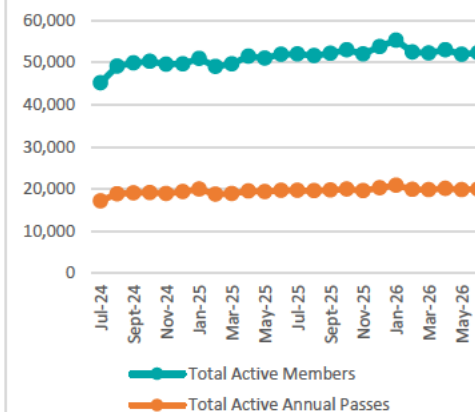
At the end of June, the Gallery had 7137 active members, and the membership renewal rate was 45%

Auckland Art Gallery: monthly membership sales



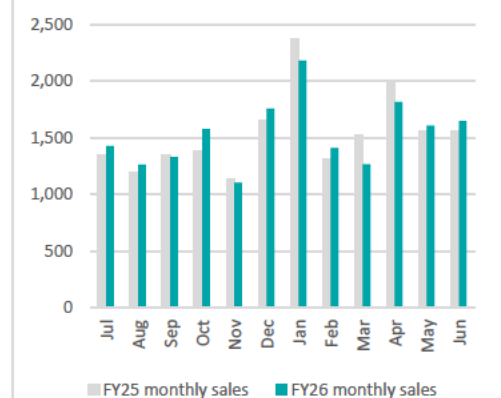
536 Gallery memberships were sold in June, less than in June last year (752)

Auckland Zoo: active annual membership



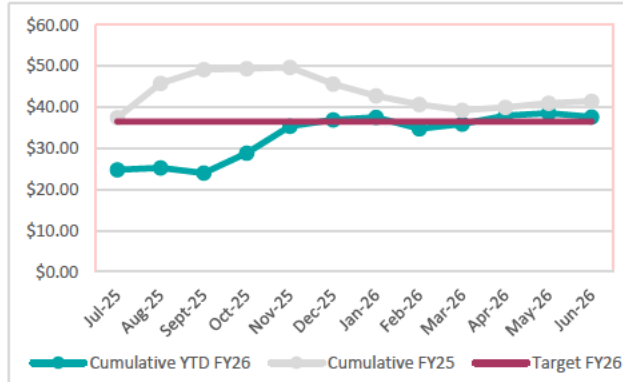
At the end of June, the Zoo had 19,931 active passes and 52,270 active members

Auckland Zoo: monthly membership sales



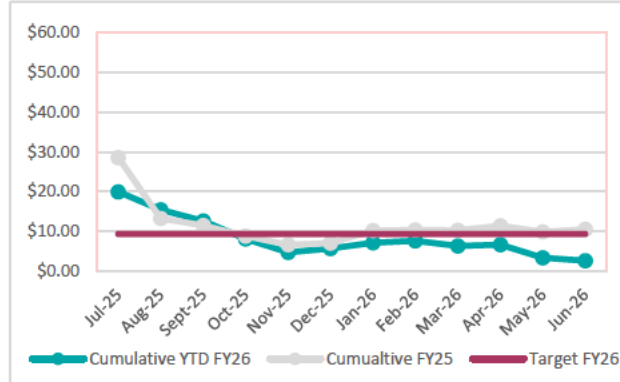
1647 Zoo memberships were sold in June, more than in June last year (1561)

Auckland Art Gallery: Net cost of service per patron



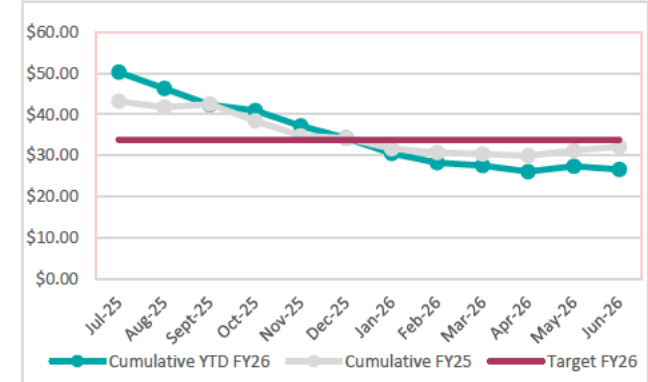
Auckland Art Gallery's YTD net cost of service per patron:
\$37.62

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



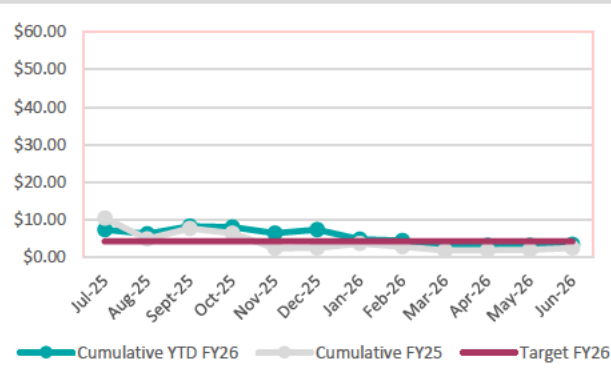
Auckland Live & ACVE's YTD net cost of service per patron:
\$2.63

NZ Maritime Museum: Net cost of service per patron



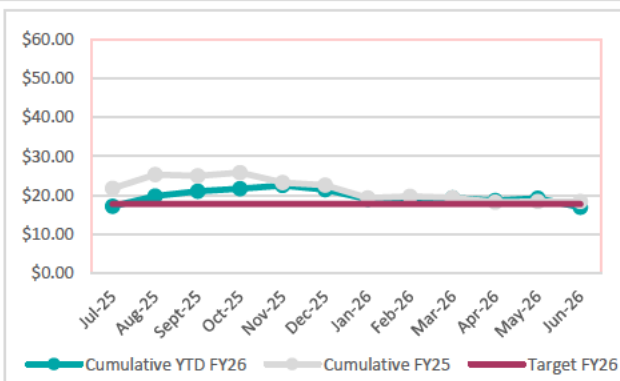
NZ Maritime Museum's YTD net cost of service per patron:
\$26.66

Auckland Stadiums: Net cost of service per patron



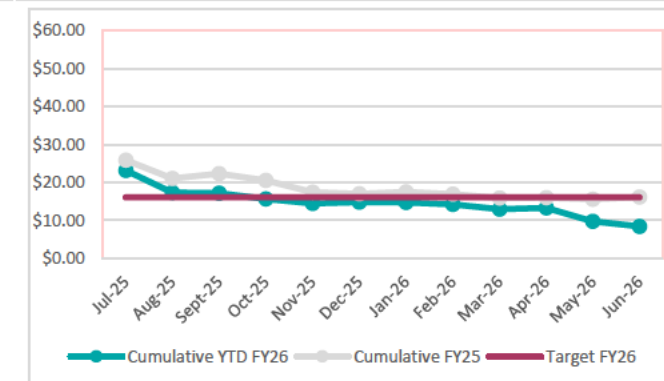
Auckland Stadium's YTD net cost of service per patron:
\$3.44

Auckland Zoo: Net cost of service per patron



Auckland Zoo's YTD net cost of service per patron:
\$16.90

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



TAUT's net cost of service per patron YTD:
\$8.41

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

Auckland's Reputation

Destination Marketing

Destination Partnership Programme (DPP)

- DPP and Industry update well supported on 24 June with 200 plus in attendance.

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Consumer marketing – DPP related

Marketing

- The **DPP Conversion Campaign** reached its midpoint, with domestic and Australian activity delivering strong results. As of 8 July, the campaign had generated 4.2 million impressions, reached 2.1 million users and driven 59,100 clicks. Activity is now focused on conversion, driving qualified traffic and direct bookings for participating hotel partners.

Earned media

- One of the first pieces of editorial coverage supporting **Auckland's broader golf destination narrative** published by Peter Thornton: [PDF A world class golf experience at Te Arai Links.](#)
- Comms support** for the DPP Destination Update including speech notes and presentation reviews.

Consumer marketing (other)

- The third phase of **It's On In Auckland** has concluded, with reporting from media and research partners due next month. Early results indicate the campaign continues to perform strongly and resonate with audiences, including Aucklanders who were targeted for the first time. Planning is now underway for future activity, including a new 'always-on' component from late August.
- The second **Nocturnalists content series** concluded in The Spinoff, generating more than 38,000 page views, well above benchmark, alongside exceptional audience engagement. Average engaged time exceeded two minutes—more than double industry norms. Supporting social content also performed strongly, achieving 260,000+ Instagram views and above-benchmark engagement rates, while newsletter content generated 1,196 clicks at a 0.62% click-through rate.

Earned media

- Media results from **IMM pitching and famill hosting** are beginning to emerge, with coverage secured in *Esquire* (Japan), *Canadian Geographic*, *Outlook Traveller* (Canada), *The Age* and *The Sydney Morning Herald* (Australia). To date, IMM has generated more than \$750,000 in AVE, with further coverage expected as hosted journalists continue to secure placements.
- Developed and delivered a domestic and international media programme around the **MICHELIN Guide awards** in Auckland. In partnership with Tourism New Zealand, hosted 40 international media to showcase Auckland's broader food story. Coverage has been positive overall, supported by strong domestic media activity ahead of the event driven by radio interviews with Nick Hill, followed by extensive local and international coverage of Auckland's awarded restaurants, particularly TALA.

Trade marketing and famils

- Trade Manager Western Markets:** travelled to Australia to have meetings with Tourism New Zealand, airline partners and key retail travel trade including delivery parters for Kiwi North Roadshow Australia (24-27 August) Kiwi North Roadshows. Results of this travel included opportunity to work with Flight Centre in consumer space and meeting with NRL travel partner Qunit Travel.
- Inbound tour operators:** Hosted **30 Inbound tour** operators for a day in the Matakana Coast region including a visit to Te Hana Te Ao Marama Marae Cultural Centre. This programme of work was aimed at increasing product knowledge and encouraging longer stays in Auckland.
- China market readiness:** 30 participants from across the Auckland region attended a workshop to learn more about the China market – included presentations from TAU, Trip.com, WeChat Pay and UMS (in-market specialists). Excellent feedback from participants in the value and what they learnt.

- **Regional Tourism Boost Fund:** The Government announced on 25 June a 3rd Boost Fund (\$5m) to encourage spring and early summer travel. Expressions of interest in which TAU featured are China and Australia markets by Rotorua Tourism Organisations on behalf of the Kiwi North partnership; TAU is leading again a national EOI for the North American market.

Discover Auckland

- Delivered content and event activity to support **Matariki Festival 2026**.
- Delivered **MICHELIN Guide** content support (now ranking as authority content for Google AI Overview).
- Delivered web presence for **State of Origin** to support marketing activity.
- Working on **golf and cycling activity** to support tourism initiatives.

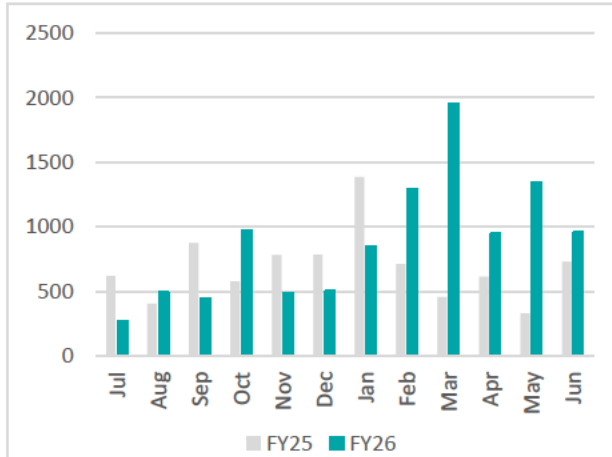
Screen Auckland

- *Evil Dead Burn* released July 10, hitting number 4 at the US box office on its first weekend and taking US\$40.7m worldwide. Hero location is a flood-damaged house in Coatesville thanks to the Tāmaki Makaurau Recovery Office.
- Secured an understanding in principle with the NZTA for a 'bikie' film project, still financing, for filming in early 2027. NZ Producers are now in a position to pitch for the project.
- Sponsored the Big Screen Symposium keynote address by Cliff Curtis and the Future Frames AI Short Film Award.
- Hosted Netflix executive Penelope Essoyan in partnership with the US Consulate and American Film Showcase.
- *Helldivers* (Sony) is no longer going ahead.

LGOIMA Requests

KPI RESULTS

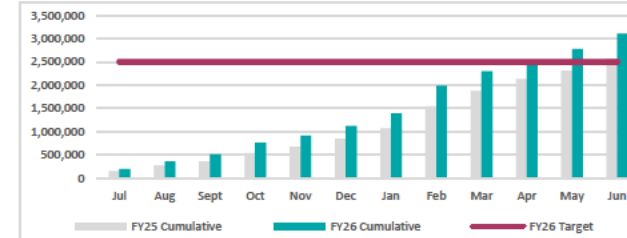
Media coverage mentioning TAU



Media mentions **decreased by 28%** this month, but remained 11% above the monthly average, with 959 clips recorded in June. Coverage was dominated by Auckland-related The MICHELIN Guide, while communications led activity promoting MEETINGS 2026, the Auckland Zoo Dinosaur Discovery Track, Matariki celebrations, and Auckland Live's programme—including *Cabaret*, *Light Cathedral*, and other events—also featured prominently across the media. The Nyika v Masson World Title fight and the return of AUSX Supercross to North Harbour Stadium also featured prominently.

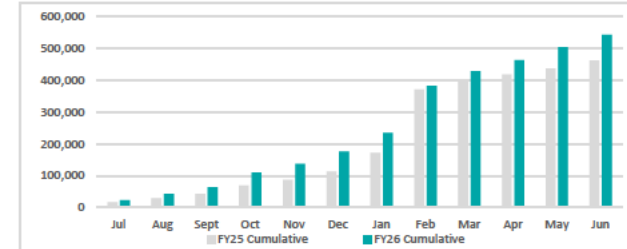
Discover Auckland Platform Performance

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



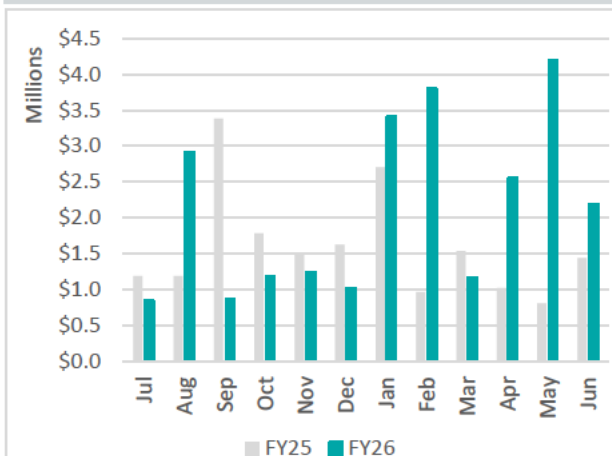
3m sessions over past 12 months (June to June). 329,300 sessions in June 2026 – an increase of 32% from May. Paid social accounted for 40% of traffic with campaigns across On in Auckland, DPP, Treasures of Tātake, Winter Lights and more.

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



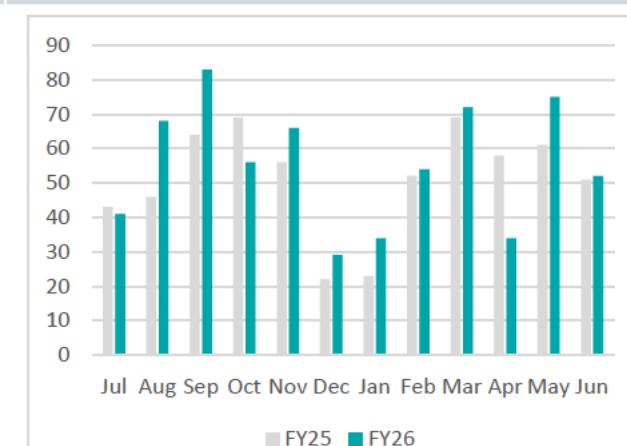
Highest Explore referrals: Tuhono Matariki light trail, Winter Light Cathedral, Disney on Ice, Auckland Live Cabaret Festival, NZ Fashion Week.

Equivalent Advertising Value (EAV) of TAU media coverage



This month's EAV was **48% lower than** TAU's record result in May. Radio generated the largest share of coverage accounting for 56.7%, while Print contributed 46%. Additional coverage was driven by TAU's communications-led activity supporting Regional Tourism New Zealand's bed levy policy announcement, and Auckland destination stories from hosting international journalists during MEETINGS and TRENZ.

Screen Permits Issued



The number of screen permits issued in June 2026 (52) was higher than June 2025 (51).

All Aucklanders

Youth & Education

Auckland Live

- Strong youth engagement and performance opportunities were delivered through *The Big Sing*, *Showquest*, and *National Youth Theatre (NYT)*. NYT welcomed almost 2000 school students and featured a cast of approximately 300 young performers, while *Showquest* engaged more than 1700 student participants and attracted an audience of [REDACTED].
- *The Big Sing* brought 88 school choirs from across the Auckland/Northland region to perform at the Auckland Town Hall, attracting [REDACTED] attendees.
- Auckland Live supported an award at the *Playmarket b4 25 Awards 2026*, recognising excellence in new writing for the stage by playwrights under 25, presented to *Leroy Nurkka* (Kūki 'Āirani, Finland).
- Continued the education work with *Massive Nui Ensemble workshops* for 36 youth from across the Auckland region.

Auckland Art Gallery

- **6396 children participated in educational experiences in June 2026 (+128 per cent Increase, June 2025: 2806).**
- **2288 school visits (+27% Increase, June 2025: 1799).**
- **1651 ELC valid visits (+97% Increase, June 2025: 837).**
- **13,093 visitors to Artland (+22% Increase, June 2025: 10,763).**
- **4897 participants in Kids & Whānau Create** programmes during the weekends (**+210 per cent Increase, June 2025: 1581**).
- Strong education engagement: June was fully booked with school programmes every school day alongside strong growth in early childhood participation – 14 ECE schools visiting the Gallery.
- Kiritai continued to deliver rich cultural and creative learning experiences through mana whenua-led hīkoi, photography hīkoi at Te Whatu Maungakiekie and a visit to Te Whatu Stardome, and a day of photography and dance workshops for rangatahi led by Atamira Dance Company.
- Growing creative pathways: the Learning team visited 24 secondary schools providing feedback to hundreds of senior students ahead of their exhibition.

Auckland Zoo

- 4133 learners, teachers and adult supervisors attended conservation learning sessions at the Zoo in June.
- The **Kia Ora Ake programme** has strengthened relationships with schools, healthcare providers and community organisations, creating safe and supportive spaces where tamariki wellbeing is prioritised. The programme has been successful enough to secure a further year of funding, with schools expressing a desire to continue participation.

Programming for diverse audiences

Auckland Live

- *Cabaret Festival* hosted a wide range of performances for diverse audiences, including: *Le Gateau Chocolat*, *Sugar*, *Caluzzi 30 years*.
 - Auckland Live commissioned two works, and produced *Scratch Night* supporting the continued development and presentation of new local work
 - *Karaoke Heaven* by Amanda Grace Leo [REDACTED]
 - *Ko Au, Ko Koe* by Nikau Grace [REDACTED] a new work combining te reo Māori and contemporary music.
- *Te Wehi* performed at the Auckland Town Hall, while a *Matariki Multicultural Festival* was held at the Bruce Mason Centre.
- *Matariki ki te Manawa* launched across the city centre in June, activating public spaces through a programme of cultural experiences that continues into July.

Accessibility

Auckland Live

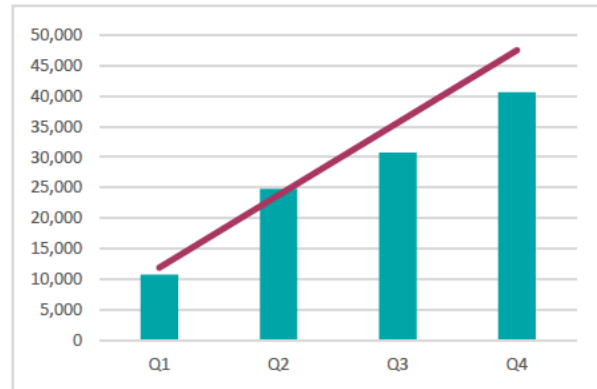
- *Heathers: The Musical* included a NZ Sign Language-interpreted and audio-described performance.

Auckland Zoo

- In June, Auckland Zoo established a **DEAI (Diversity, Equity, Accessibility and Inclusion) Working Group** demonstrates a commitment to creating a more inclusive environment for staff, volunteers and visitors, supporting TAU and the Zoo's broader social wellbeing goals.

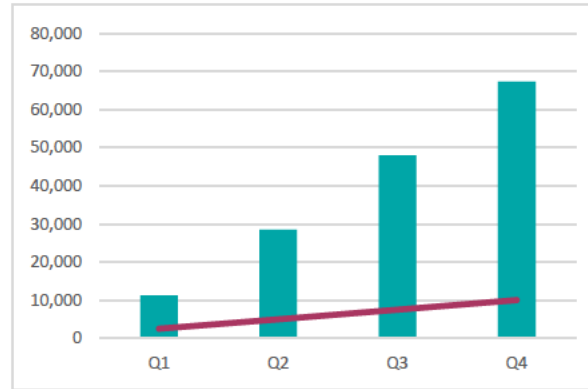
KPI RESULTS

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



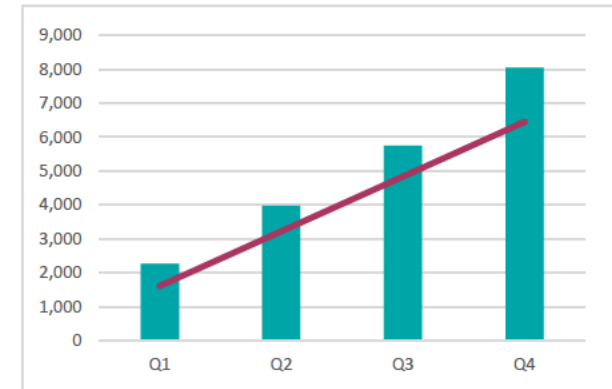
Year-end results for Auckland Zoo were **below target**

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



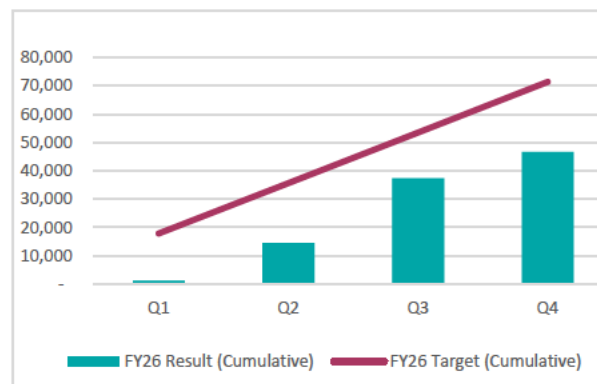
Year-end results for Auckland Art Gallery were **above target**

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



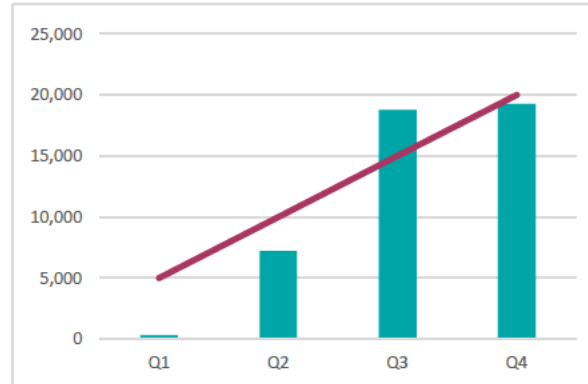
Year-end results for NZ Maritime Museum were **above target**

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



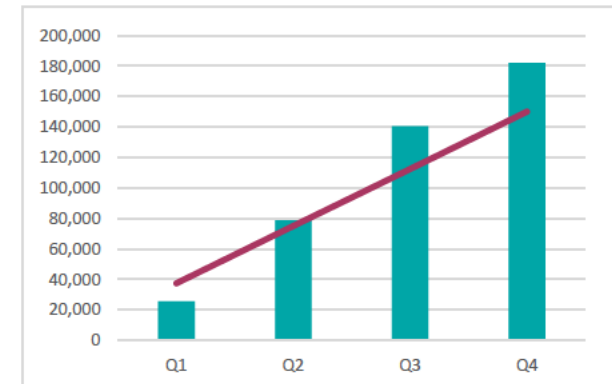
Year-end results for Performing Arts were **below target**

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



Year-end results for Auckland Stadiums were **below target**

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



Total year-end results for TAU were **above target**

Climate change and environmental sustainability

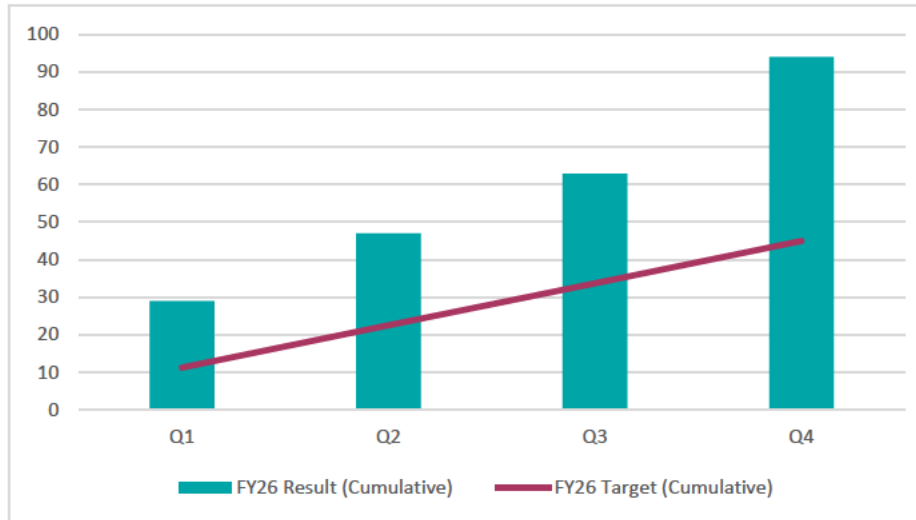
- **Climate Change and Environment Strategic Plan (CCESP):** The FY 2025/26 Q4 dashboard for the CCESP is **Appendix 6**. Planning for the refresh of the CCESP and integration of the Climate Transition Plan (CTP) is underway with stakeholder mapping and analysis of actions to date. The refreshed plan will need to be in place for FY 2027/28.
- **Resilience & Risk:** The adaptation action plan for Auckland Art Gallery is now complete meaning all five priority sites now have adaptation plans in place. All plans are now being reviewed to develop a master list of signals, triggers and thresholds that will be monitored and reviewed on an ongoing basis to ensure the plans are active.
- **Emissions reduction:** The decarbonisation screening study for Auckland Zoo Swamp enclosure and the decarbonisation options report for Go Media Stadium East Stand boiler are now complete. Further metering is required to feed into detailed design solution. The Bruce Mason Centre solar proposal has been updated in line with new structural advice from the design team. Now looking at the financials and benefits of adding a battery to the array. Energy efficiency initiatives have progressed, with LED upgrades completed at the NHS Carpark and Ring Road, Viaduct Events Centre works 75% complete, and planning underway for Queens Wharf and the Aotea Precinct. Annual emissions reporting kicks off fully this month, collating and analysing data from across the organisation.
- **Waste:** Waste data for the current FY has been collated and uploaded to CRAM for improved transparency. Meetings and workshops are underway to identify priorities and venue-based targets to improve diversion rates.
- **Water:** Water management activities progressed, including resolution of a leak at Western Springs Stadium, installation of a verification meter for the Go Media Stadium Field 4 bore irrigation supply, and ongoing compliance monitoring through weekly bore meter reporting. Water efficiency documentation and planning also advanced, with best-practice information collated for CRAM and the Water Efficiency Plan to be completed this month.
- **Nature:** Natalie Blackstock finished her graduate rotation with the team. She led a significant project identifying TAU's nature dependencies, risks and opportunities (LEAP assessment) and her draft report is being reviewed with key messages to be shared next month. A nature-based feasibility study for the Bruce Mason Centre has been completed as part of the Blue Green Network report, providing input into the Bruce Mason Centre refurbishment project. The wider Blue Green Network report for TAU assets will be completed this month and collated with the LEAP assessment. The report looks at assets individually and at a precinct level, including Western Springs and Aotea Arts Quarter.

Māori Outcomes

- **He Tumu Mātāwaka:** The podcast series went live as part of the Matariki Festival website. All nine interviews with Tāmaki Makaurau urban Māori leaders and allies are also available as public podcasts on YouTube and Spotify. The interviews will be shared with TAU staff over nine weeks; and are also being promoted as part of Auckland Council's Māori learning capability. The series has been shared with a pilot secondary school group for input as part of NCEA te reo Māori accreditation, along with educational themes and prompts. TAU will host a thank you function for kaikōrero on 30 July.
- **Te Mahere Aronga:** Rōpū workshops are complete, with content for Te Mahere Aronga being finalised. Design work and senior reviews will take place in July, with publishing scheduled for end of August.
- **Māori Engagement Framework:** The project has moved into its delivery phase. A suite of tools has been developed for kaimahi and made available on Ako, comprising a guide for engaging with Māori, a digital guide to assist with planning engagement, and an engagement register. A proposal to revise the koha guidelines and processes – to better align them with TAU's activities – is scheduled to be presented to the TAU Board in Q1 FY2026/27. The framework is also playing a role in building the capability of the Māori Outcomes rōpū to offer guidance and support throughout the organisation.
- **Aki AI agent:** Māori Outcomes, Digital Services and Seen Ventures are partnering to develop a bespoke 'digital guide' (AI agent) Aki that will assist kaimahi to plan Māori engagements. This augments the tools already developed for the Māori Engagement Framework. The build phase of this initiative is now complete. User testing, which included cultural safety, was very positive. The project team is now planning the launch of this internal of the tool, which is for internal use only.
- **Auckland Zoo:** staff met with representatives of Ngāti Whātua to provide an overview of the Te Taiao project and discuss opportunities for additional collaborations. Staff also met with the Tāmaki Department of Conservation team to initiate planning for the Te Wao Nui Refresh Project.

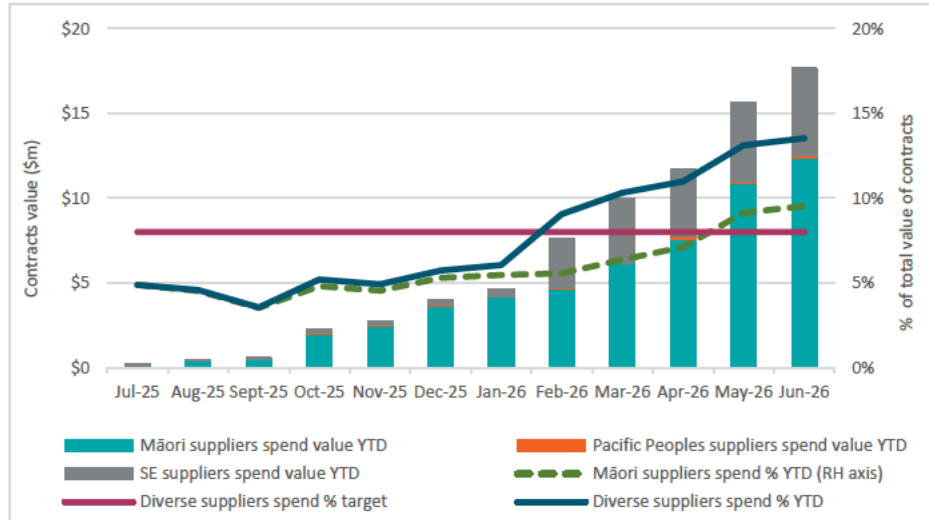
KPI RESULTS

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



Year-end results are **above target**

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



TAU's diverse suppliers spend % at 13.5%, **surpassed the full year target** of 8%. The majority of the total diverse suppliers spend value was with Māori suppliers at year end (70%).

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

****** The spend increase from January to February reflects a shift from 6.05% to 9.05%. The increase is largely a result of enhanced categorisation and refinement of reporting processes. Changes as a result have been included from February onwards but have not been back-dated.

Enabling activity

ICT Enhancement

CRM

- Good progress is being made on the final transition of EDMs from **Click Dimensions to Salesforce** in line with completion by the end of July deadline, removing any reliance on GSS following the ED transition. This completes our final transition from Microsoft Dynamix to Salesforce.
- Discovery work is underway to design TAU's Data Cloud instance so that a **Single View of Customers** can be created both within and across rūpū. This work is in line with the recent Data and Content remediation paper outcomes. The first **personalised EDM** was sent to the Discover Auckland database from Salesforce Marketing Cloud as part of a pilot that will be monitored for uplift in open rates and click through.

Websites

- Development focus is now on the **Lindauer** website, which must be re-platformed by October as GSS are retiring the aged infrastructure housing this.
- The core **Discover** platform upgrade is now underway with content workshops coming up this month. The team is taking the opportunity to move towards a composable architecture, which will enable TAU to better manage and make key content available and shareable across TAU websites, and beyond, for example with Tourism NZ.
- Analysis is complete on the data made available through the **OurAuckland** API, to enable TAU to capture and publish these events. The team has identified a preferred technical option and is working with GSS to bring this data into TAU's data platform. It is waiting for confirmation that GSS can support the transfer of data in this way.
- The development of a business case is underway to refresh **ACVE website**, in light of the opening of the NZICC. Noting that this is a refresh, not a complete rebuild.
- An **upgrade of the web stack** was performed on 13 July to install a version and database upgrade and remediate critical vulnerabilities. Noting that managing cyber vulnerabilities now requires almost one full-time resource.

AI

- A recent Takina article and Taki Reo presentation have emphasised how kaimahi can ensure that they are using approved AI tools safely.
- The Digital Team is also looking to adopt a **new assessment tool** (provided by Info by Design team) to review and assess AI tools as they are proposed. Diligent AI will be assessed using this.
- The **AI User Group** continues to meet monthly, and discussions support this group of highly engaged AI users to learn more about the latest capabilities available in addition to sharing use cases and experiences.
- Good progress is being made to improve the discoverability of content and data across all of TAU websites (**GEO**), through the systematic implementation of changes to both the underlying technical schema in addition to changes in content and the user interface.
- The Māori Outcomes Digital Guide **Aki** is ready for a soft launch to a pilot group expected in July/August once the Māori Outcomes team conducts introductory workshops for the key Māori advisors. The Māori Outcomes team has given great feedback about the tool.

Other applications

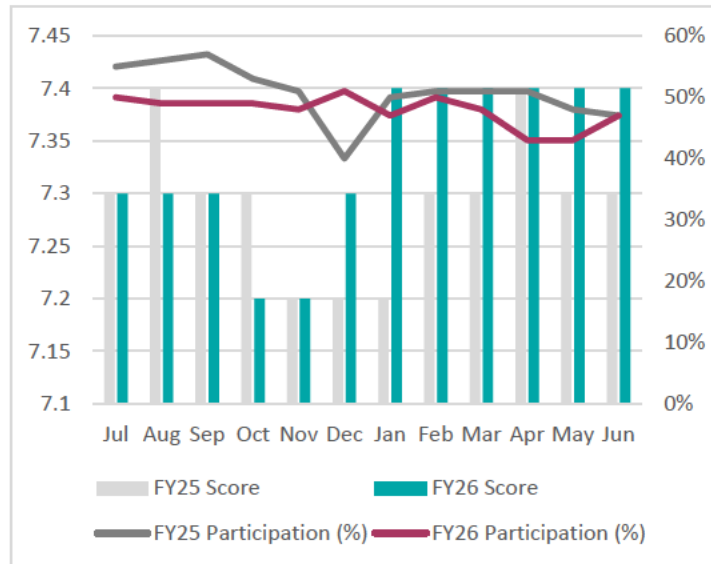
- The Digital team is working closely with the Health and Safety team to support the transition of the **Donesafe** application from GSS and the launch of a more TAU-aligned solution. A number of challenges in the integration space are gradually being worked through after escalation to GSS Management. Launch was moved from the start of July to the end of the month to allow for these delays.

- Our **Digital Signage** product will be end of life in December, so we are currently running an RFP with several vendors to select the one that best meets the needs of all stakeholders and supports our future direction.
- TAU upgraded to the latest version of **Momentum** on 13 July which provided key improvements and addressed earlier issues.
- The Digital Team held a quarterly **Big Room Planning** session in early July to identify key priorities to focus on over the next few months. It has a number of vacancies in the team which constrains our delivery, and recruitment is difficult in the current market.

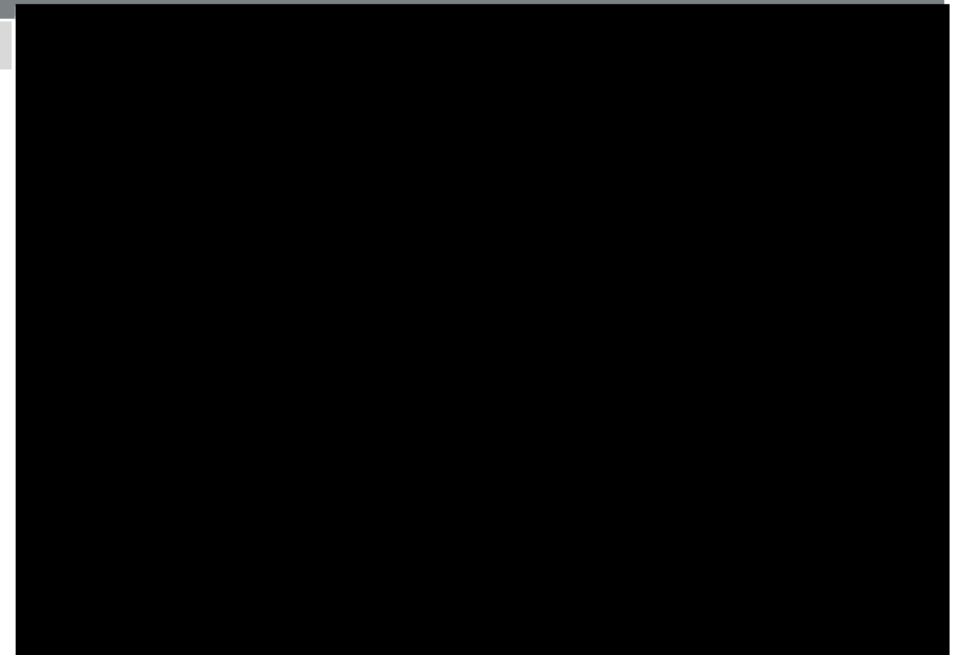
Commercial Revenue & Partnership Strategy

KPI RESULTS

OfficeVibe engagement score and participation

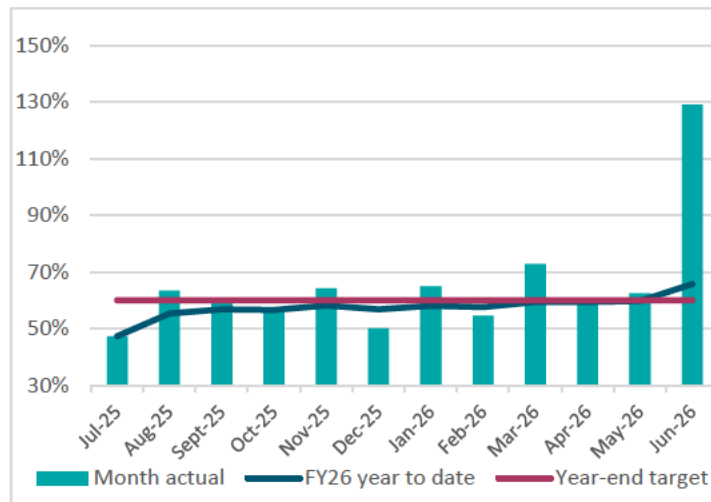


In June, participation increased to 47% while engagement score stayed level at 7.4.



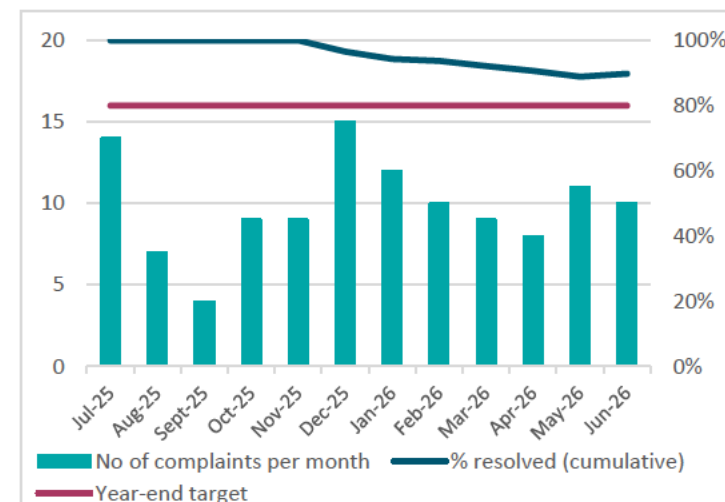
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% expenses through non-rates revenue



At 66%, the percentage of expenses funded through non-rates revenue was **above target** (60%) at year-end.

% of customer complaints resolved within 10 working days



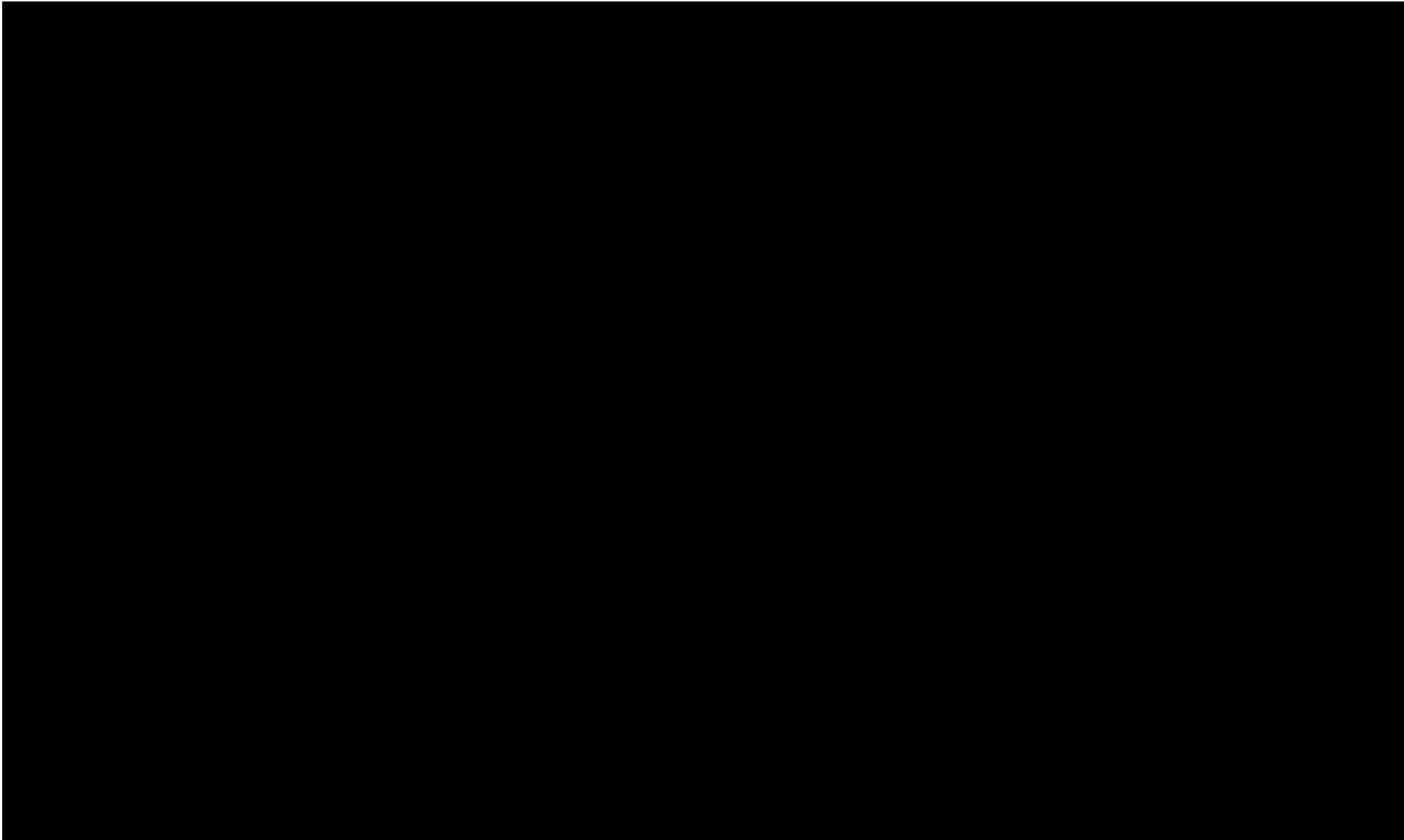
At year-end, 90% of complaints have been resolved within 10 working days. **Above target.**

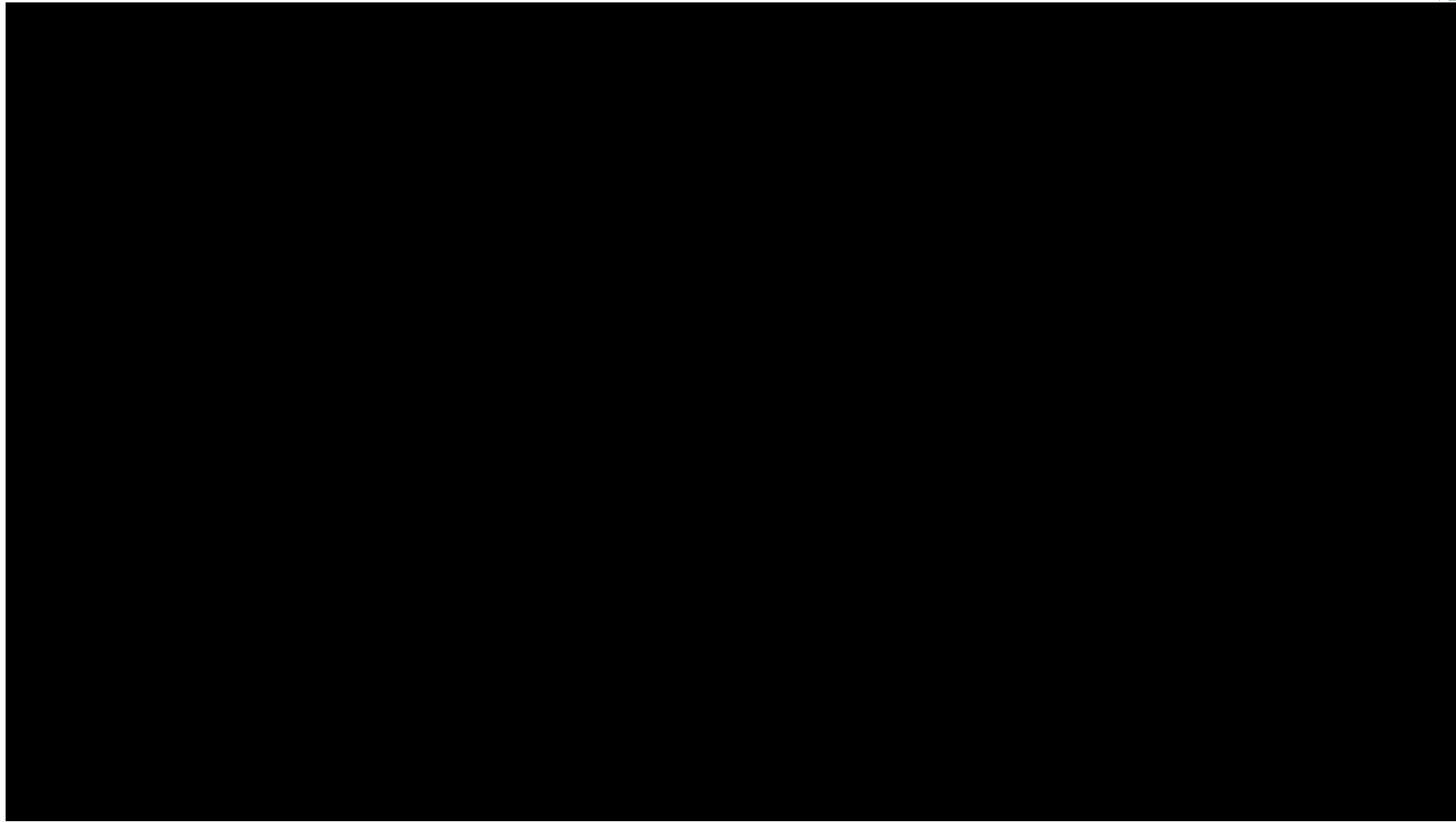
Schedule of Appendices

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

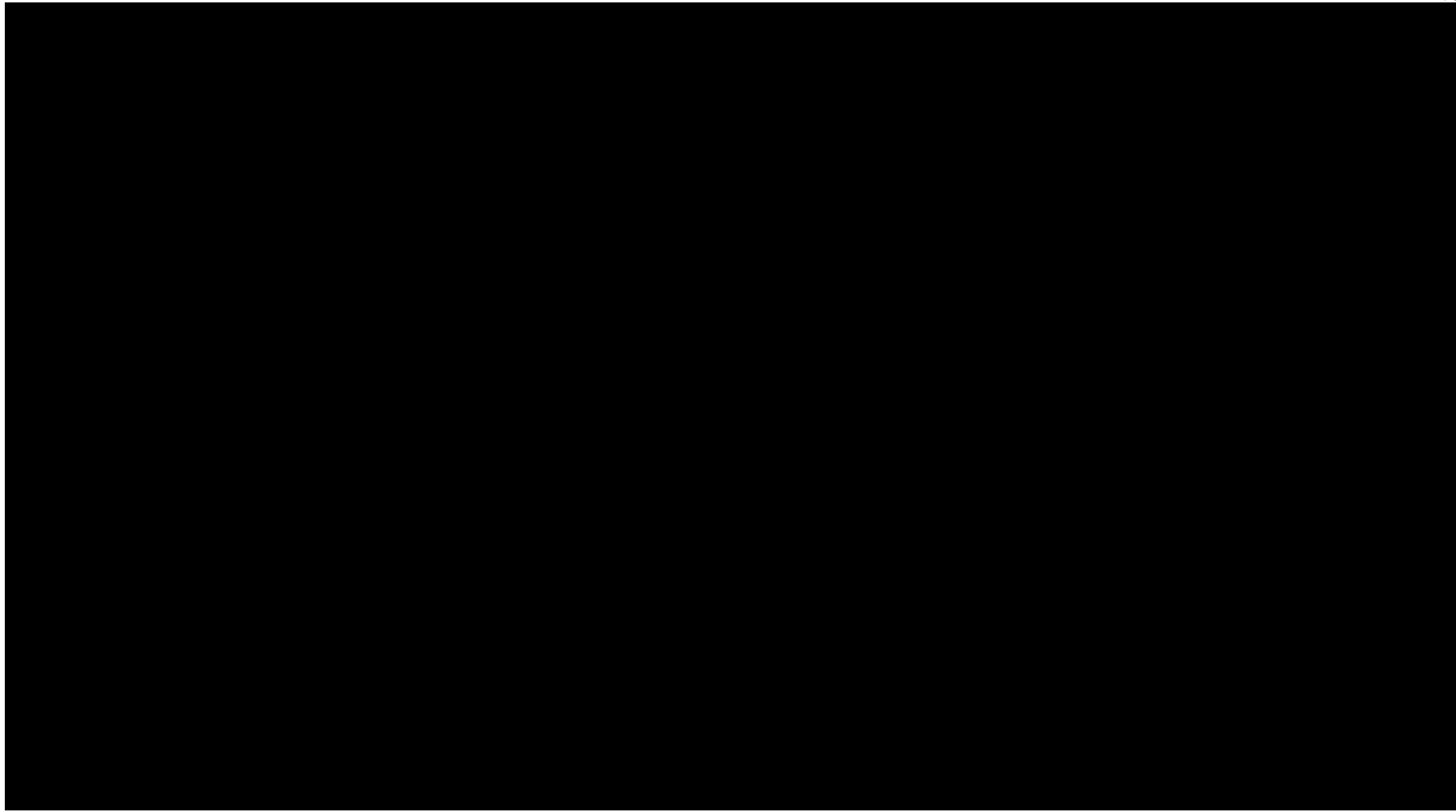
CE sub-reports in Resource Centre

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





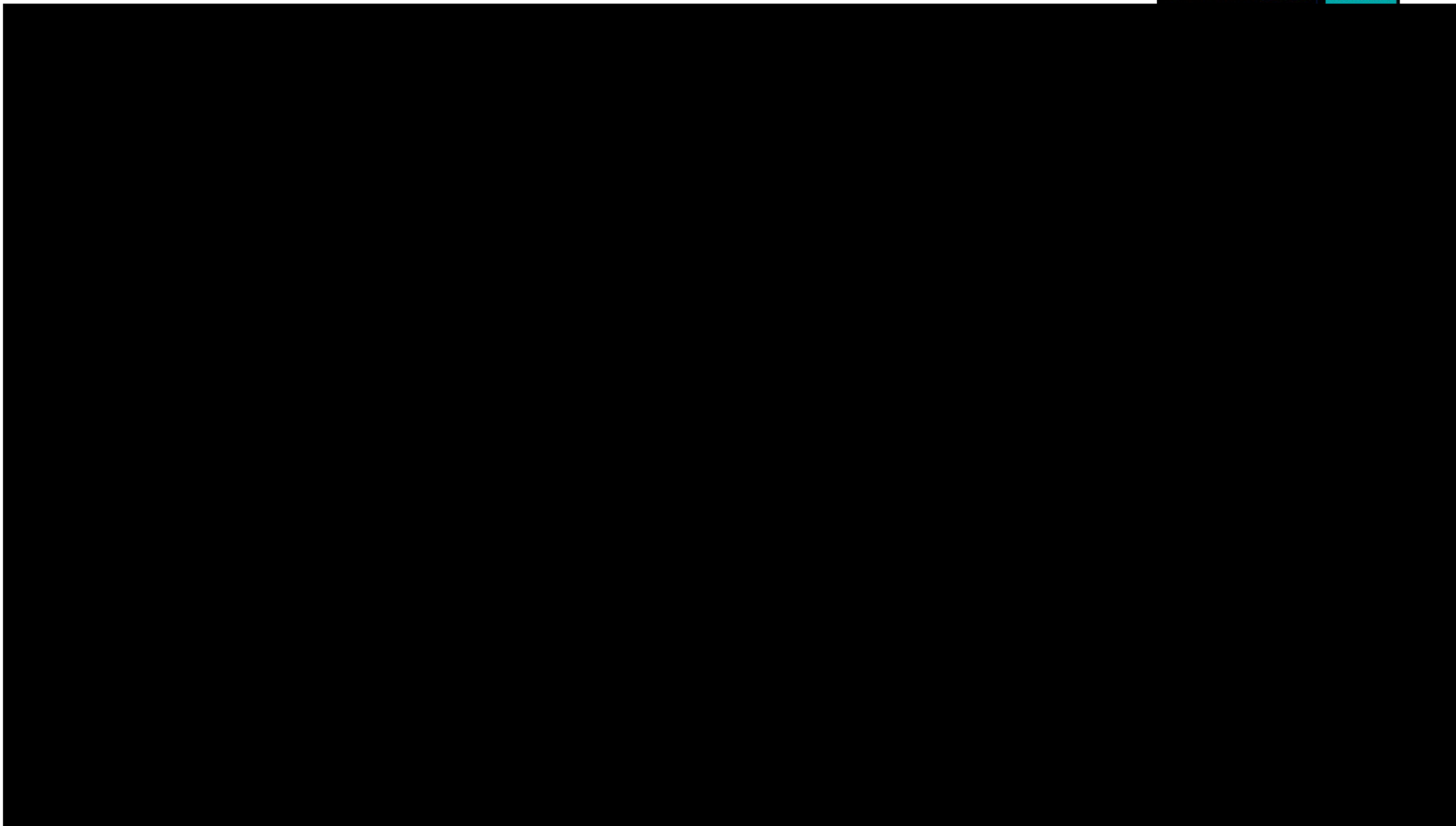
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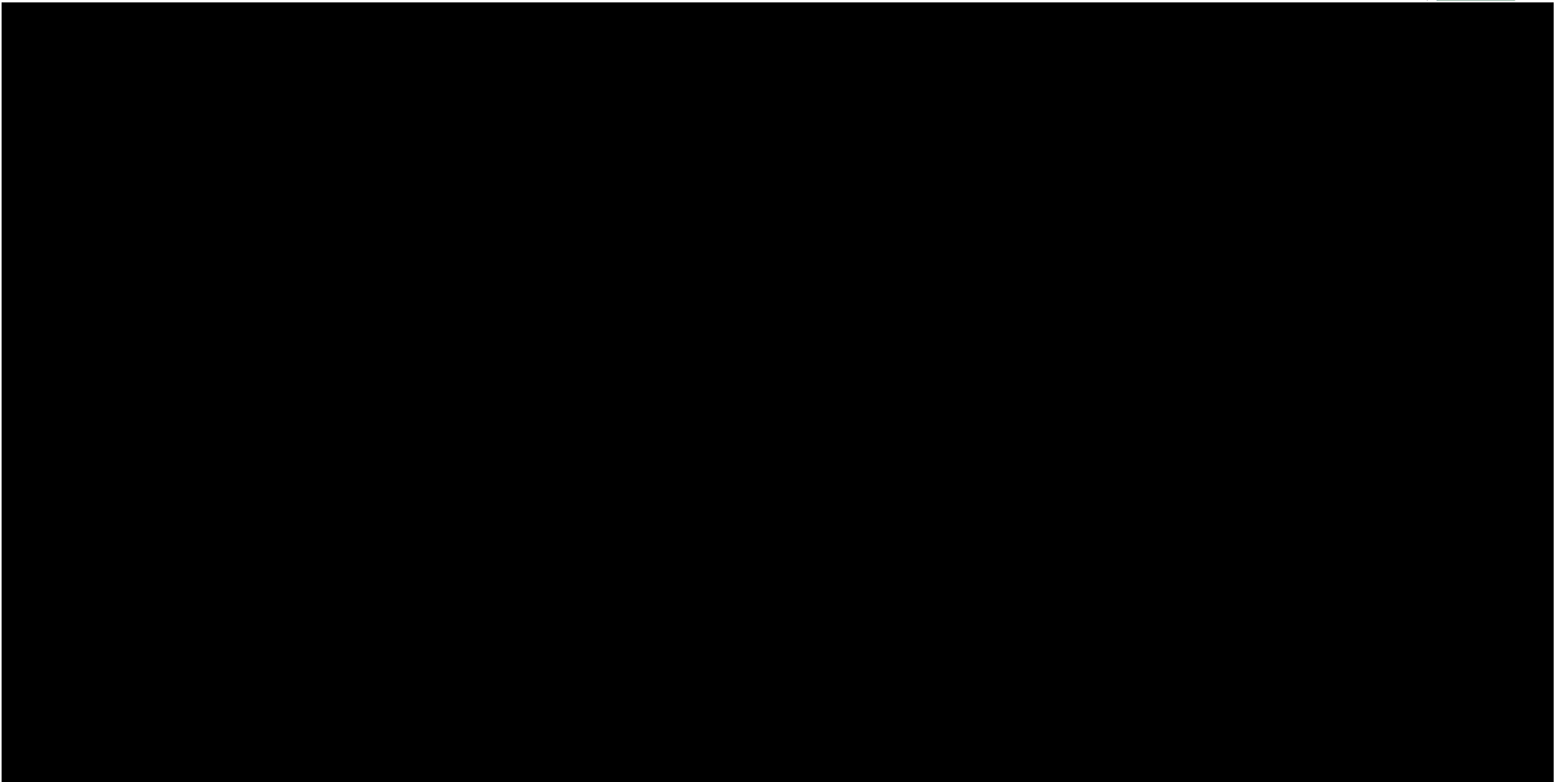


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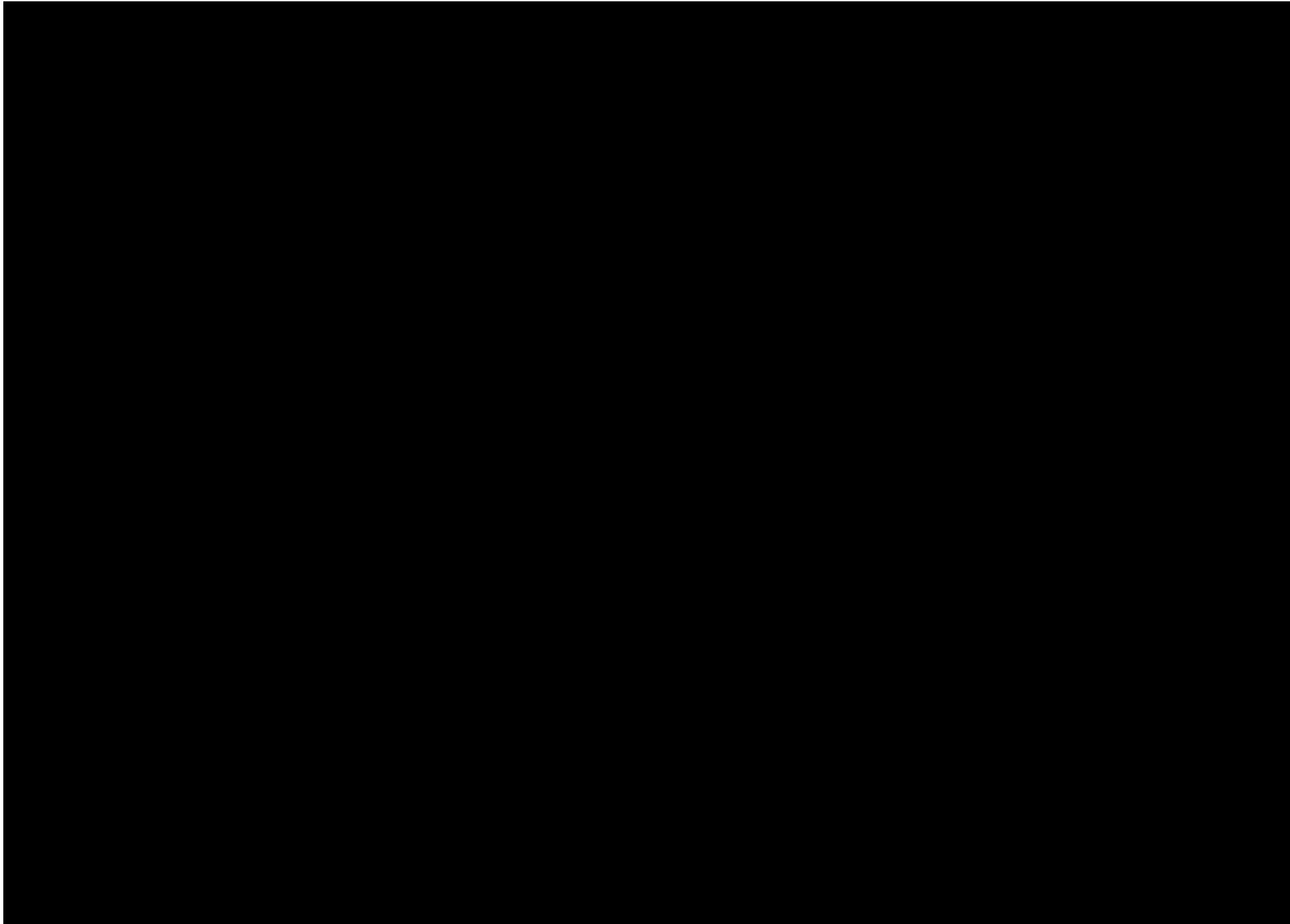




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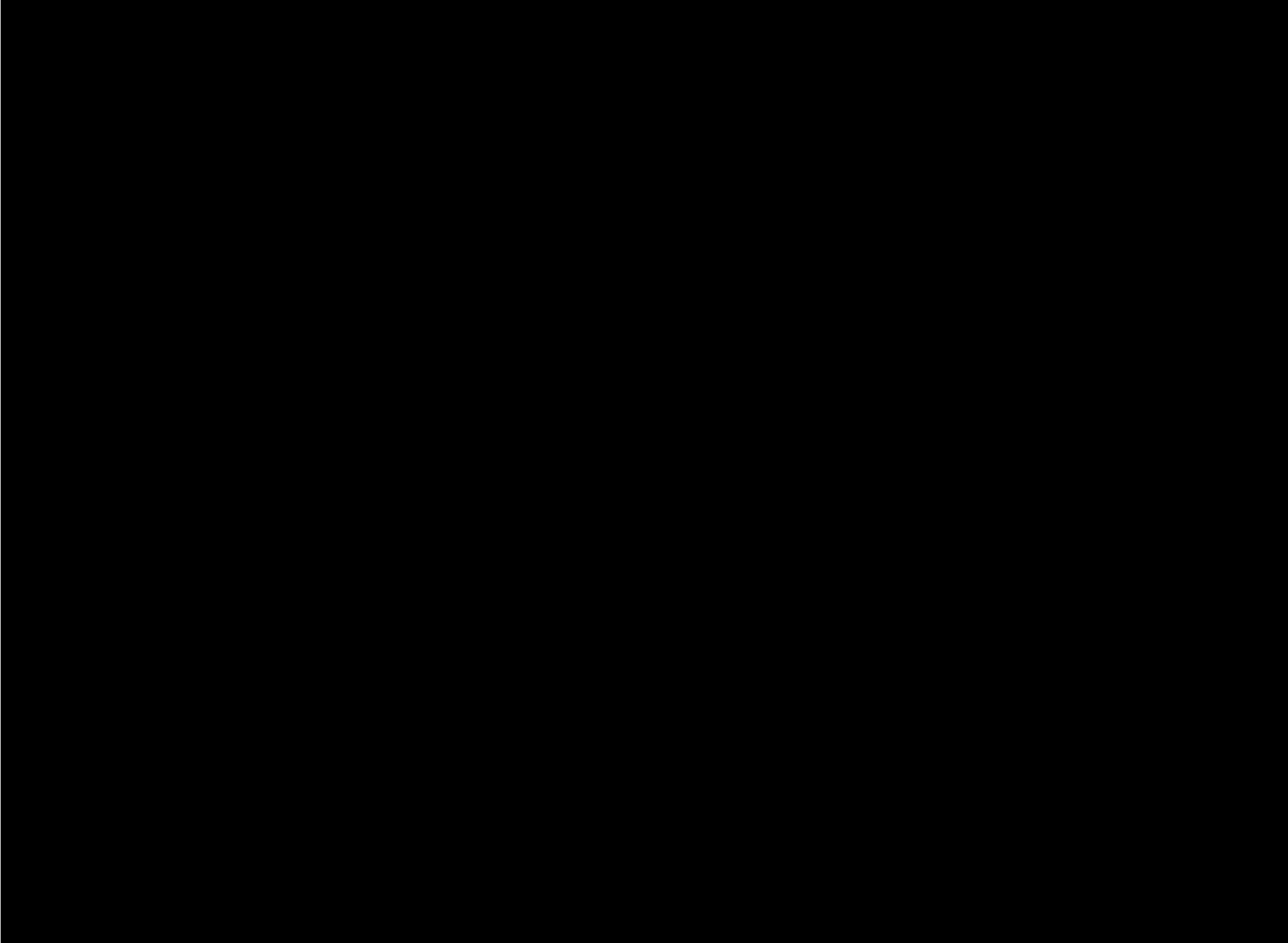


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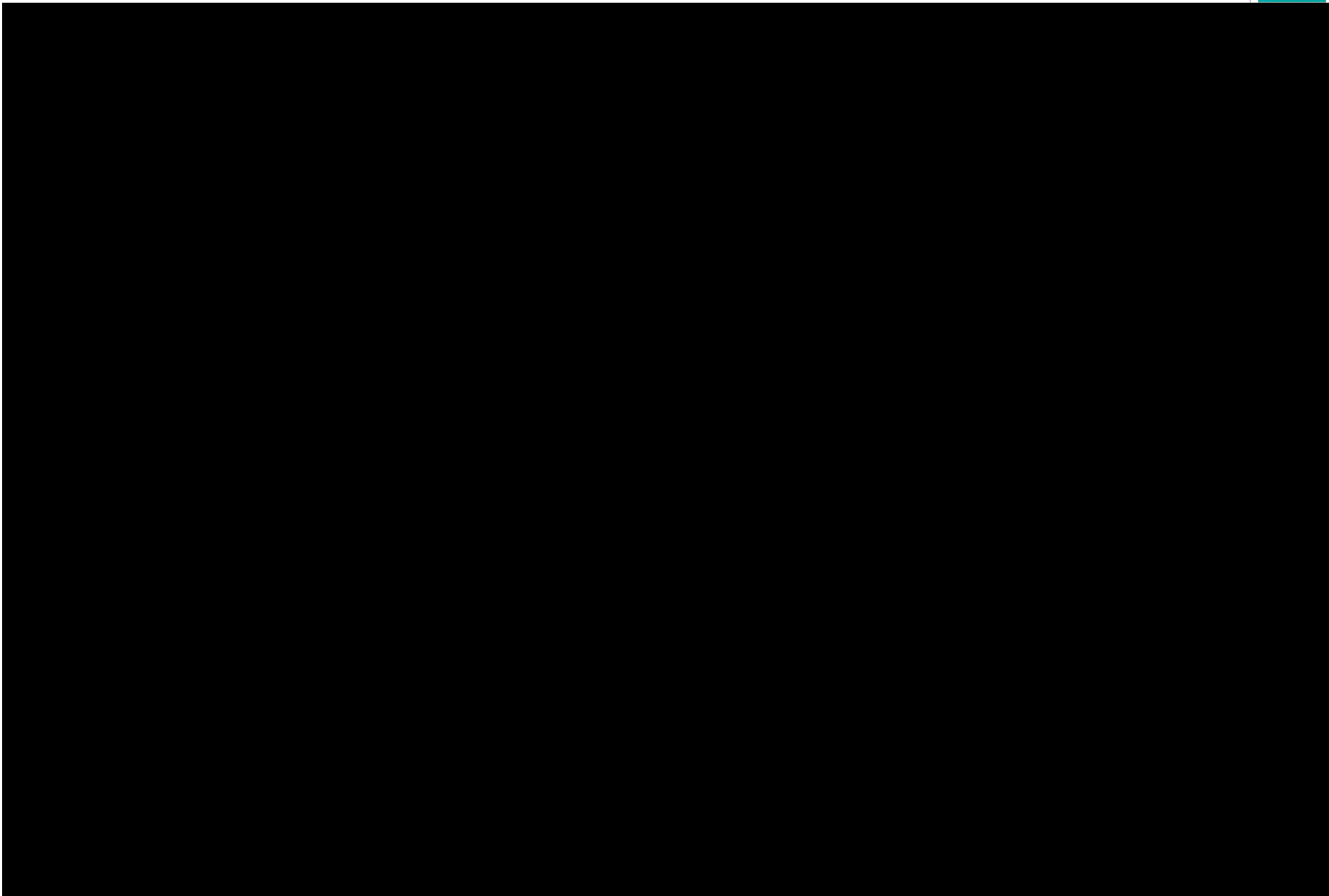
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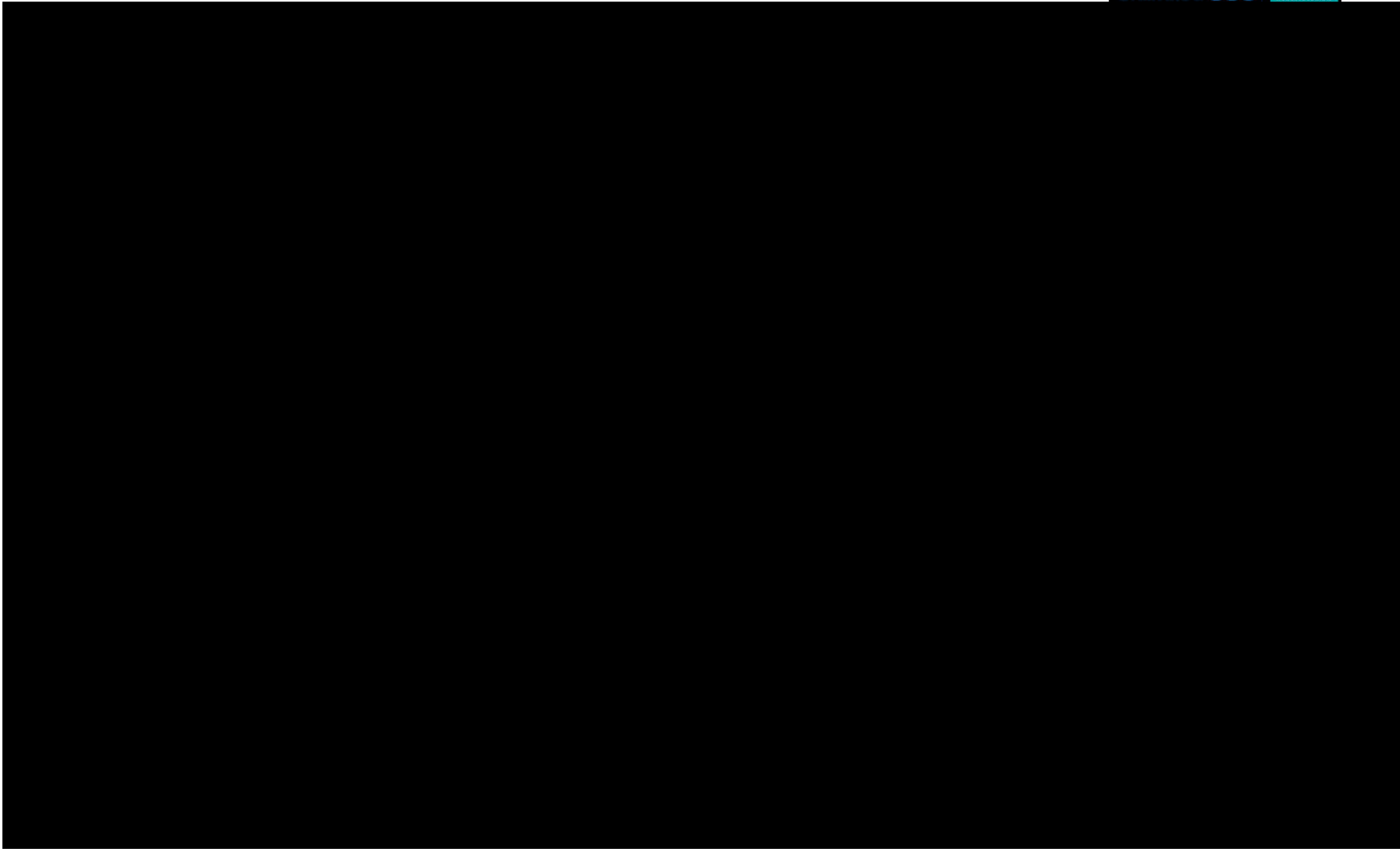
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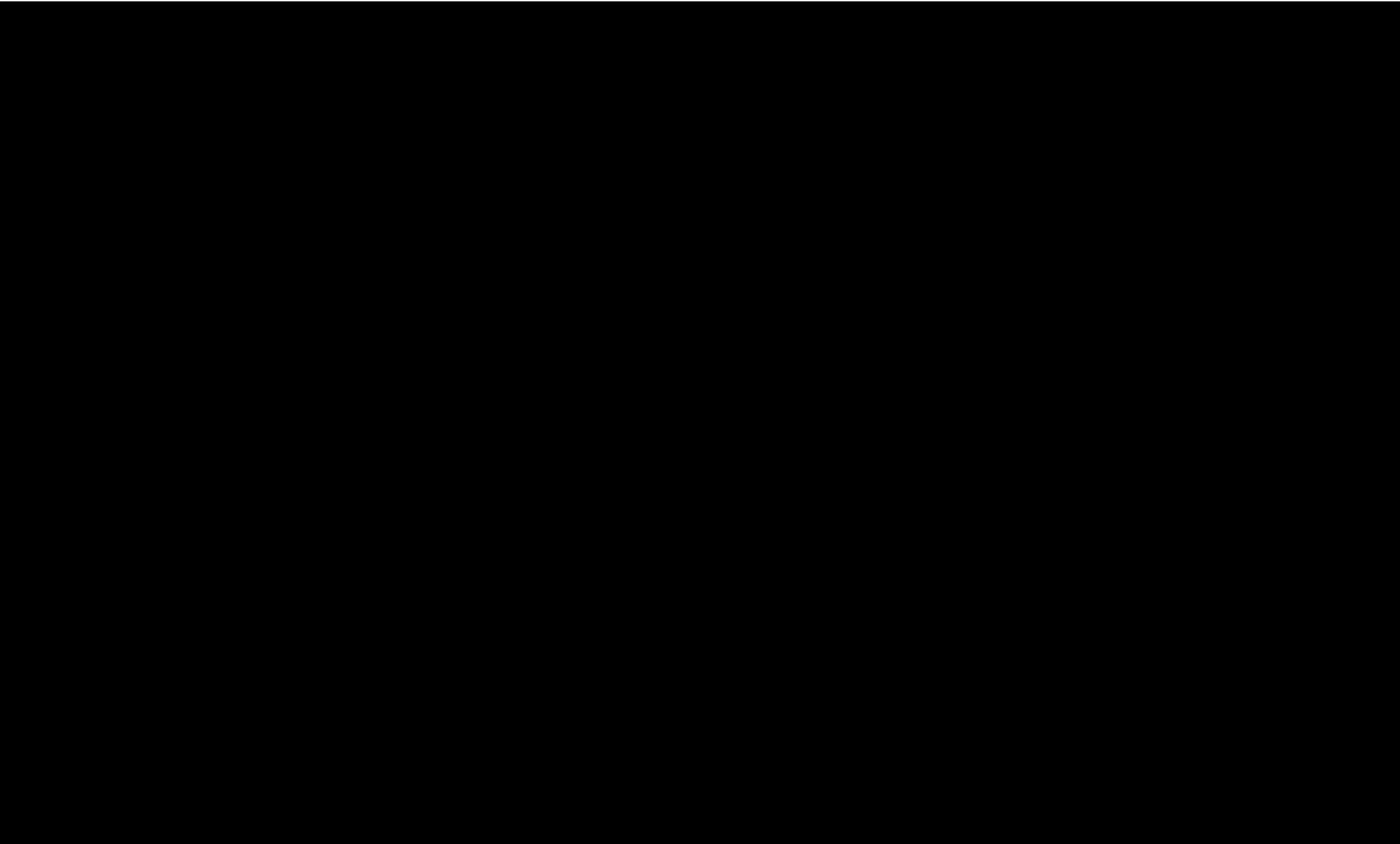
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Operating Performance – FY2026



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