

# Board Meeting Agenda

8.00 a.m. Wednesday 29 April 2026

Tapatahi Boardroom, Level 4 Aotea Centre, Auckland

Item	Subject	Action	Trust/Co.	Start Time	Duration
<b>CONFIDENTIAL MEETING OPEN</b>					
<b>PROCEDURAL</b>					
1	Agenda and Apologies	To Note	T & C	8.00 a.m.	30 mins
2	Confidential Minutes 25 March 2026 and Action Tracker, Vicki Salmon	To Approve	T & C		
3	Board Agenda Discussion, Vicki Salmon	To Discuss	T & C		
<b>CE CONFIDENTIAL UPDATE</b>					
4	CE Confidential Update, Nick Hill 1. Confidential Update <sup>1</sup> 2. Group Shared Services <sup>1</sup> 3. Long Term Plan <sup>2</sup> 4. Digital Roadmap <sup>3</sup>	To Note and Discuss	T & C	8.30 a.m.	1 hour 30 mins
<b>BREAK</b>				<b>10.00 a.m.</b>	<b>15 mins</b>
5	Arts and Culture Reform <sup>3</sup> , Deputy Mayor Desley Simpson	To Note	T	10.15 a.m.	30 mins
6	Auckland Events Overview <sup>3</sup> , Tom Irvine, Daniel Clarke, Annie Dundas, Shelley Watson	To Discuss	C	10.45 a.m.	30 mins
<b>CONFIDENTIAL MEETING CLOSED AND PUBLIC MEETING OPEN</b>					
<b>PROCEDURAL</b>					
7	Register of Directors' Interests and Rolling 12-Month Board Work Programme, Vicki Salmon	To Note	T & C	11.15 a.m.	5 mins
8	Public Minutes 25 March 2026, Vicki Salmon	To Approve	T & C		
<b>CE REPORT AND PERFORMANCE REPORTS</b>					
9	CE Report, Nick Hill 1. Financial Performance Report 2. Current Operational Risks <sup>4</sup> (RC) 3. Capital Programme Report <sup>3</sup> (RC)	To Note	T & C	11.20 a.m.	40 mins
<b>PUBLIC MEETING CLOSED AND CONFIDENTIAL MEETING OPEN</b>					
<b>LUNCH</b>				<b>12.00 p.m.</b>	<b>30 mins</b>

<sup>1</sup> S7(2)(f)(i),(h),(i),(j) LGOIMA 1987

<sup>2</sup> S7(2)(f)(i),(h) LGOIMA 1987

<sup>3</sup> S7(2)(f)(i),(h),(i) LGOIMA 1987

<sup>4</sup> S7(2)(f)(i),(h) LGOIMA 1987

# Board Meeting Agenda

Item	Subject	Action	Trust/Co.	Start Time	Duration
<b>COMMITTEE UPDATES AND CIRCULAR RESOLUTIONS</b>					
10	Board Committee Verbal Updates and Circular Resolutions, Vicki Salmon 1. Capital Projects Committee, Alastair Carruthers	To Note	T & C	12.30 p.m.	10 mins
<b>APPROVAL PAPERS</b>					
11	Māori Outcomes Governance Model <sup>5</sup> , Nick Hill and Helen te Hira	To Approve	T & C	12.40 p.m.	1 hour 30 mins
12	Auckland Art Gallery Advisory Committee <sup>5</sup> , Nick Hill	To Approve	T		
13	TAU Capital Programme <sup>6</sup> , Justine White, Daniel Clarke and Paul Tyler: 1. Auckland Zoo Masterplan Stage 3 Rangitupu Project 1 – Te Taiao 2. Bruce Mason Centre Refurbishment – Design Phase	To Approve	T		
14	CCTR FY27 Investment Proposal <sup>7</sup> , Shelley Watson, Annie Dundas, and Daniel Clarke	To Approve	C		
15	Auckland Cruise Plan <sup>7</sup> , Annie Dundas	To Approve	C		
16	TAU Q3 Risk Report <sup>7</sup> , Justine White	To Approve	T & C		
17	TAU Q3 Performance <sup>7</sup> Report, Justine White	To Approve	T & C		
<b>NOTING PAPERS</b>					
18	Health and Safety Report <sup>8</sup> , Lynn Strudwick and Pete Hayes	To Note	T & C	2.10 p.m.	15 mins
<b>ANY OTHER BUSINESS</b>					
19	Any Other Business, Vicki Salmon	To Discuss	T & C	2.25 p.m.	5 mins
	<b>Close of Meeting</b>			<b>2.30 p.m.</b>	

<sup>5</sup> S7(2)(f)(i) LGOIMA 1987

<sup>6</sup> S7(2)(f)(i),(h),(i) LGOIMA 1987

<sup>7</sup> S7(2)(f)(i),(h) LGOIMA 1987

<sup>8</sup> S7(2)(a),(d),(f)(i) LGOIMA 1987

# Board Meeting Agenda



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

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

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


 Register of Directors Interests

Name	Position	Directorships/Trusteeships	Other Interests	Possible Conflicts
Vicki Salmon	Chair	<ul style="list-style-type: none"> <li>Salmon and Partners Ltd (Director and Shareholder)</li> <li>Greenhills Forest GP Limited (Shareholder)</li> </ul>		<ul style="list-style-type: none"> <li>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.</li> </ul>
Jannah Wootten	Deputy Chair	<ul style="list-style-type: none"> <li>Perpetual Guardian Holdings Limited (Director)</li> <li>Perpetual Trust Limited (Director)</li> <li>Generate Global (Director and Shareholder)</li> <li>National Facilities Advisory Group (Member)</li> <li>JMW Trust (Trustee)</li> </ul>	<ul style="list-style-type: none"> <li>Active – Auckland Sports &amp; Recreation (CEO)</li> </ul>	
Alastair Carruthers	Non-Executive Director	<ul style="list-style-type: none"> <li>Homeland NZ Enterprises Ltd (Director and Shareholder)</li> <li>Carruthers Consulting Ltd (Director and Shareholder)</li> <li>Cornwall Park Trust Board and associated trusts (Chair)</li> <li>Auckland University of Technology (AUT) Foundation (Trustee)</li> <li>Auckland Regional Amenities Funding Board (Board Member)</li> <li>Auckland War Memorial Museum Trust Board (Deputy Chair)</li> <li>Museum of Transport and Technology Board (Director)</li> </ul>		<ul style="list-style-type: none"> <li>The ARAFB provides operating funding to some entities who occupy and perform in Tātaki Auckland Unlimited facilities.</li> <li>Spouse Peter Gordon and Homeland may do consulting work for Dan Clarke and Auckland Live from time to time.</li> </ul>
Carol Cheng	Non-Executive Director	<ul style="list-style-type: none"> <li>Hong Consulting Limited (Director and Shareholder)</li> <li>CYWE Trustee Limited (Director and Shareholder)</li> <li>Auckland International Airport Limited (Shareholder)</li> <li>Spark New Zealand Limited (Shareholder)</li> <li>Comvita Limited (Shareholder)</li> <li>SkyCity Entertainment Group Limited (Shareholder)</li> <li>The Asia New Zealand Foundation Te Whītau Tūhono (Trustee)</li> </ul>		<ul style="list-style-type: none"> <li>Daniel Clarke (TAU Director, Auckland Live) recently undertook a trip to India that was sponsored by the Asia New Zealand Foundation. Carol Cheng was not involved in the delegate selection process.</li> <li>Asia New Zealand Foundation provided sponsorship for Auckland Culture Festivals</li> <li>Asia New Zealand Foundation provided sponsorship for Guo Pei Exhibition at the Auckland Art Gallery.</li> </ul>

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

## 12-Month Work Programme

Month	Shareholder Accountability	Operations	Strategy & Business Focus	Board and Committee Meeting Dates
<b>Jan-26</b>	<ul style="list-style-type: none"> <li>Financial reporting for the ½ Year ended 31 December 2025</li> <li>Q2 Risk Report</li> </ul>	<ul style="list-style-type: none"> <li>CEO Report</li> <li>H&amp;S Report</li> </ul>	<ul style="list-style-type: none"> <li>Cultural Sector Investment Model</li> </ul>	<ul style="list-style-type: none"> <li>Board Meeting – 28 Jan (½Y Accounts)</li> <li>Remuneration Committee – 29 Jan</li> </ul>
<b>Feb-26</b>	<ul style="list-style-type: none"> <li>Q2 Performance Report</li> </ul>	<ul style="list-style-type: none"> <li>CEO Report</li> <li>H&amp;S Report</li> </ul>	<ul style="list-style-type: none"> <li>Artificial Intelligence BC</li> <li>Western Springs Stadium EOI</li> </ul>	<ul style="list-style-type: none"> <li>Māori Engagement Committee – 12 Feb</li> <li>Capital Projects Committee – 18 Feb</li> <li>Board Meeting – 25 Feb</li> </ul>
<b>Mar-26</b>	<ul style="list-style-type: none"> <li>Draft 2027 -2029 Statement of Intent</li> </ul>	<ul style="list-style-type: none"> <li>CEO Report</li> <li>H&amp;S Report</li> <li>Auditor engagement and fees</li> </ul>	<ul style="list-style-type: none"> <li>Board Strategy Session – 16 March 2026</li> <li>Board Risk Appetite Workshop – 16 March 2026</li> <li>Artificial Intelligence BC</li> </ul>	<ul style="list-style-type: none"> <li>Risk and Finance Committee – 18 Mar</li> <li>Board Meeting – 25 March</li> </ul>
<b>Apr-26</b>	<ul style="list-style-type: none"> <li>Q3 Risk Report to Council</li> <li>Q3 Performance Report</li> <li>Draft TAU SOI 2027-29 presented to Budget and Performance Committee 21 April</li> <li>TAU Q2 Performance Report to Council Apps. &amp; Performance Review Committee 23 April 2026</li> </ul>	<ul style="list-style-type: none"> <li>CEO Report</li> <li>H&amp;S Report</li> <li>CCTR FY27 Investment Proposal</li> </ul>	<ul style="list-style-type: none"> <li>Arts and Culture Report</li> <li>Auckland Events Overview</li> <li>Long Term Plan</li> <li>Māori Outcomes Governance Model</li> </ul>	<ul style="list-style-type: none"> <li>Capital Projects Committee – 22 April</li> <li>Board Meeting – 29 April</li> </ul>
<b>May-26</b>	<ul style="list-style-type: none"> <li>Q3 Risk Report to Council</li> <li>TAU Q3 Performance Report to Council Apps. &amp; Performance Review Committee 28 May 2026</li> </ul>	<ul style="list-style-type: none"> <li>CEO Report</li> <li>H&amp;S Report</li> </ul>	<ul style="list-style-type: none"> <li>Workshop: TBC</li> </ul>	<ul style="list-style-type: none"> <li>Risk and Finance Committee – 13 May</li> <li>Board Meeting – 27 May</li> </ul>
<b>Jun-26</b>	<ul style="list-style-type: none"> <li>Public Board meeting - shareholder feedback on SOI</li> </ul>	<ul style="list-style-type: none"> <li>CEO Report</li> <li>H&amp;S Report</li> <li>Annual insurance renewal</li> </ul>	<ul style="list-style-type: none"> <li>Annual Plan and Capital Plan FY26</li> <li>Three Year Plan</li> </ul>	<ul style="list-style-type: none"> <li>Māori Engagement Committee – 10 Jun</li> <li>Capital Projects Committee – 17 June</li> <li>Board Meeting – 1 July (Public Board Meeting)</li> </ul>

## 12-Month Work Programme

Month	Shareholder Accountability	Operations	Strategy and Business Focus	Board and Committee Meeting Dates
<b>Jul-26</b>	<ul style="list-style-type: none"> <li>Final SOI FY2027-2029 approval</li> <li>Financial reporting for the year ended 30 June 2026</li> <li>Q4 Risk Report to Council</li> </ul>	<ul style="list-style-type: none"> <li>CEO Report</li> <li>H&amp;S Report</li> </ul>	<ul style="list-style-type: none"> <li>Workshop: TBC</li> </ul>	<ul style="list-style-type: none"> <li>Risk and Finance Committee – 22 July</li> <li>Remuneration Committee – 30 July</li> <li>Board Meeting – 29 July</li> </ul>
<b>Aug-26</b>	<ul style="list-style-type: none"> <li>Q4 Performance Report</li> <li>TAUL and TAUT Annual Report</li> <li>Financial reporting for the year ended 30 June 2026</li> <li>Climate Related Disclosures</li> </ul>	<ul style="list-style-type: none"> <li>CEO Report</li> <li>H&amp;S Report</li> <li>2026 Board and Committee Meetings</li> </ul>	<ul style="list-style-type: none"> <li>Workshop: TBC</li> </ul>	<ul style="list-style-type: none"> <li>Capital Projects Committee – 12 July</li> <li>Risk and Finance Committee – 20 Aug (FY26 Statements)</li> <li>Board Meeting – 26 Aug</li> </ul>
<b>Sep-26</b>		<ul style="list-style-type: none"> <li>CEO Report</li> <li>H&amp;S Report</li> </ul>		
<b>Oct-26</b>	<ul style="list-style-type: none"> <li>Public Board meeting - performance against SOI targets for Year Ended 30 June 2026</li> <li>Q1 Performance Report</li> <li>Q1 Risk Report to Council</li> <li>TAU Q4 Report to Council Apps. &amp; Performance Review Committee 8 Oct 2026</li> </ul>	<ul style="list-style-type: none"> <li>CEO Report</li> <li>H&amp;S Report</li> </ul>		<ul style="list-style-type: none"> <li>Capital Projects Committee – 14 Oct</li> <li>Board Meeting – 28 Oct (Public Board Meeting)</li> </ul>
<b>Nov-26</b>	<ul style="list-style-type: none"> <li>TAU Q1 Report to Council Apps. &amp; Performance Review Committee 19 Nov 2026</li> </ul>	<ul style="list-style-type: none"> <li>CEO Report</li> <li>H&amp;S Report</li> </ul>	<ul style="list-style-type: none"> <li>Workshop: TBC</li> </ul>	<ul style="list-style-type: none"> <li>Risk and Finance Committee – 11 Nov</li> <li>Māori Engagement Committee – 18 Nov</li> <li>Board Meeting – 25 Nov</li> </ul>
<b>Dec-26</b>		<ul style="list-style-type: none"> <li>CEO Report</li> <li>H&amp;S Report</li> </ul>		<ul style="list-style-type: none"> <li>Capital Projects Committee – 9 Dec</li> </ul>

# BOARD MEETING

**HELD ON:** Wednesday 25 March 2026 at 8.00 a.m.

**AT:** Auckland House, 135 Albert Street, L 26 Deputy Mayor's meeting room

**PRESENT:**

Vicki Salmon	Chair
Jannah Wootten	Deputy Chair
Alastair Carruthers	
Carol Cheng	
Graeme Stephens (Teams)	
Dan Walker	
Hinurewa Te Hau	
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
Jane Waddel	Head of Content & Channels
James Robinson	Head of Strategy & Planning
Cheyne Stevens	Head of Major Events
Natalie Jarman	Health & Safety Business Partner

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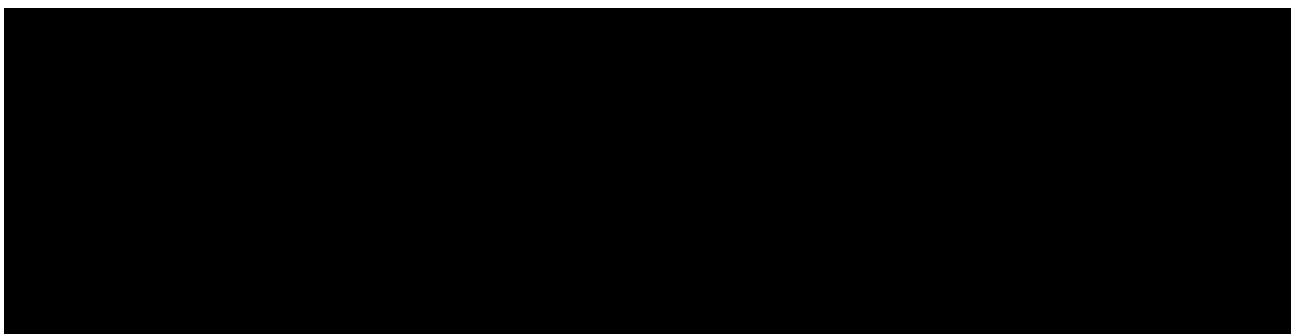
*Nick Hill, Justine White, Georgina Cervin, and Tim Kingsley-Smith joined the meeting.*

## 1. AGENDA AND APOLOGIES

The Chair opened the confidential meeting and a karakia was recited.

## 2. 25 FEBRUARY 2026 CONFIDENTIAL MINUTES AND ACTION TRACKER

The Board requested two amendments to the draft minutes:



Management agreed to prepare a paper to formalise the changes to TAU's Board Committee structure and related actions discussed at the recent board strategy day. (**ACTION POINT**)

Subject to the requested amendments being made, the Board:

1. **Approved** the 25 February 2026 confidential minutes as an accurate record of the meeting; and
2. **Noted** Action Tracker

### 3. BOARD AGENDA DISCUSSION

The Board discussed the agenda for the meeting.

### 4. CE CONFIDENTIAL UPDATE

Nick Hill spoke to the paper.

#### *General*

- Management noted that the outcomes summary of the TAU Board strategy workshop that was circulated to the Board prior to the meeting will be developed into the regular confidential update report from the next board meeting onwards.

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

- The Board noted that that the Governing Body will meet shortly regarding the Western Springs Stadium (WSS) EOI process and the future of the stadium. The Governing Body will consider the options for WSS including TAU's recommended option – an enhanced version of EOI option 2 'Western Springs Bowl'.

*Alastair Carruthers left the meeting at 9.18 a.m.*

#### *Auckland Festivals and Auckland Events*

- Management noted that following the busy summer season of festivals across Tāmaki Makaurau, the team will conduct reviews of some of the key festivals and events to better understand what is going well and where improvements can be made. The Board noted that it would be useful to receive a summary of the findings of the reviews once completed.
- The Board noted that it may be useful to collectively approach the group of festivals that TAU produces and add Moana Auckland – New Zealand's Ocean Festival and Matariki to the three existing cultural festivals under TAU's Long Term Plan. This would allow TAU to clearly and succinctly explain why the festivals are important to Auckland, what is required to produce and deliver the festivals, and to outline what the future holds for each festival.
- Management noted that the TAU events workstream is continuing to work on TAU's structure to deliver events following the CCO Reform changes last year.
- The Board congratulated the Pasifika Festival team for another successful event this year and for a hosting a thorough and well-informed board health and safety visit prior to the event.

*Alastair Carruthers rejoined the meeting at 9.51 a.m.*

#### *Arts and Culture Reform Programme*

- Management noted that the letter from the Deputy Mayor to the TAU Chair regarding the council's Arts and Culture Reform programme was circulated to the Board prior to the meeting.

TAU will actively participate in the upcoming strategy sessions on the programme ahead of the programme being considered by the council's Value for Money Committee in May.

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*Deputy Mayor Desley Simpson, Sarah Johnstone-Smith, Lynn Strudwick, Shelley Watson, Mandy Kennedy, Jane Waddel, and the Executive Team joined the meeting.*

## 5. AI BUSINESS CASE

Mandy Kennedy, Lynn Strudwick, Shelley Watson and Jane Waddel spoke to the paper.

- Management noted that the AI business case revolves around addressing TAU's 'tech debt', unifying and homogenising TAU's legacy digital environments, and addressing how TAU can take the opportunities that modern digital tools, including AI, can provide.
- Management noted that for historical reasons, TAU is comprised of a number of discrete businesses that each has its own legacy digital environment. While TAU has done some work to unify the various digital environments and to homogenise data across the organisation, significant gaps remain. The primary benefits of addressing TAU's 'tech debt' and unifying its digital environment are the potential to make significant cost savings, the potential to improve efficiency and productivity, and the potential to allow TAU to refine and improve its services by using modern digital tools to leverage data and information from across the organisation.
- The Board noted that TAU's existing and growing 'tech debt' represents a significant and growing commercial and business risk to the organisation. TAU competes with other cities and regions to attract visitors, events, exhibitions, and attractions while its services, facilities, and venues need to be provided in a cost-effective manner and be in-step with modern expectations. Over time, TAU failing to 'keep up with the times' will result in deterioration of service quality and a loss of confidence in TAU's ability to perform its core roles.

The Board **noted** the paper.

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

*Jane Waddel left the meeting.*

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

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

Directors noted several updates to the Directors' Register.

Carol Cheng noted that the Asia NZ Foundation – which she is a director of – recently sponsored Daniel Clarke (Director Auckland Live) on a trip to India as part of a delegation of six of New Zealand's performing arts decision-makers to explore India's dynamic performing arts and cultural festival scene. Carol confirmed that she was not part of the decision-making process that selected the delegation members.

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

## 7. PUBLIC MINUTES 25 FEBRUARY 2026

Subject to the amendments made to the draft minutes at Item 2, the Board **approved** the 25 February 2026 public minutes as an accurate record of the meeting.

The Chair welcomed the senior management team.

## 8. CE REPORT

The Management team spoke to the paper.

- Management noted that overall, TAU continues to be busy and is now on track with all its KPIs. City centre foot traffic is increasing, although some measures of retail spending in the city remain weak. Based on anecdotal evidence from key stakeholders, TAU's activities to activate the city centre are having a positive impact, but more work on how to objectively monitor and measure the impact needs to be undertaken.
- Management noted that Auckland Zoo has had a challenging month due to poor weather. Unfortunately, the recent Auckland Art Gallery exhibition *Pop to Present* did not meet its targets. A post-exhibition review is underway. The New Zealand Maritime Museum had a good month; as did Auckland Stadiums, with the New Zealand Warriors continuing to attract excellent crowd numbers.
- Management noted that the TAU frontline events team is coming to the end of the busy summer period. The Board noted that the upcoming quieter winter period will be a good opportunity to review the event calendar to see if there are ways to better spread the calendar and/or to better leverage events to increase benefits for the city and region. The Board congratulated and thanked the events team for a successful season of events.
- The Board and Management discussed Matariki Festival, which TAU will deliver across Tāmaki Makaurau this year – the first time TAU will be responsible for the council's overall Matariki event. Management noted that the team is engaging with key iwi stakeholders and planning and preparation is well underway.
- Management updated the Board on recent work with the council's Auckland Urban Development Office (AUDO). [REDACTED]  
[REDACTED] TAU continues to feed into several significant AUDO workstreams such as the Aotea Art Quarter programme. The council's next Long-term Plan will likely crystallise several key workstreams. Management agreed to bring a paper to the Board on the work programme in due course. (**ACTION POINT**)

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

The Board **noted** the CE Report.

*Deputy Mayor Desley Simpson, Sarah Johnstone-Smith, Lynn Strudwick, Shelley Watson and Mandy Kennedy and the Executive Team left the meeting.*

*Hinurewa Te Hau and Graeme Stephens left the meeting at 12.15 p.m.*

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

## 9. BOARD COMMITTEE UPDATES AND CIRCULAR RESOLUTIONS

The Chair of the Risk and Finance Committee updated the Board on the recent committee meeting held at Auckland Zoo.

- The committee undertook a financial ‘deep dive’ of the Zoo and all directors are encouraged to read the paper. At the top level, the Zoo has successfully increased revenue over the last three years while costs have remained stable.

- The committee considered and recommended the auditor engagement letter and fees, and was provided with routine internal audit reporting [REDACTED] S7(2)(f)(i),(h) LGOIMA 1987
- The committee received updates from the climate and sustainability team and undertook a visit of the Zoo site focusing on the flood mitigation works undertaken since the Auckland Anniversary Day flooding events in 2023.

The Board **noted** the update and the Spark Arena Rent Renewal circular resolution included in the pack for reference.

*James Robinson joined the meeting.*

## 10. TAU STATEMENT OF INTENT 2026-2029

Nick Hill and Justine White spoke to the paper.

- The Board and Management discussed the draft Statement of Intent 2026-2029 (SOI) and TAU’s response to the Mayor’s Letter of Expectation. The Board provided feedback on the draft SOI which Management agreed to incorporate.
- Management outlined the development schedule for the council’s Long-term Plan (LTP), which is due to be published for public consultation in December and due to be approved in mid-2027. The process has begun, and work on the LTP will ‘step up’ in August and September. The LTP process provides a chance to revisit TAU’s KPIs and it will incorporate changes to the organisation since the last LTP – such as economic development now sitting with the council, TAU’s new responsibilities for city centre activation, and the new City Centre Targeted Rate (CCTR) funding. The Board requested that Management incorporate the steps leading up to the finalisation of the LTP in the Board 12 Month Works Schedule. (**ACTION POINT**)
- The Board noted that the description of the cultural alliance within the draft SOI is a clear and concise statement on the alliance and should be tabled with the alliance for its own use.

The Board **approved** the draft TAU Statement of Intent 2026-2029 for delivery to Auckland Council on or before 1 April 2026.

*James Robinson left the meeting.*

## 11. AUDITOR ENGAGEMENT AND FEES

Justine White spoke to the paper.

The Board:

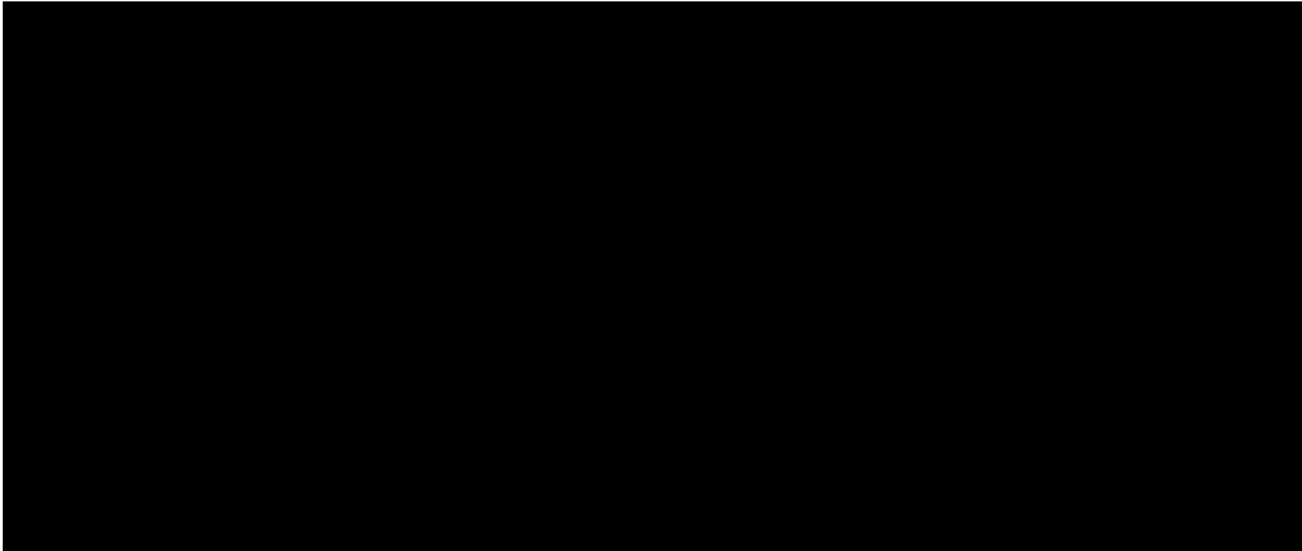
1. **Approved** the appointment of Audit New Zealand as auditors of both the Company (TAUL) and the Trust (TAUT) for the three-year period for the years ending 30 June 2026 to 30 June 2028; and

2. **Noted** the proposed audit fees for both the Company and the Trust for the year ending 30 June 2026

*Cheyne Stephens joined the meeting.*

12. **MAJOR EVENT PORTFOLIO DASHBOARD AND BUSINESS CASE**

Cheyne Stephens spoke to the paper.



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


*Lynn Strudwick and Natalie Jarman joined the meeting*

13. **TAU HEALTH AND SAFETY REPORT**

Lynn Strudwick and Natalie Jarman spoke to the paper.

- Management noted that TAU's 'lead' Health and Safety (H&S) indicators are tracking well and although incident volumes appear higher this month, analysis of the incidents confirms that this has resulted from an increasing in reporting which is positive.



- Alastair Carruthers summarised his recent H&S visit to The Civic. 



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

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

14. **ANY OTHER BUSINESS**

There was no other business.

The meeting ended with a karakia at 2.32p.m. The next meeting is scheduled for 29 April 2026.

\_\_\_\_\_  
Chair

\_\_\_\_\_  
Date

# Chief Executive Report

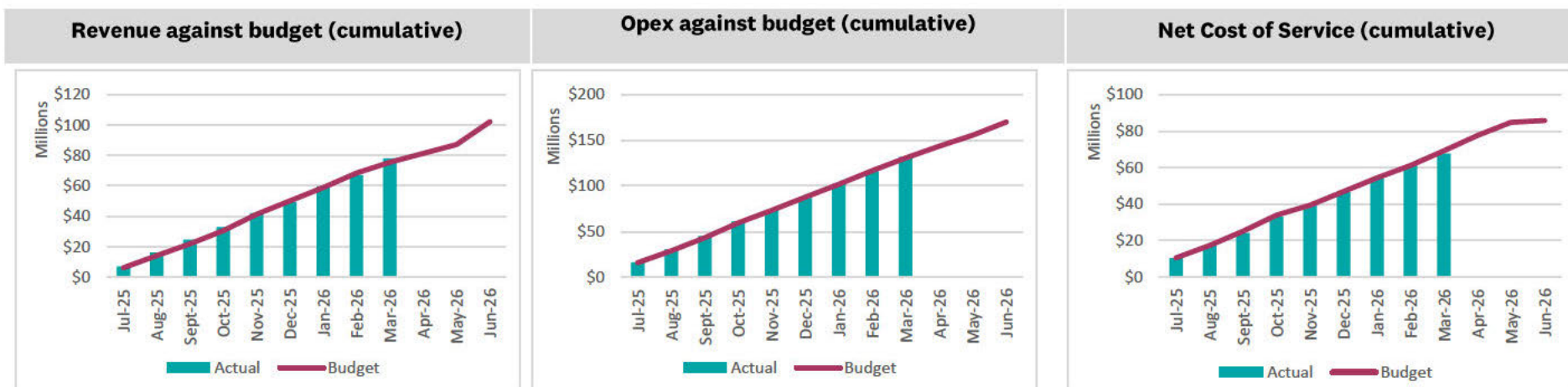
Report to the Board of Tātaki Auckland Unlimited, 29 April 2026

## 1. Introduction

- TAU’s concept of a ‘Western Springs Bowl’ has been endorsed by the council’s Governing Body. The plan to develop Western Springs Stadium builds on the natural amphitheatre of this iconic Auckland venue which was established in 1929. The decision includes an investment of up to \$2.5 million by TAU to enhance the venue for concerts and festivals, and create a boutique sports stadium – alongside continued community use and a lease extension to Ponsonby Rugby Club.
  - The Auckland Deal was announced and signed by the Prime Minister and the Mayor on 10 April. A Summary of Commitments is available in the Resource Centre. The deal includes a number of elements of direct relevance to TAU including Auckland Council:
    - working with central government and industry to develop a co-designed destination and major events strategy for Auckland that sets targets and priorities for tourism, events and hospitality growth.
    - establishing a new single stadium operator entity to manage agreed stadiums in Auckland on a venue of best-fit and best-for-New Zealand basis, and include Crown/Eden Park representation.
    - entering a sustainable funding arrangement with the stadium operator as part of its long-term plan (LTP) process (Auckland Council will not assume sole responsibility for renewal or upgrade of the national stadium Eden Park).
    - overseeing the completion the St James Theatre Restoration, including government funding and considering the use of the Central Library building and relocation of the library to support revitalisation of the mid-town precinct (Aotea Quarter regeneration).
    - progressing a long-term programme to renew and reconfigure the central wharves, including Quay Street, Queens Wharf, and Captain Cook Wharf, to improve ferry and cruise, and provide outstanding public spaces and progress the Wynyard Quarter development, including the headland park.
    - working with central government on the appropriate funding arrangements for destination and major event activities, with a joint goal of establishing sustainable long-term arrangements for these activities from 2027. As part of this, Auckland Council will consider appropriate resourcing for core event prospecting/attraction and convention bureau functions, working with MBIE; as well as investment in venue infrastructure.
  - Following a major two-year restoration project, the historic Percy Vos Boat Yard opened to the public during the Auckland Wooden Boat Festival in March. NZMM will soon announce an ongoing programme of events and classes with Pou Kapu Creations Trust and Wooden Boat Building School, which had demonstrations during the Auckland Wooden Boat Festival. The yard played a pivotal role in the country’s wooden boatbuilding history and is Auckland’s only surviving traditional boatyard.
  - The NZ International Football Festival was announced on 30 March, and will feature a match between Tottenham Hotspur FC at Auckland FC Eden Park on 26 July at Eden Park.
- 
- The Middle East war has caused an international fuel crisis, which will have a negative impact on TAU through supply chain issues, increased costs and reduced revenue – in this financial year and the next – which TAU is working to mitigate. TAU’s Incident Management Team is managing the response to the fuel supply disruption, in alignment with Auckland Council Group and central government.
  - Tom Irvine (Ngāti Whātua Ōrākei, Ngāpuhi) will be continuing with Tātaki for the next six months, in the role of Director, Strategic Projects. Tom recently served as Interim Director of Auckland Art Gallery Toi o Tāmaki.

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## 2. Finance update



Revenue is **above budget** by 4% at the end of March

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

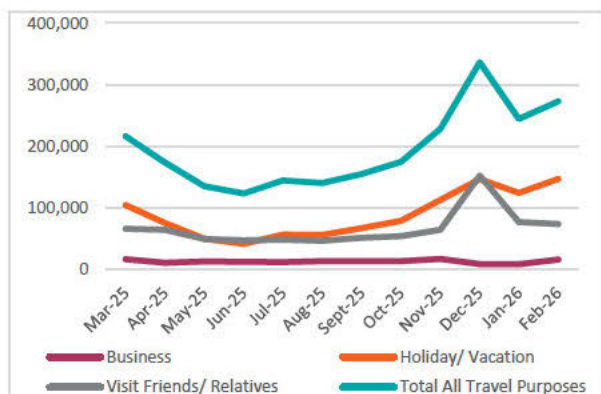
Net cost of service is **favourable to budget** by 2% at the end of March

## 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 <sup>1</sup>	Target	Variance
Auckland Art Gallery	407,198	119,062	7%	91%	65.3	45	\$35.97	\$36.55	-\$0.58
Auckland Zoo	635,859	635,859	35%	98%	68.4	45	\$18.85	\$17.73	+\$1.12
NZ Maritime Museum	143,971	88,819	5%	129%	60.7	45	\$27.74	\$33.84	-\$6.10
Auckland Stadiums	669,126	474,609	26%	106%	37.5	20	\$3.00	\$4.23	-\$1.23
Auckland Live	1,041,492	458,194	26%	107%	56.1	40	\$6.45	\$9.34	-\$2.89
Auckland Conventions	208,411	19,602	1%	NA	NA	-			
<b>TOTAL</b>	<b>2,604,160</b>	<b>1,562,315</b>	<b>100%</b>	<b>101%</b>	<b>57.6</b>	<b>40</b>	<b>\$13.10</b>	<b>\$16.06</b>	<b>-\$2.96</b>

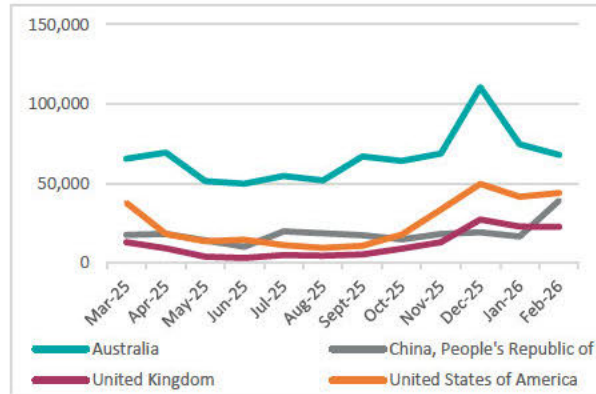
## 4. Auckland destination dashboard

### Visitor arrivals into Auckland Airport by purpose (to February)



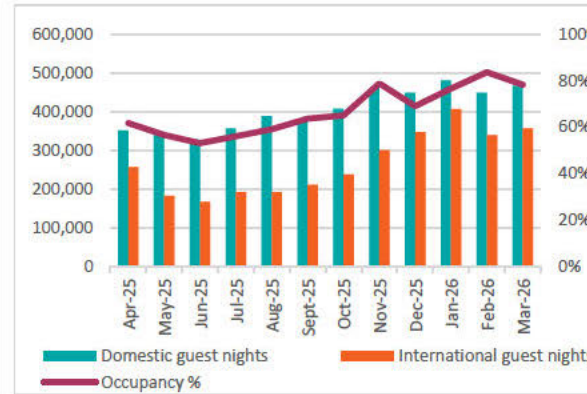
There were 272,978 international visitor arrivals in February, **12.9% higher** than in February 2025. In the year to February, there were 2.3m international visitor arrivals, **3.5% higher** than the previous 12 months.

### Visitor arrivals into Auckland Airport by key markets (to February)



There were 67,979 Australian visitors in February, **4.1% higher** than in February 2025. In the year to February, there were 794,647 Australian visitors, **4.1% higher** than the previous 12 months.

### Commercial visitor nights in Auckland (to March)



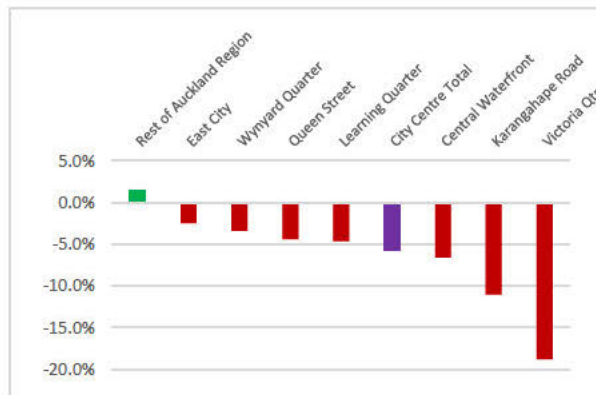
In March, there were 822,600 total guest nights in commercial accommodation, **12% higher** than March 2025. Occupancy rates in March (78%) were **higher** than the same month last year (73%).

### Monthly spend in Auckland: international vs domestic (to February)



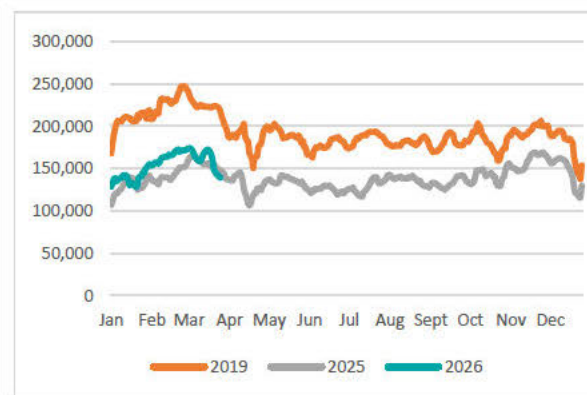
In February, domestic tourism spend in Auckland was \$573.2m (**26.5% higher** than February 2025) and international spend was \$775.8m (**35.8% higher** than February 2025).

### Change in city centre card spending by precinct Feb 2026 v Feb 2025



Total city centre card spending was **5.8% lower** in February than the same month last year.

### City centre pedestrian counts 7-Day rolling average (to March)\*



At the end of March, the 7-day rolling average city centre pedestrian count was 139,015, **5.9% lower** than the same time last year, and **36.3% lower** than the same time in 2019.

\*Source: Heart of the City

## 5. Statement of Intent delivery

### Experiences and Events

#### Auckland Live (Performing Arts)

##### Presenter services

- Presenter Services delivered [REDACTED] across 30 events, with *The Rocky Horror Show* a highlight achieving very high attendance across multiple performances.
- The Auckland Arts Festival Garden significantly outperformed last year, with net revenue up [REDACTED] per cent on 2025 and [REDACTED] per cent above forecast.
- *Auckland Arts Festival* attendance reached [REDACTED] against a forecast of [REDACTED]
- *& Juliet* opened on 9 April for a 25-show season at The Civic, alongside added commercial value from an international film shoot at The Cloud and The Civic.
- *Menopause the Musical* delivered a highly successful, near sell-out season across two venues, selling [REDACTED] tickets at The Civic and [REDACTED] tickets at the Bruce Mason Centre.

##### Performing arts & producing teams

- Auckland Live partnered with Performing Arts Network New Zealand (PANNZ) to deliver sector leadership and development through the 2026 PANNZ Arts Market, welcoming a record [REDACTED] delegates, including [REDACTED] international participants, and supporting artist showcases, pitches, and professional exchange across the performing arts sector.
- Auckland Live delivered and supported public access to arts and culture through free, accessible programmes including *Helios* by Luke Jerram ([REDACTED] attendees) and *Red Phone* ([REDACTED] participants), activating civic venues and expanding engagement with contemporary art.

##### Public realm and city centre

- Auckland Live enabled major public activations through the Auckland Arts Festival partnership, with 109,000 experiencing *Evanescent* and the Rova Sound Stage at Aotea Square.
- *Everybody Eats* at Te Komititanga served 674 free community meals, bringing people together to share a high-quality lunch made in part from rescued ingredients.
- *Wharf to Wharf* enabled over [REDACTED] people to experience an open-air art trail across the Auckland waterfront across three consecutive Saturdays in February and March.

##### Marketing and Communications

- Audience and sales performance remained strong, with **an average ticket price of \$88.20**, customers **purchasing 2.87 tickets per transaction**, and **19,076 unique ticket buyers, including 27 per cent first-time attendees**. Reach continued to broaden, **with 15 per cent of tickets sold outside Auckland and 2.5 per cent internationally**, alongside **4277 new database subscribers**.
- Marketing supported a large and diverse programme, working across **40 commercial clients and nine major presenters and festivals, delivering 10 performing arts campaigns and five public realm campaigns**, including Auckland Arts Festival, *The Rocky Horror Show*, *Jesus Christ Superstar*, *Everybody Eats* in Te Komititanga, and the Aotearoa Art Fair Sculpture Trail. Delivering strong ticket sales, audience engagement and high impact launches, including multiple sold-out performances, and strong engagement across public realm activations such as *Everybody Eats*.
- Media and public management of unisex toilet complaints – crafting replies for extensive feedback emails – and preparation of comms reports for Lunar New Year city centre programme and Morning Melodies.
- **Content and channels performance** delivered strong commercial outcomes, with **website growth driving a 33 per cent increase in Buy Ticket clicks**, EDMs maintaining high engagement, and **paid sales campaigns returning \$2.17 for every \$1 invested** despite a broader focus on traffic and lead generation.

## Major Events

### Portfolio

- The **NZ International Football Festival (Tottenham Hotspur FC vs Auckland FC)** was announced on Monday 30 March, delivering 193 million media reach and an estimated \$1.79 million in advertising value (AVE) across TV, radio, digital, and social platforms. [REDACTED]
- Lighting event **Dreamer** was held at the **NZICC** from **3-12 April**, [REDACTED]
- **&Juliet** at **The Civic**, supported by Major Events with CCTR funding, and MBIE's Event Boost Fund is also performing well with a sold-out opening night on **9 April**. The season runs until **3 May**.

### Prospecting and Bidding

- The host city and venue selection process for the **2028 T20 World Cup** began in early April. The Local Organising Committee (LOC) has distributed the Venue Selection Manual and Response Templates, Letters and Agreement templates. The venue selection submissions will be submitted by 30 June. [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

- A New Zealand Fashion Week (NZFW) partners kick-off meeting was held with a strong emphasis on destination integration, including the opportunity to position Auckland internationally via NZFW's presence at Australian Fashion Week in May.
- Football Festival destination content featuring Tottenham Hotspur FC talent Ledley King was filmed at the end of March in Devonport and aboard a Fullers Hydrofoil Vessel. Content will roll out via Spurs' social channels 6-8 weeks prior to the event. The festival has also activated the Sky Tower with lighting and graphics to promote the July games.
- Wrap up comms reports were completed for Moana Auckland and Pasifika festivals including total media coverage and learnings for next year. Included is Auckland Wooden Boat Festival communications and media support earning EAV of \$87,106 across Radio New Zealand, Newstalk ZB, *Gulf News*, *Sunday Star-Times*, Pacific Media Network, *Sail World* and *The Post*.

## Business Events

### Auckland Conventions Venues and Events (ACVE)

- ACVE actualised 34 business events with 10,367 attendees.
- Total Gross Revenue to ACVE venues was [REDACTED]. Total Revenue received by ACVE was [REDACTED]. Net contribution revenue was [REDACTED] per cent gross margin.
- ACVE YTD Gross revenue including catering is [REDACTED]
- ACVE contracted 45 business events across its portfolio of 13 venues with a venue hire total of [REDACTED]. The business received 89 new opportunities for a value of [REDACTED]
- ACVE supported the New Zealander of the Year for 920 guests at Viaduct Events Centre. ACVE hosted IAPCO dinner for 39 guests in the MacKelvie Room at Auckland Art Gallery. IAPCO Conference was held at NZICC.

### Marketing & Communications

- ACVE's owned digital channels continued to perform well, driven by high engagement organic content and new initiatives.
- Team and industry-focused content remains the strongest performer especially behind-the-scenes and event-based storytelling. The highest engaging LinkedIn post (*Big week for the team*) achieved **1907 organic impressions** and **435 engagement clicks**.
- Website content performed above average, with the top article (*Reflections on AIME and IAPCO*) delivering **101 page views** and **37 seconds average engagement time**
- The first Monthly EDM delivered strong benchmark results, achieving a **43.36 per cent unique open rate** and **7.92 per cent unique click rate** from a total send of 2322, signalling strong audience relevance and content.
- The content strategy discovery phase underway with Many Minds and early scoping completed for the ACVE website redevelopment to inform a business case.

### Auckland Convention Bureau (ACB)

- See table below for notable results.

### Marketing & Communications

- Supported production of Boardroom Global post-famil report, quoting Ken Pereira, Head of Business Events.
- Supported advertorial coverage about WIPCE 2025 in TTG Mice.

### Events Transition Programme

- **Strategic Direction:** The Economic Development Office (EDO) has started development of a new Economic Development Strategy (EDS) for the council group. TAU staff are working closely with the EDO on the Destination (including events) content of the new strategy which will set the high-level strategic direction and political mandate for TAU to operate across destination management, marketing and events and experiences. TAU staff continue to work closely with the EDO on this work. Concurrently to the development of the EDS, a refreshed Auckland Destination Plan will be developed (with industry and government) with a view to finalising it post final approval of the council EDS.
- **Transitioning existing event activity:** The TAU Major Events team has taken over responsibility for issuing all permits for events in public spaces in the city centre from 1 April, and the transitioning existing event activity workstream is now completed.

- **Unified approach to events:** Tom Irvine, Director, Strategic Projects and Amber Lamana, Auckland Events Programme Lead have commenced their roles, looking at the overarching programme of events across the city to coordinate activity and tell the story of Auckland as an ‘always on’.

#### Auckland Events Calendar

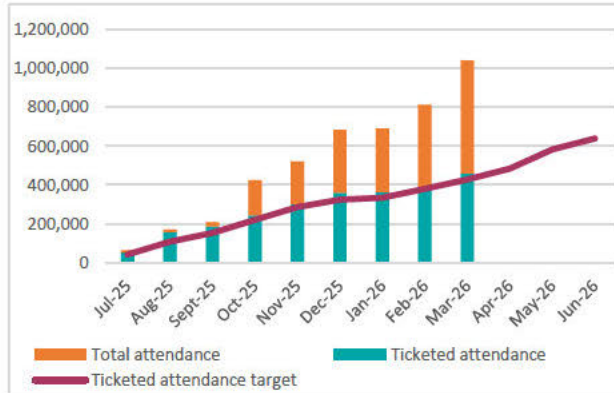
- Progressed the **AEC 2.0 product roadmap**, including OurAuckland events feed integration, backend enhancements, and initial design of key features.
- Shaped the **SEO and GEO roadmap** following workshops to improve visibility across search and AI platforms, with key learnings applied across wider TAU websites.
- Successfully scaled delivery of **weekly events eDMs** and initiated discovery to redesign key components for improved performance.
- Delivered presentations with **cultural alliance, TAU+ venues and internal stakeholders** to streamline processes and improve efficiency of event publishing.

#### Destination Management (Including Māori Tourism)

- **TRENTZ** Whānau Forum event took place with more than 50 Auckland operators/suppliers attending. More than 350 delegates confirmed for the Auckland fam on 19 May.
- **Cruise:** TAU is attending SeaTrade in Miami, with the Minister of Tourism and Ports of Auckland. This is the cruise industry’s largest annual gathering, bringing together the lines, suppliers, destinations and decision-makers shaping the future of cruise.
- **Destination Management:** TAU presented on Destination Management Planning (DMP) at the **Upper Harbour Local Board** workshop and the first **NorthWest Auckland** DMP steering group workshop took place in Waimauku.
- TAU attended the **Otago Tourism Policy School forum:** The Minister announced a National Tourism Policy Statement would be introduced – a first for the sector.
- **Māori Tourism Development Programme:** met with four organisations to encourage them to join the Treasures of Tāmaki Makaurau Auckland collective and received three new applications.

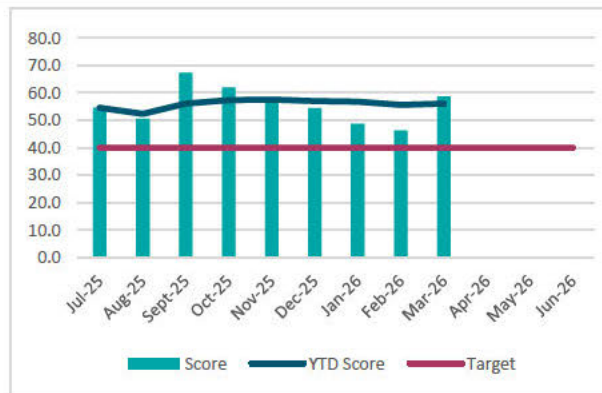
## KPI RESULTS

### Performing Arts: ticketed and total attendance (cumulative)



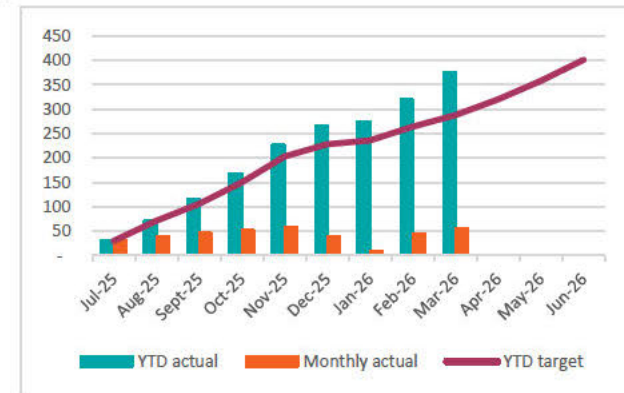
Performing Arts' YTD ticketed attendance is **above target** at 458,194

### Performing Arts: NPS for TAU audiences and participants



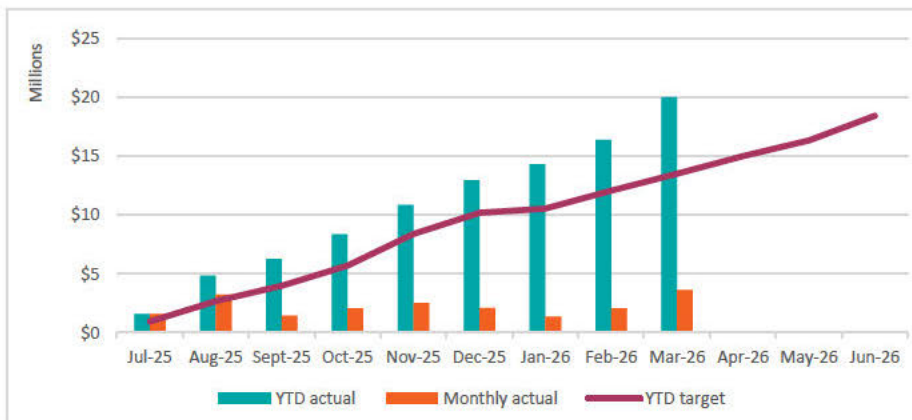
Performing Arts' YTD NPS score is **above target** at 56.1

### Performing Arts: number of events



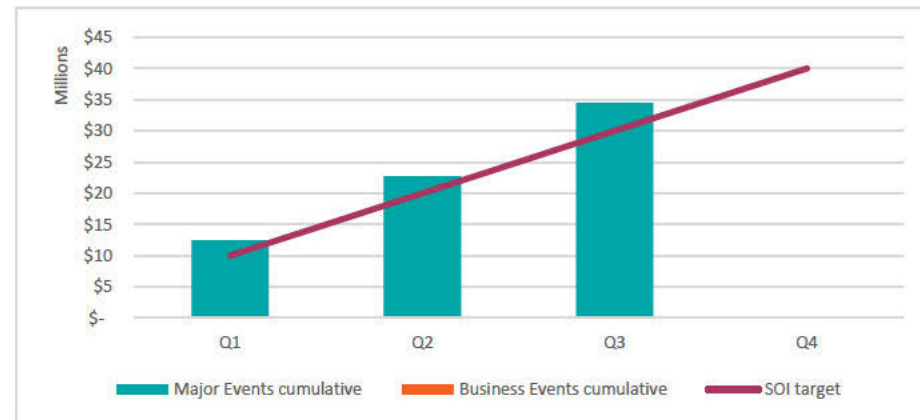
The number of Performing Arts events held YTD (377) is 31% **above the YTD target** of 288

### Performing Arts: YTD Revenue



Performing Arts' YTD revenue is 48% **above budget** - \$20.0m against a budget of \$13.5m. Includes Director Performing Arts, Performing Arts and Presenter Services sub-units.

### Major events and business events: contribution to regional GDP



Q3 results are **above target** based on the results for 22 out of 35 events year to date.

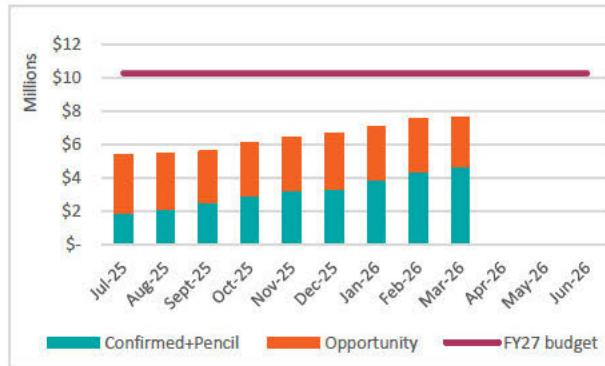
**ACVE: FY2025/26 Forecast YE Revenue vs Budget**



At \$10.5, confirmed events are tracking above target against the FY2025/26 budget. Aotea Centre comprises 24% and Viaduct Events Centre comprises 37% of revenues.

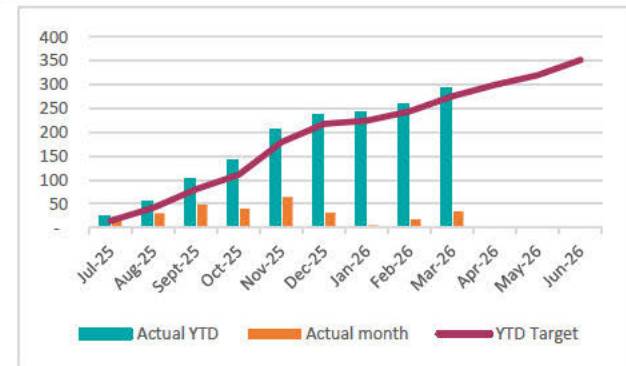
*\*Confirmed category includes confirmed events and 1<sup>st</sup> Pencil events - 1st in line and may proceed to contract if desired \*\*Opportunity status is a sales enquiry or a lead (no booking space is held). Net revenue does not include catering invoices.*

**ACVE: FY2026/27 Forecast YE Net Revenue vs Budget**



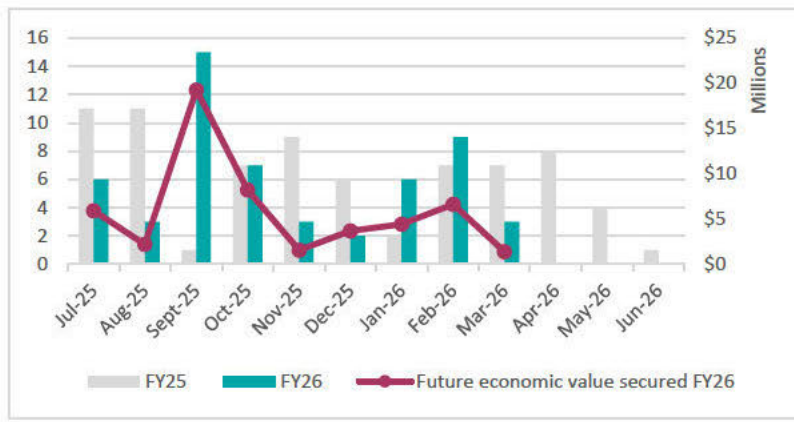
ACVE FY2026/27 budgeted venue revenue is \$10.3m. Based on current bookings, \$4.7m of this revenue is confirmed, 46% of YTD Budget. A further \$2.9m of opportunities are in the pipeline.

**ACVE: number of events (cumulative)**



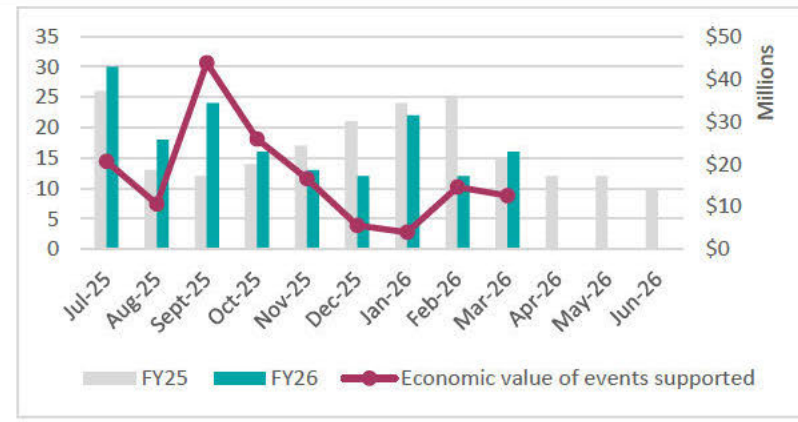
The number of ACVE events held YTD (293) is above the YTD target of 276.

**Auckland Convention Bureau: business events secured**



ACB helped to secure **3 new business events** for Auckland in March with an estimated economic value of **\$1.4m** in future economic benefit for the region. The events are due to take place through to 2028.

**Auckland Convention Bureau: new opportunities supported**



ACB generated or assisted with 16 new **business event opportunities** for Auckland in March, with dates through to 2029 and an estimated economic value of **\$12.6m** if all are secured.

## Taonga and places

### Auckland Zoo

- **March visitation was 63,020** – 4.4 per cent below budget.
- **YTD visitation is 635,859** (2.3 per cent below budget).
- **March revenue from all sources was \$1.23m**, 8.8 per cent below budget. **YTD revenue is \$11.9m**, 6.5 per cent below budget.
- Two Auckland Zoo keepers attended the 50<sup>th</sup> anniversary **conference of the Australasian Society of Zoo Keeping** and presented outstanding work - using faecal fibre length to assess dental health and wellbeing of geriatric rhinos; and behavioural confirmation for the biophilic design principles of the Zoo's world-leading High Canopy orangutan and siamang habitat – that was extremely well-received by the Australasian zoo keeping community.
- Zoo staff undertook a significant amount of **essential conservation work in the field** across the Auckland region and beyond. Projects included tara iti recovery (a key DOC partnership project), lizard surveys on Rangitoto, takahē management on Hauraki Gulf islands and a rare but essential outpouring of support for the kākāpō breeding season in Fiordland.
- A successful application to **The Trusts Community Fund** was made in March for \$15,000. The grant will support 750 people in the west Auckland community to visit the Zoo through the *Wellbeing in Nature Community Programme*.
- Launched the Kaupapa Connections initiative for staff which is a bi-monthly meeting to provide a space to share and learn about Te Ao Māori in the Zoo's work, support one another on the collective journey, and identify upcoming activities needing Te Ao Māori guidance or support.

### Marketing & Communications

- Zoo Lates promotion concluded having contributed to more than 1900 visitors to the final Zoo Lates in March and more than 8000 visitors to Te Pō Hono evening experiences overall.
- A small digital campaign to support the Zoo's Teacher Professional Development Programme resulted in more than 40 applicants for a programme offering 20 places.
- The Zoo achieved 57 media stories across March with more than 50 of these stories being conservation-related. Of note was Radio NZ's interview with Zoo vet Dr Adam Naylor about his life-saving fieldwork for critically ill kākāpō chicks on Codfish Island with the DOC Kākāpō Recovery team; NZ Herald and other media reporting on a rescued penguin found under Auckland Harbour Bridge and treated at the Zoo; Radio NZ Checkpoint, Evening Post and range of radio stations reported on the Zoo's key role in breeding tara iti; and Zoo Ectotherm Curator Don McFarlane's interview on Radio NZ about major milestone for Zoo's highly successful wētāpunga breed-for-release programme.

### Auckland Art Gallery Toi o Tāmaki

- **Visitor Experience: visitation in March was 42,409; YTD total visitation remains ahead of target at 407,940 (78.5 per cent of annual target).** *Pop to Present* exhibition welcomed **4878 visitors in March (averaging 325/day)**, bringing final exhibition attendance to **25,927**. Closing day 15 March was its busiest, with 761 visitors. Major weekend events supported strong visitation and participation outcomes. Music Public Programmes generated strong engagement: **346** participants attending *Music of the Month* on 1 March, and **568** choir members for *Popped-A Community Singalong* on 15 March, the month's busiest day with **2275** visitor entries. The general March visitor trend is an increase in visitation aligned with commencement of the school term, reflected in a **14 per cent** rise in school and tertiary bookings, totaling **2429** participants over the month. Current projections indicate the Gallery remains on track to exceed the full-year target.
- **Exhibitions & Collections: Tour of the Gallery's exhibition Mark Adams: A Survey opened at Christchurch Art Gallery on 7 March.** *Pop to Present* closed. Do Ho Suh's installation *North Wall* closed in Te Atea North Atrium on 23 March. Preparation for installation of *Forever Tomorrow: Chinese Art Now* is under way. 30 March: installation of Xu Zhen's large-scale sculpture *Eternity* began in Te Atea North Atrium, for opening Thursday 2 April.
- **Māori Outcomes:** Led Pōwhiri 3 March to welcome new Director, Dr Zara Stanhope. Draft Strategy in development
- **Gallery Operations: Heritage Restoration Project:** A Heritage Restoration Project completion celebration was held on 5 March, marking conclusion of the 4-year project. Restored loading dock entryway and returned fleet vehicles to site, following Heritage Project completion. The Gallery's Fire Monitoring & Compliance Project reset and refocused; no project completion date set yet. T+T Adaptation Pathway Workshop #1 completed – Gallery climate change and environmental strategic plan advancing towards

completion; no delivery date set. First move of non-exhibition material into Orbit storage facility; process and budget unresolved. Cafe monitoring and improvements work in progress.

- **Curatorial:** Curators' public talks at Christchurch Art Gallery Te Puna o Waiwhetū and Te Manawa in Palmerston North.
- **Research, Library & Archives:** Library and Archives team hosted 2 Archival Workshops for AUT third year students. Co-hosted a talk for the Women of Photography online conference on 8 March. Gifts of Artists' Archives approved. Multiple artist studio and estate visits for potential archive acquisitions, including additional consignments from Bruce Barber and Peter Roche.
- **Publishing: Mark Adams: A Survey He Kohinga Whakaahu shortlisted for Ockham Book Awards.** Website design and content creation progressed with TAU Digital and Content & Channels. *Family Album* publication content and design in progress. *Forever Tomorrow* publication in design

• **Gallery shop:**

Wallace Cotton collaboration sold out, their fastest selling sleepwear range in 5 years.

Supported TAU Conventions team with event goodie bags for the 'International Association of Professional Conference Organisers'.

• **Advancement & Business Development:**

- **Public Programmes (PP) & Tourism: Total visitors engaged by PP team in March was 1978; Programmes: 1545 and Tours: 433.** Planning for Matariki season now well under way. Open Lates own brand identity approved by Marcomms.

- **Membership: Total of 7384 members against target of 7000 (+5 per cent).** Renewal rate of 51 per cent in March; 347 renewals and 132 new members.

Italian Renaissance lecture series positively received.

**Marketing & Communications**

- NZME and Skykiwi were each confirmed as media partners for *Forever Tomorrow: Chinese Art Now*. Alongside promotional support through these partnerships, an integrated marketing campaign for the exhibition will launch in mid-April, spanning out-of-home, social media, digital, print, radio and search channels. Marketing activity will also extend into the Australian market, supported by the MBIE Events Boost Fund.
- The Gallery had 39 media mentions in March with a potential reach of 1.3 million. Coverage was mostly related to four proactive media releases announcing the Walters Prize 2027 finalists, the successful completion of the Kia Whakahou, Kia Whakaora heritage restoration project, the upcoming *Forever Tomorrow* exhibition as well as *Mark Adams: A Survey | He Kohinga Whakaahua* as shortlisted in the Ockham awards.

**New Zealand Maritime Museum**

- March visitation was very strong, with excellent overall visitation buoyed further by Moana Auckland and the Wooden Boats Festival.
- Public programme at NZMM for March was dominated by the Museum's involvement in the Wooden Boats Festival. In addition to a significant programme being delivered at the VEC by museum staff and volunteers, there was a very well attended series of talks and vessel sailings and tours at the Hobson Wharf site.
- In a major milestone, NZMMs Percy Vos site saw its first public programme, also as part of the Wooden Boats Festival. Throughout the weekend there was a demonstration by Pou Kapu Creations Trust of paddle making and carving, while the Wooden Boat Building School volunteers built a clinker dinghy. Through these partnerships, NZMM will soon announce an ongoing programme of events and classes in Percy Vos.
- Development of the museum's as yet untitled next exhibition is progressing – this will focus on traditional maritime practice throughout the Pacific and aims to have representation from knowledge holders from all 17 of the Pacific diaspora communities in Auckland. Exhibition curatorial recourse has been engaged and communication into the various communities begun, and an artefact list has been finalised. As part of preparation for this exhibition, renowned Pacific navigator Larry Raigetel visited the museum from Guam, to work with the Museum curatorial team and deliver a public lecture on Pacific navigation.
- NZMM Director Vincent Lipanovich, in his role as the Vice-President of the International Congress of Maritime Museums, attended the ICMM Board meeting at Royal Museums Greenwich. This annual in-person meeting (hosted in Auckland in 2024) included a major constitutional review, work on key areas of ICMM development such as maritime refugees, maritime archaeology, and the signing of agreements with Lloyds Register Foundation for the third tranche of grant funding to ICMM members. Additionally, Vincent presented at the Lloyds Register stakeholder day on NZMM's recent maritime literacy research project, which was fully funded by ICMM and Lloyds Register.

### Marketing & Communications

- Reporting shows marketing activity for the Auckland Wooden Boat Festival generated 86,482 webpage views and 1,117,383 organic social media views. The Festival campaign spanned digital, out-of-home and radio channels, driving strong attendance and engagement.
- NZMM programming delivered as part of the Auckland Wooden Boat Festival was promoted through digital listings and digital advertising with NZMM activations and visitation resulting in 8788 visitor engagements.

### Auckland Stadiums

- Attendance-wise March was the busiest month of FY2025/26 with a total of 136,383 attendees, 35 per cent above the next busiest month. This activity was underpinned by seven ticketed sports events across Go Media Stadium and North Harbour Stadium, comprising three NZ Warriors matches, two Auckland FC matches, and two Moana Pasifika matches. These events combined to generate the highest monthly F&B result for the financial year with [REDACTED] 72 per cent of the March attendees were hosted at Go Media Stadium with 24 per cent at North Harbour Stadium. Year to date, total attendance is 669,126, up 3.6 per cent on YTD March last year.

- Stadium management is in discussions with APL in relation to potential Auckland FC finals matches at Go Media Stadium. With Auckland FC second on the table with one match to play, the club is well positioned to host a semi-final match [REDACTED]

### Marketing & Communications

- Marketing activity driving sales and awareness for seven sporting events across Go Media and North Harbour Stadiums including One NZ Warriors, Auckland FC and Moana Pasifika matches. Approx 100,000 attendance.
- Event marketing and patron communications via social media, with 790,000 views, from 54,000 followers.
- Proactive communications announcing economic impact of summer events at Western Springs Stadium. Media activity generating 490,000 reach, incl. Stuff & Newstalk ZB.
- Comms planning and proactive media relating to future of Western Springs Stadium, working with the council. Media activity generating 5.6 million reach, incl. NZ Herald, 1News, NewstalkZB, Stuff and more.

### Film studios

- KFS handover underway - lease transfer is scheduled to occur 31 May 2026.

### Western Springs Precinct

- With Governing Body endorsing the Western Springs Bowl concept on 31 March, management is now progressing operational planning.

### Cultural Sector Alliance and TAU Partnerships

- A new CSA reporting template has been created to standardise updates across organisations, consolidating joint metrics, working group progress, and sector collaboration examples. This can now be found in the TAU Board resource centre and will be provided on a bimonthly basis.

### Central Wharves and Waterfront

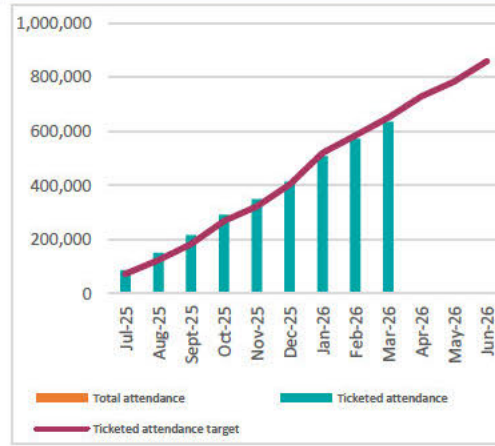
- TAU participating in workshops with AUDO to prepare options to share with TAU Board ahead of Auckland Council.
- Auckland Cruise Plan 2026-2036 has been reviewed by ELT and is now being prepared for the TAU Board.

### Aotea Arts Quarter (AAQ)

- AAQ workstreams have convened to scope roles, priorities, and FY2026/27 programme forecasts, informing financial planning, resource allocation, and early quick wins ahead of the CRL opening.

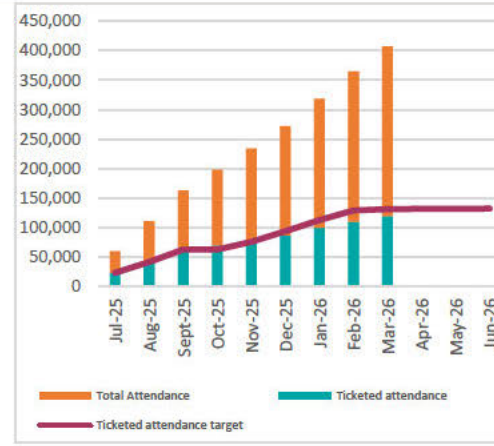
## KPI RESULTS

### Auckland Zoo: ticketed and total attendance (cumulative)



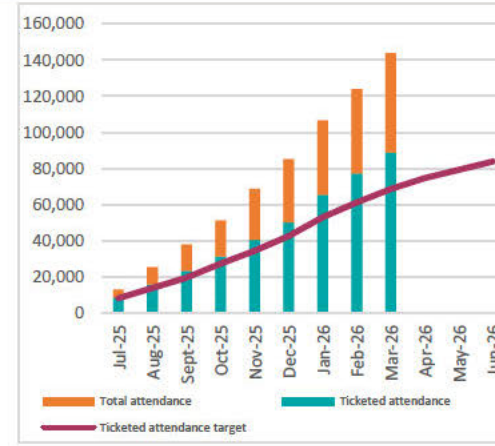
The Zoo's YTD ticketed attendance is **below target** at 635,859

### Auckland Art Gallery: ticketed and total attendance (cumulative)



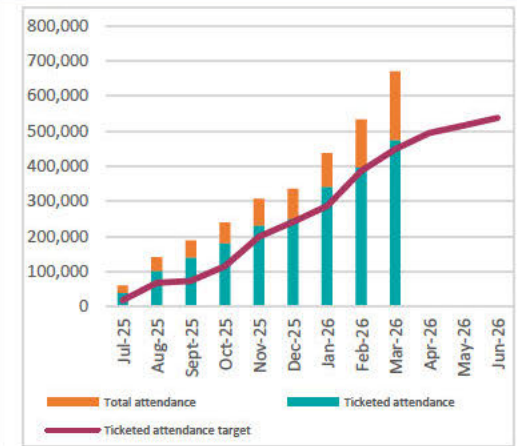
The Gallery's YTD ticketed attendance is **below target** at 119,062

### NZ Maritime Museum: ticketed and total attendance (cumulative)



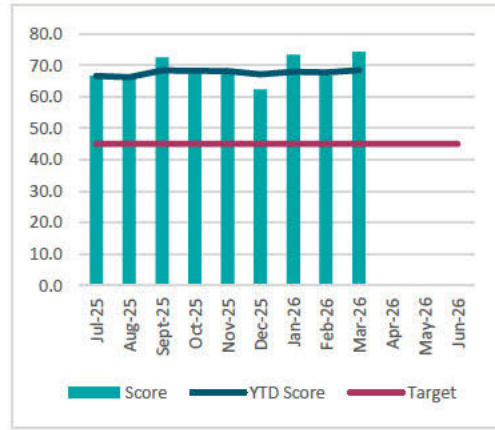
The Museum's YTD ticketed attendance is **above target** at 88,819

### Auckland Stadiums: ticketed and total attendance (cumulative)



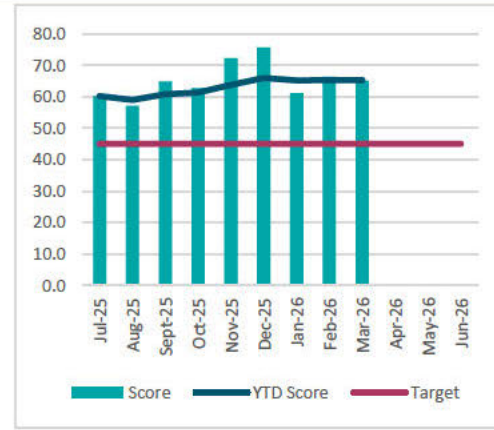
Auckland Stadiums' YTD ticketed attendance is **above target** at 474,609

### Auckland Zoo: NPS



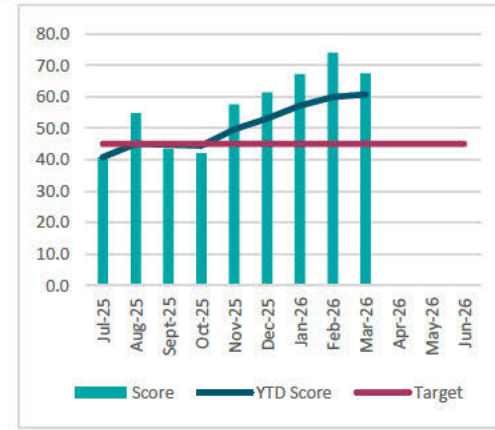
The Zoo's YTD NPS score is **above target** at **68.4**

### Auckland Art Gallery: NPS



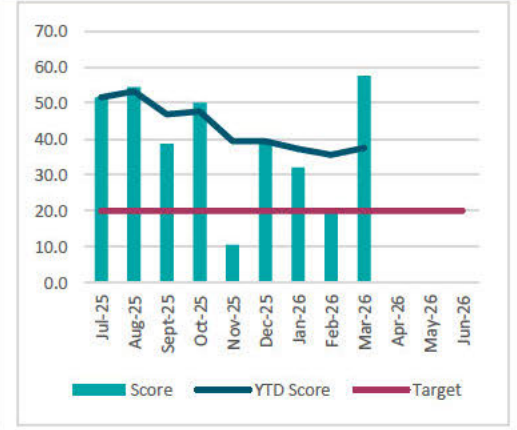
The Gallery's YTD NPS score is **above target** at **65.3**

### NZ Maritime Museum: NPS



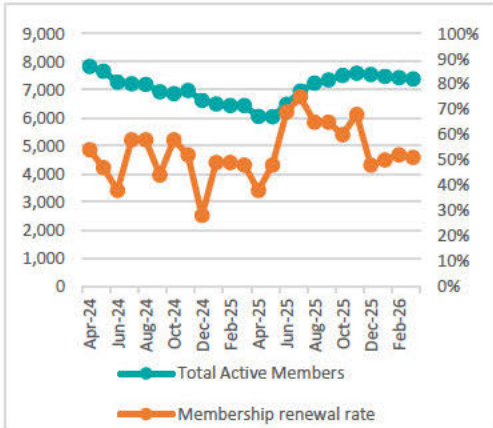
The Museum's YTD NPS score is **above target** at **60.7**

### Auckland Stadiums: NPS



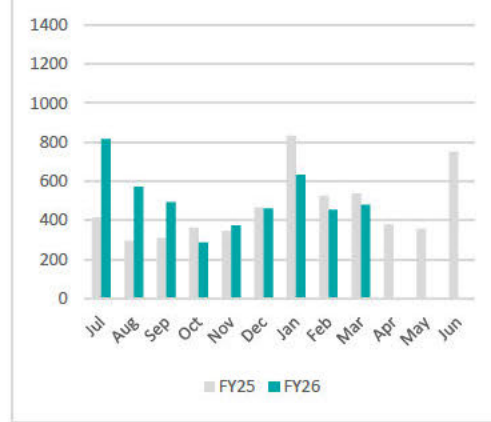
Auckland Stadiums' YTD NPS score is **above target** at **37.5**

### Auckland Art Gallery: active annual membership



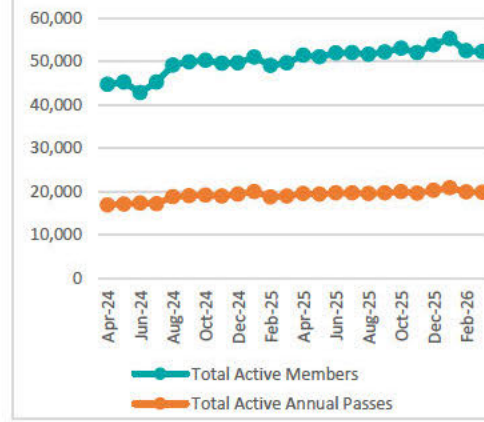
At the end of March, the Gallery had 7384 active members, and the membership renewal rate was 51%

### Auckland Art Gallery: monthly membership sales



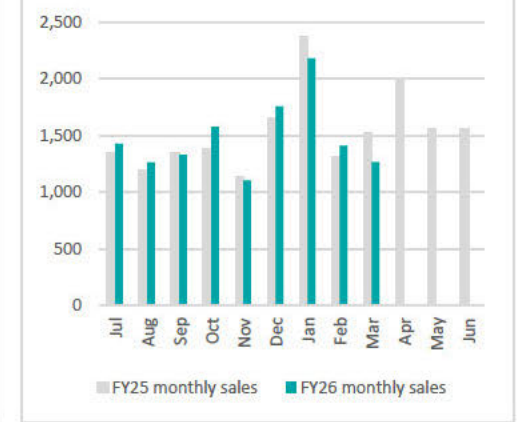
479 Gallery memberships were sold in March, less than in March last year (537)

### Auckland Zoo: active annual membership



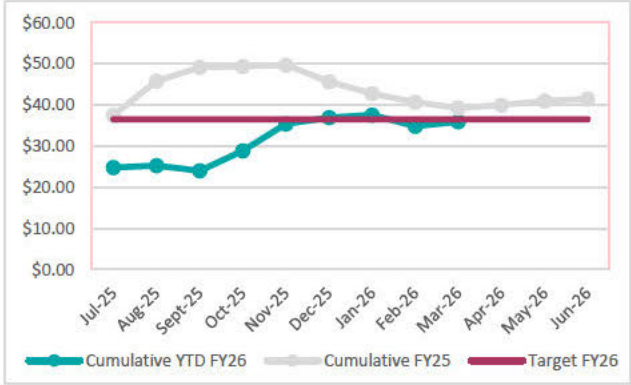
At the end of March, the Zoo had 19,822 active members and 52,192 active members

### Auckland Zoo: monthly membership sales



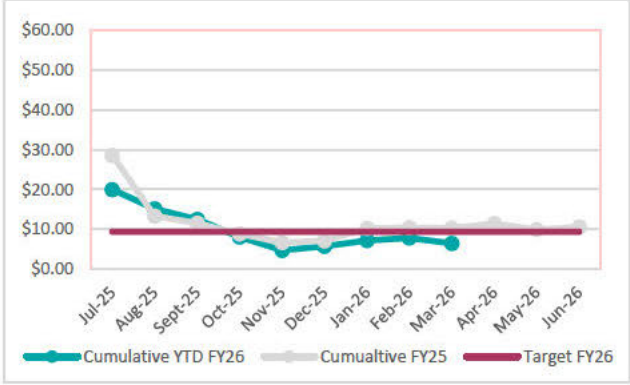
1263 Zoo memberships were sold in March, less than in March last year (1519)

### Auckland Art Gallery: Net cost of service per patron



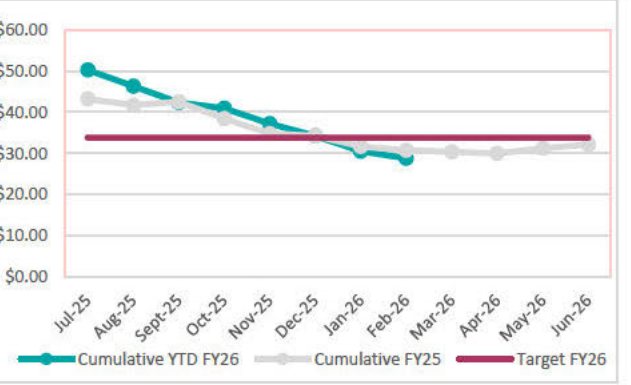
Auckland Art Gallery's YTD net cost of service per patron:  
**\$35.97**

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



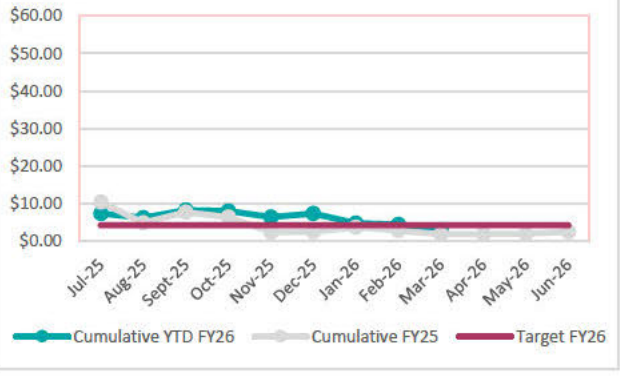
Auckland Live & ACVE's YTD net cost of service per patron:  
**\$6.45**

### NZ Maritime Museum: Net cost of service per patron



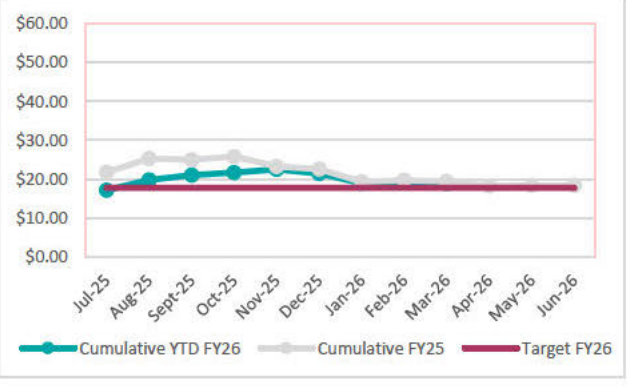
NZ Maritime Museum's YTD net cost of service per patron:  
**\$27.74**

### Auckland Stadiums: Net cost of service per patron



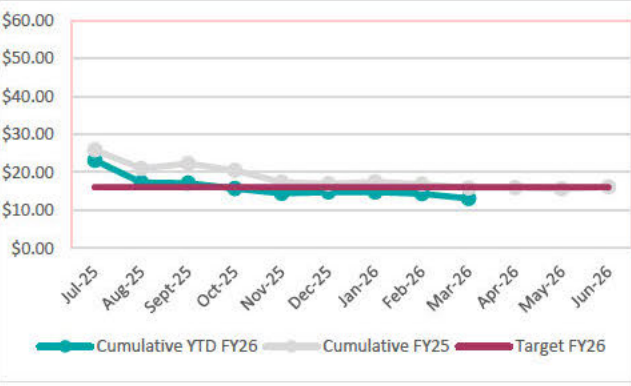
Auckland Stadium's YTD net cost of service per patron:  
**\$3.00**

### Auckland Zoo: Net cost of service per patron



Auckland Zoo's YTD net cost of service per patron:  
**\$18.85**

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



TAUT's net cost of service per patron YTD:  
**\$13.10**

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)

- The Destination Partnership Programme (DPP) has developed a Business Events Delegate Offer programme to encourage conference and incentive group attendees to stay longer in Auckland by sharing Activity and Attraction, and Food and Beverage offers from DPP partners. To date, TAU has received 61 offers which are being loaded onto a hidden microsite available exclusively for Professional Conference Organisers and event organisers to share with their clients. Bookings can be made direct with partners. The site should be live by mid-May ahead of TRENZ. There is potential for this programme to be developed further for groups such as air and cruise crew.
- The CE and Director of Destination presented at an Auckland Hotel GM forum on 10 April to advise that the DPP programme will run for a 4<sup>th</sup> year. There was a positive energy from the 50+ attendees.
- Annual DPP reporting meetings are underway with Platinum and Gold partners.

### Consumer Marketing – DPP related

#### Marketing

- The DPP Conversion Campaign progressed with shoots with DPP partners commencing 13 April. The production schedule encompasses 14 hotel partners across a two-week shoot period at properties such as Grand Chancellor, Sudima, Grand Millennium, Sofitel, QT Auckland, and multiple SkyCity properties.
- A programmatic campaign running in Australia delivered strong results across awareness and engagement, exceeding planned targets and showing spikes aligned to short-break planning periods and airline sale and regional boost activity. YouTube and BVOD surpassed planned impression targets ensuring broad exposure to high-value and high-intent audiences, while native advertising generated more than 2 million impressions and more than 7000 clicks.

#### Earned media

- International: Articles published in *The Age*, *Magnet*, *Timeout*, *Time*, and *Travel & Leisure* off the back of hosted famils.
- Of note, Auckland was featured in *Timeout's* top 50 cities in the world (the only New Zealand city to make the list). The inclusion was written by Melissa Woodley who was hosted by TAU in 2025.
- International famil pitching and media planning underway for April and May visits.

### Consumer marketing (other)

- Planning for phase three of **It's On In Auckland** was underway in earnest with media buying formally briefed and initial media response due. Specific creative territories were in development focusing on agreed pillars: Sport, Food, Live Performance & Music, Visual Arts, and Celebrations & Festivals. The campaign is due to go live in local, fly and drive markets from mid-May.
- A second season of **The Nocturnalists** on The Spinoff launched with a first instalment (about saxophonist J.Y. Lee) published on 31 March and garnering a very positive early response. The next in the series (published 15 April) meets Tracy Grant Lord, a New Zealand performing arts scene legend and costume designer of the local season of *& Juliet*.
- A **Wednesday Wins** partnership launched in April on The Urban List, with the first prize package including a night at Hotel Britomart, dinner at Queens Rooftop and a retail voucher for Commercial Bay. This campaign will heavily showcase DPP businesses with an enthusiastic response from partners approached for inclusion.
- Photography and website loading of the top 100 **Iconic Auckland Eats** commenced in advance of the industry celebration event on 5 May and go-live of the launch campaign.

#### Earned media

- Major Events continued to generate additional coverage in Australia with the ISPS Handa golf and Footies Fillies & Fans getting good pickup.
- Iconic Auckland Eats – comms support for finalist list ahead of announcement publicity in May.

### Trade marketing and famils

- **Regional Boost Fund Activity continues:** TAU leading nationwide North America activity and supporting Rotorua in delivery of Australia and China campaigns. All campaigns focused on driving visitor arrivals before 30 June. The crisis in the Middle East has slowed bookings.
- **Virtuoso** (global network of luxury travel agents): TAU team delivered famils for more than 80 key sellers and partners over two days
- **Kiwi North China Roadshow** (21 March - 1 April): Engaged 314 participants across four cities, with six Auckland operators alongside Rotorua partners. TAU's Eastern Markets Development Manager and Director Destination attended, with strong engagement from Ctrip, a key partner in the MBIE-funded Regional Tourism Boost (\$2 million China market investment led by Rotorua). In Shanghai, Auckland Airport and TAU co-hosted a dinner with the Consulate-General, convening key Chinese and New Zealand business leaders to explore new approaches to tourism promotion. Also attended and connected with key partners at the Air New Zealand 60-year Hong Kong–Auckland route celebration. Meetings also held with Air China, and China Eastern Airlines.
- **Auckland/Rotorua USA Roadshow** (6 - 17 April): Taking place across six cities, with 16 tourism suppliers from AKL and Rotorua joining and meeting with key travel sellers. Programme includes a media event, at New Zealand Consulate residence, with Josh Emett profiling Auckland's food story.

### Discover Auckland

- Delivered updated '**Destination Development & Support**' microsite for the Destination Auckland team.
- Delivered first build of **DPP Delegate Offer programme** in time for DPP Update, allowing DPP team to showcase the first build and offering.
- Completed **Major Events Theming workshop** with AKQA, for prospective work on Discover Auckland.
- Commenced **Collections content audit** and refresh on Discover Auckland, to improve SEO and GEO capability.

### Customer strategy

- **Customer Strategy:** Progress on newsletter A/B testing (DPP & ACB). Completed Auckland Live newsletter personalisation strategy use cases, platforms comparison, and Hive demo. Completed ACVE & DPP Persona Agent to support content strategy.
- **Single View of Customer:** Completed extended data analysis on event genre, purchase frequency & spend. Analysis revealed 13.41 per cent overlap between Discover Auckland subscribers & Ticketmaster data. Mapped results to Discover Auckland personas and content categories, to validate approach and personalisation scope.
- **Privacy and Consent Framework:** Completed competition checklist and built dedicated AI consent assistant. Privacy Policy updated and approved by Info by Design. Finalised scenarios for legal advice on Information Privacy Principle 3A (IPP3A) compliance.

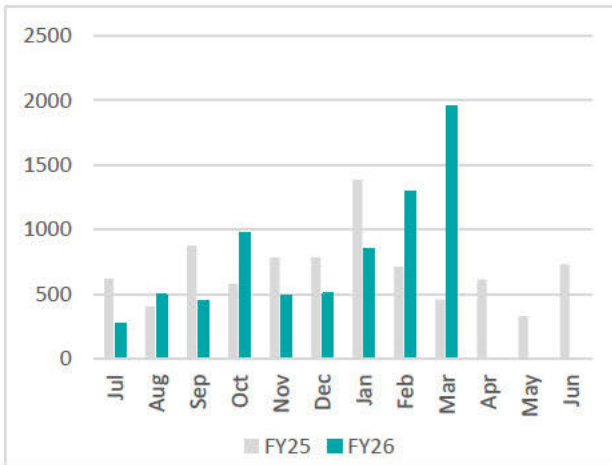
### Screen Auckland

- Screen Auckland hosted the 10 Regional Film Offices of NZ at GridAKL for their annual hui. This year's theme, 'New Environments'. Sessions included reps from NZFC, NZ On Air, ScreenNZ International, and Netflix.
- First location shoot permitted under the new Sites and Places of Significance to Mana Whenua kaupapa. Kirin Japan shoot at Duder Park opened with powhiri from Ngāi Tai ki Tāmaki.

### LGOIMA Requests

## KPI RESULTS

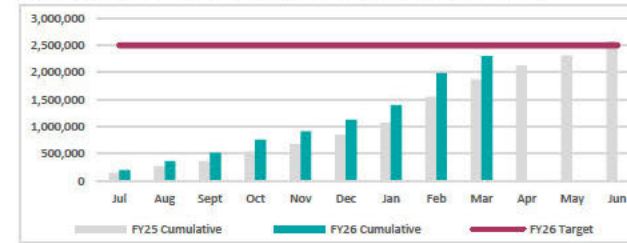
### Media coverage mentioning TAU



Media mentions **increased by 51%** this month, marking the highest monthly volume since STREAM monitoring began. There was extensive reporting on major events, including the inaugural Footies, Fan & Fillies weekend and the annual Pasifika Festival, alongside coverage of the Summer of Events Programme results, highlighting positive impacts on the accommodation sector, led by TAU. Forward-looking stories about future events featured prominently, along with the decision to proceed with the Bowl project at Western Springs Stadium.

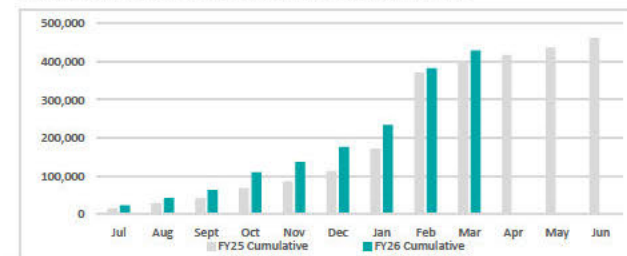
### Discover Auckland Platform Performance

**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



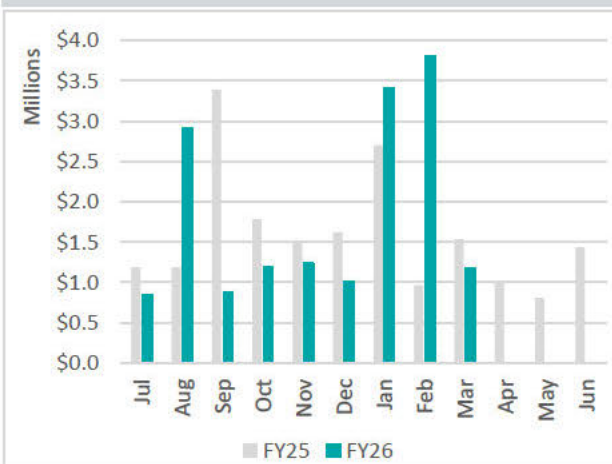
3m sessions over the past 12 months, with a 9% uplift in March 2026 vs 2025 primarily due to the increase in activity surrounding Pasifika and Moana Auckland.

**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.



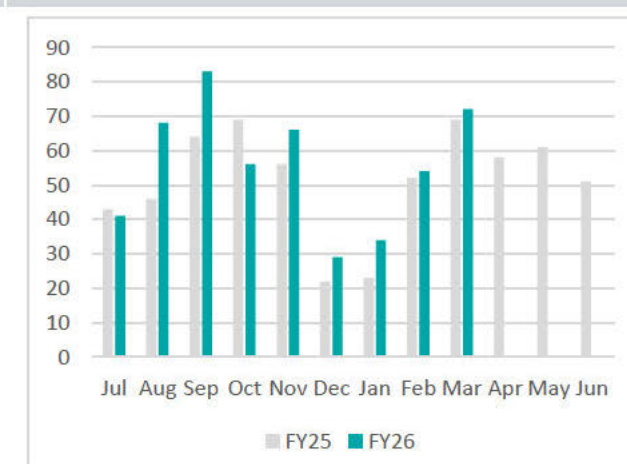
Highest Explore referrals: Western Springs, Odyssey Maze, Gravity X.  
Highest Event referrals: Artland at AAG, Synthony Festival 2026, Olivia Dean and Darklight.

### Equivalent Advertising Value (EAV) of TAU media coverage



Surprisingly, given the increase in coverage, EAV **decreased by 60%**, reflecting fewer TV items (5) compared with last month (69) and reduced trans-Tasman coverage. Radio dominated, with strong syndication. Nick Hill and Jep Savali featured prominently, providing commentary on capital projects, events and sector performance. Other highlights included the Gallery Heritage Project, confirmation of Tottenham Hotspur in the Festival of Football, and Moana Auckland wrapping up with the Auckland Wooden Boat Festival.

### Screen Permits Issued



The number of screen permits issued in March 2026 (72) was higher than March 2025 (69).

## All Aucklanders

### Youth & education

#### Auckland Live

- Ticketed youth & education events: *Tunes for Tamariki: The Fantabulous Animal Orchestra* (APO) and *Lenny's 2026 Toddler Techno Tour* engaged [REDACTED] children and families at Bruce Mason Centre supporting early access to high-quality classical and contemporary live performance.
- Auckland Live supported free programming via *Auckland Arts Festival*, and enabled free youth and whānau participation through *AAF Whānau Day*, *Evanescent* (Aotea Square), and *Helios* (Town Hall), removing cost barriers and activating civic spaces.

#### Auckland Art Gallery

- 5942 children participated in educational experiences in March (+99 per cent increase, March 2025: 2991).
- 3010 school visits (+13 per cent increase, March 2025: 2669).
- 15,320 visitors to Artland in the Creative Learning Centre (+100 per cent increase, March 2025: 7649).
- 4742 participants in Kids & Whānau programmes (+344 per cent increase, March 2025: 1068).
- **ARTHIST 734: Art Writing and Curatorial Practice:** delivered in partnership with the University of Auckland [REDACTED].
- **Kiritai** (formerly Beyond the Walls) has commenced with outreach sessions to kura kaupapa, engaging 60 senior students across 10 kura.
- **Artland Primary School Project:** approaching completion, with student-created 'seed islands' that were part of the *Artland* exhibition, returned to the four schools that were part of this project to support ongoing engagement.
- **Wānanga Nohinohi te Kunenga (Children's University) kick-off days:** the learning team hosted all participating primary schools (7-14-year-old students) participating in the Children's University for a new two-day inspiration programme launching their 'academic' year.

#### Auckland Zoo

- 4430 learners, teachers and adult supervisors attended conservation learning sessions at the Zoo in March.
- Groups from Explore, New Dawn and Glow Kids Trust enjoyed some rich and moving experiences as part of *the Wellbeing in Nature Community Programme*.
- The Zoo received 178 expressions of interest from young people hoping to join the **volunteer programme for young people** aged 15-17, the Tuatara Club. 20 applicants will be selected from those EOIs to join the programme. A number of Tuatara club alumni have gone on to secure permanent positions at the Zoo and other wildlife conservation organisations.

### Programming for diverse audiences

#### Auckland Live

- Auckland Live's Partnership with Auckland Arts Festival and PAANZ supported a range of programming that reflected the diversity of Tāmaki Makaurau and across venues and the public realm.

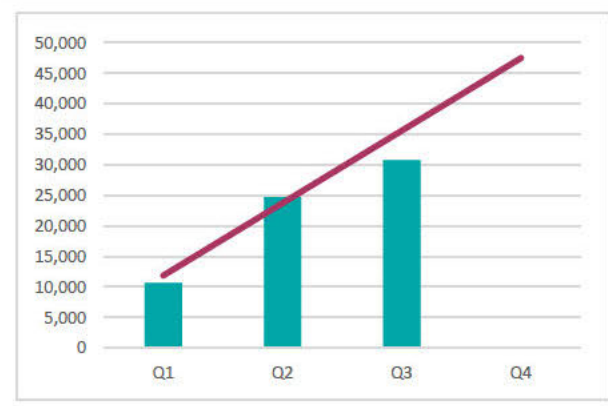
### Accessibility

#### Auckland Live


- Through Auckland Live's free, inclusive city-centre programming such as *Everybody Eats* at Te Komititanga, *Evanescent* and the *Rova Soundstage* in Aotea Square, and *Helios* at Town Hall, Auckland Live reduced cost barriers, welcomed diverse communities, and activated public spaces with accessible cultural and social experiences for a broad range of Aucklanders.

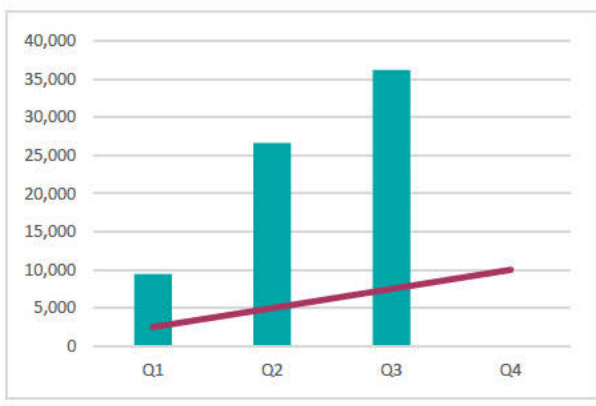
**KPI RESULTS**

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




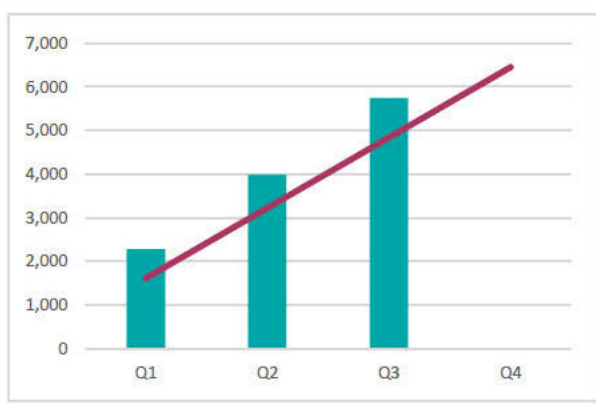
Q3 results for Auckland Zoo are below target

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




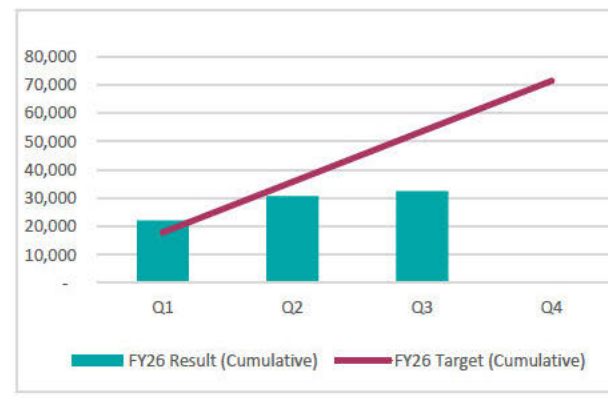
Q3 results for Auckland Art Gallery are above target

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




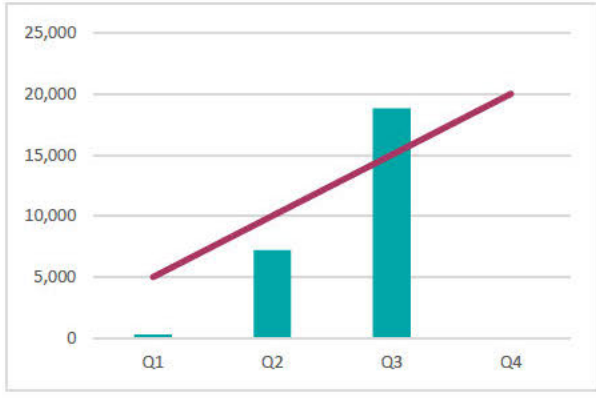
Q3 results for NZ Maritime Museum are above target

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



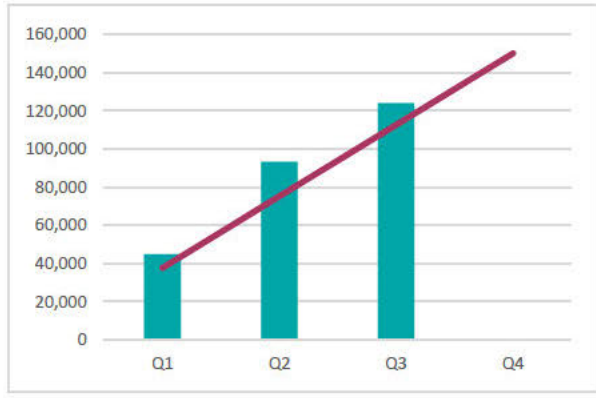
Q3 results for Performing Arts are below target

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



Q3 results for Auckland Stadiums are above target

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



Total Q3 results for TAU are above target

## Climate change and environmental sustainability

### Empowered Organisation:

- ACVE, with Climate and Sustainability support, produced a Sustainability Toolkit to support event organisers using TAU venues to make sustainable choices.
- Climate & Sustainability Ako pages have been updated to provide kaimahi with easier access to sustainability information.

### Resilience & Risk:

- Gallery's first Dynamic Adaptive Planning Pathways (DAPP) workshop held to introduce stakeholders to the adaptation planning process and check physical and transition risks.
- Team completed Auckland Council's Climate Risk Management Maturity model template.

### Emissions Reduction:

- Contractor engaged to undertake an efficiency audit of the BNZ Auckland Lantern Festival lighting to reduce power usage, cost and emissions of the annual event.
- Site visits to update solar feasibility of the Zoo and Bruce Mason Centre sites completed.

### Waste:

- The waste sorting facility at Shed 10 is now operational and is being used by the Housekeeping team.
- Housekeeping and Climate and Sustainability teams visited Cans for Kai initiative to see the community impact of TAU donating used aluminium cans. Since November last year, TAU has donated more than 570kg of aluminium cans to the Cans for Kai initiative – that's approximately 40,000 cans.

### Actions Nature:

- Site visit was conducted with urban planning contractors to assess nature-based solutions as part of potential Bruce Mason Centre works.

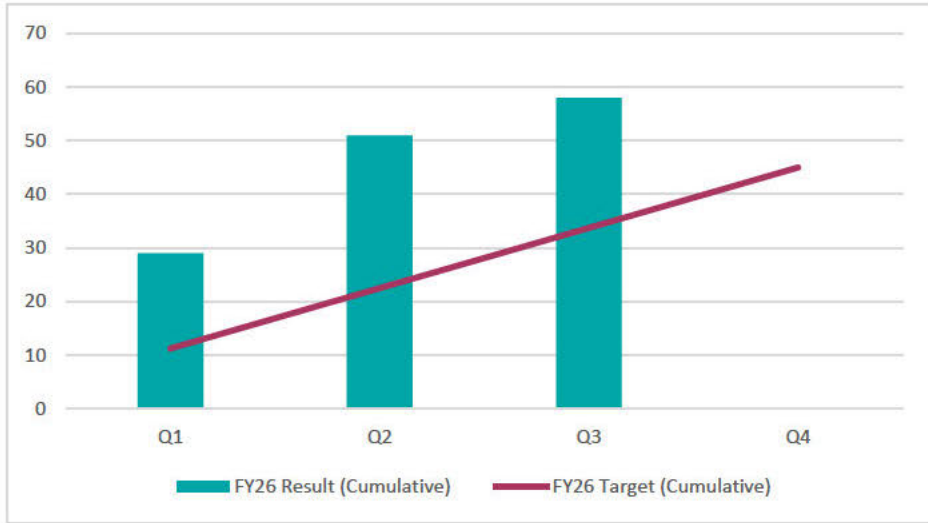
## Māori outcomes

- **He Tumu Mātāwaka:** this series of interviews with nine prominent Tāmaki Makaurau Māori leaders features their personal stories and contributions as people who have witnessed decades of change – core narratives that have shaped the presence and impact of urban Māori in their communities. The videos and audio podcasts will be released publicly as well as internally, as a valuable learning resource for staff.
  - **Videos:** Māori Outcomes is working with the TAU inhouse studio creative team to include accurately translated closed captions so all te reo Māori content is understood. An adult educator is also working on themes and resources that will enable guided reflection and learning for kaimahi.
  - **Audio podcasts:** Consideration of the most appropriate hosting and distribution platforms for the podcast series to suit available budget, resources, and audiences.
  - **Launch timing:** Release dates for the podcast and video series will be informed by how soon studio editing and educational resources can be completed. Regardless of 'go-live' timing, the series is also planned to be part of TAU's official Matariki offering.
- **Māori Engagement Framework:** The Māori Engagement Framework initiative is now in the delivery phase. The toolkit developed for kaimahi and available on Ako includes: an engagement guide for working with Māori, a planning template, and an engagement register. Two workshops (Introduction to Māori Engagement and Practical Application of the Toolkit) were delivered to Pou Hononga in March and will be offered to rōpū throughout the year. A proposal for changes to the koha guidelines and processes to tailor them more appropriately to TAU activities will come to the TAU Board in Q4. The engagement framework also continues to strengthen the capacity of the Māori Outcomes rōpū to provide support and advice across the organisation.
- **Aki AI agent:** Māori Outcomes, Digital Services and Seen Ventures are partnering to develop a bespoke AI agent, Aki, that will assist kaimahi to plan Māori engagements. This augments the tools already developed for the Māori Engagement Framework. A prototype was developed by Seen Ventures in late 2025, and the work underway now will build the agent in the TAU environment. This will be a 10–12-week design, build, deliver initiative. Primary design considerations are guardrails for cultural appropriateness, accuracy and Māori data sovereignty.
- **Supplier Diversity Initiative:** Design now underway for this initiative with scope and deliverables confirmed in March 2026. Many of the building blocks are already in place, led by the TAU Procurement team including the council's Sustainable Procurement Framework, reporting and the toolkit available on Ako. Māori Outcomes will work with external agencies to support supplier capability-building initiatives tied to readiness to participate in TAU supply opportunities. TAU will participate in the Amotai Meet the Buyer event at Go Media Stadium on 22 April. Spend reports prepared by the Procurement team now include more insights to support rōpū to strength and increase their

spend with diverse suppliers. Māori Outcomes is leading work to continue to raise awareness and knowledge of kaimahi who make purchasing decisions. Medium to longer term focus is on spend category initiatives when spend is currently well below the target.

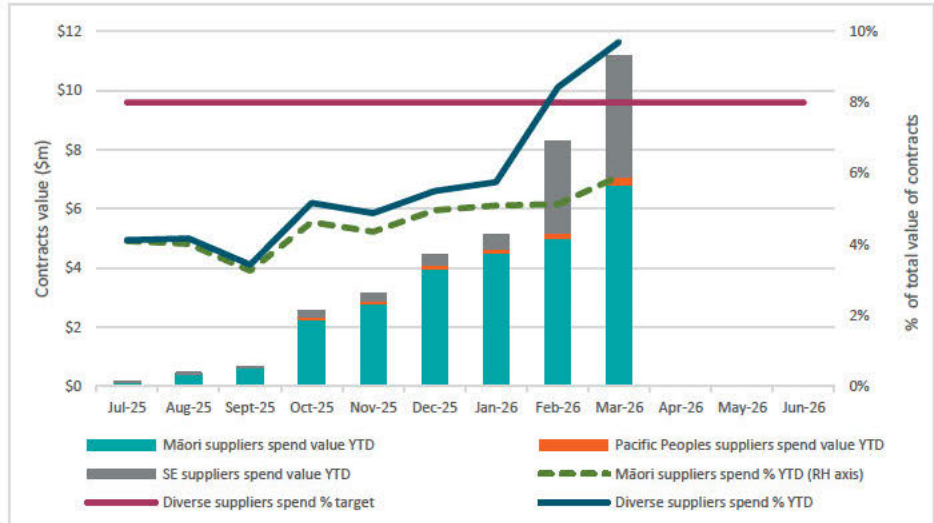
**KPI RESULTS**

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



Q3 results are **above target**

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

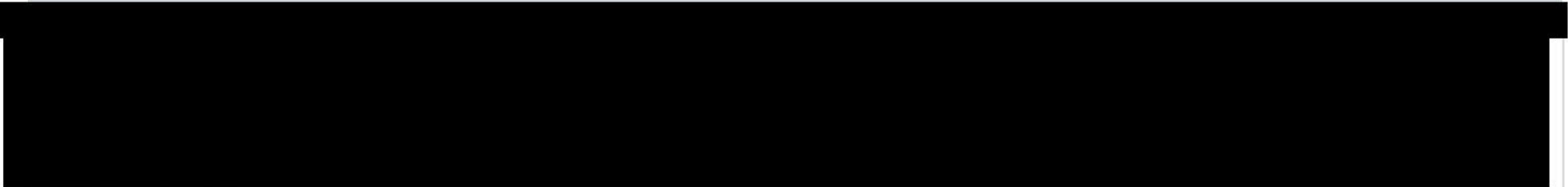


TAU's YTD diverse suppliers spend % at 9.7%, is **above the full year target** of 8%. The majority of the total diverse suppliers spend value was with Māori suppliers at the end of March (61%).  
Māori and Pacific Peoples suppliers are defined as organisations which have at least 50% Māori or Pacific 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 5.76% to 8.43%. 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



#### GSS tech services delivery

- None of TAU's prioritised projects were taken into PI planning by the GSS team, and consequently resourcing has not been allocated. This includes the items currently blocked on the Cyber security roadmap.
- The 'bot' which TAU relies upon for financial reporting regularly fails at month end.
- The SAP Rise transition project did not take into account the data integration required from Human Force, requiring manual intervention to resolve the issue.

#### CRM

- The Tourism CRM has been deployed, completing the full migration to Salesforce. The final EDMs' journeys will be transitioned from Click Dimensions to Sales Force Marketing Cloud by July. Despite the engagement of an adoption specialist, data still continues to be captured outside of the CRM.
- Work is continuing on early AB testing and personalisation with a small sample of Single View of Customer Data.
- Other tasks include updates to support the changes in Gift Card law and reinstating the Dino Pass.

#### Web sites

- **The Gallery website:** development, test and content loading are progressing well, on track for soft launch in May.
- The **Lindauer** website design has now been signed off and development will follow on from the launch of the main web site.
- **Western Springs Bowl** - a landing page is being developed for launch in May, which will capture customer data of those who want to hear more through a sign up form.
- Discovery work is being completed on a refreshed **Auckland Conventions Centre website**, following the opening of the NZICC

#### Data:

- **Event data:** Ticketmaster data integrity issues have now been resolved to show full attendance data, and changes in Momentus and the subsequent integration now allow cancelled events to be shown correctly in Dexibit Always On dashboards. Work is ongoing on event data integrity, to both improve data entry quality at source, in addition to implementing more sophisticated automated deduplication logic to correctly identify the same event and occurrences from different source, eg internal (Momentus and Asana) and external (Ticketmaster and eventfinda). Early discovery work has commenced to bring Our Auckland data into the Enterprise Data Platform and City Wide Calendar.
- **Always On** - work is progressing well to ingest pedestrian headcount data into Always On reporting.



**Group Shared Services (GSS) Implementation**

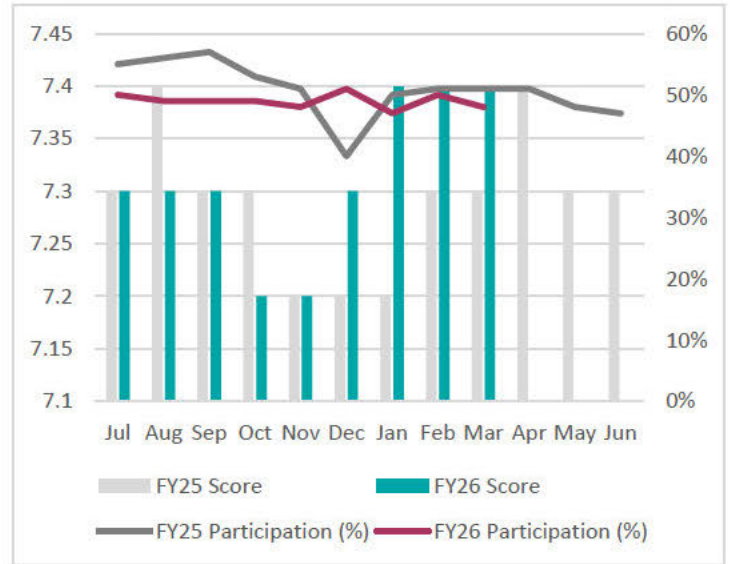
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**Commercial Revenue & Partnership Strategy**

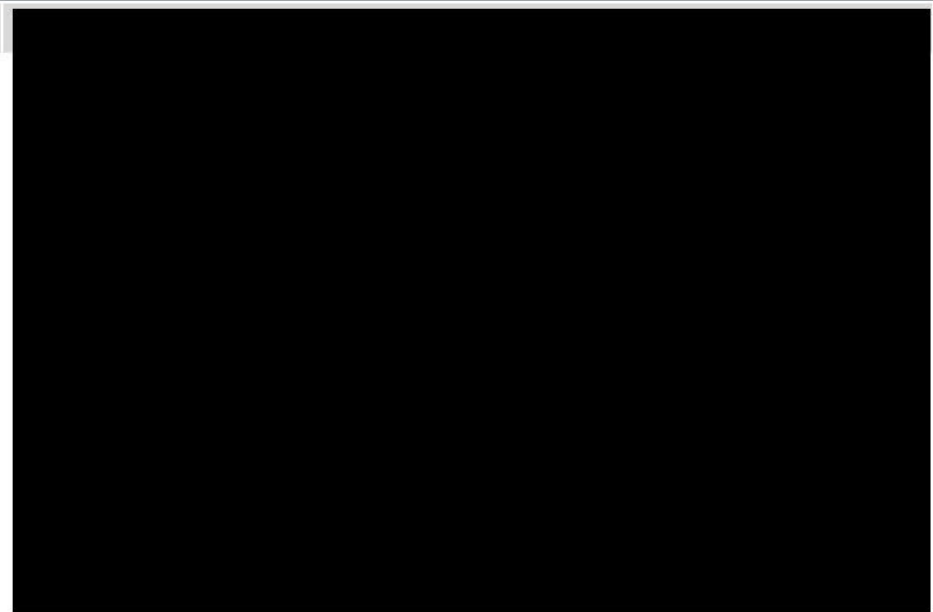
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**KPI RESULTS**

**OfficeVibe engagement score and participation**

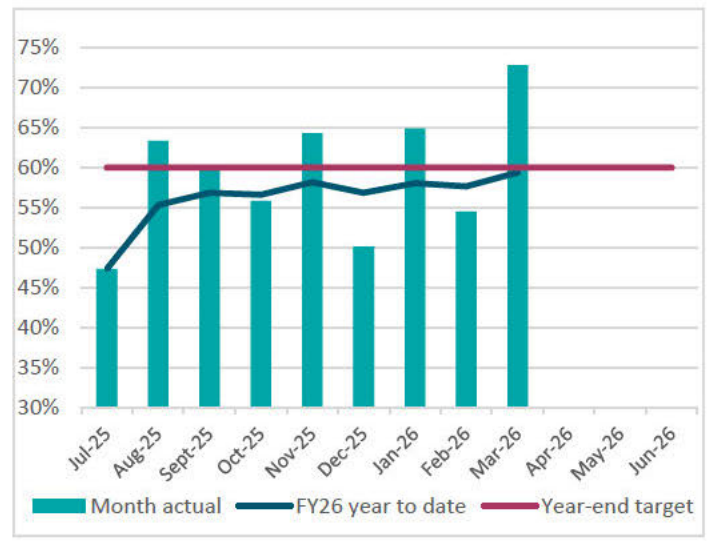


Participation decreased to 48% in March, while engagement score stayed level at 7.4.



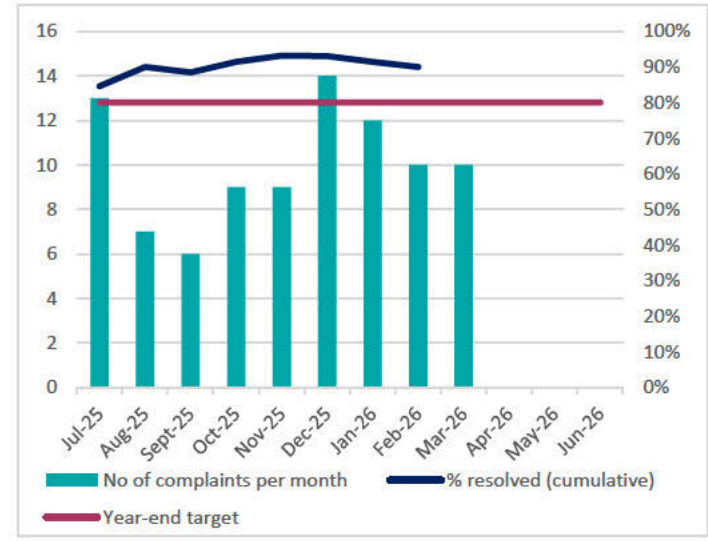
S6(a),S7(2)(f)(i),(h) LGOIMA 1987

**% expenses through non-rates revenue**



At 59%, the percentage of expenses funded through non-rates revenue is **below target** (60%) YTD

**% of customer complaints resolved within 10 working days**



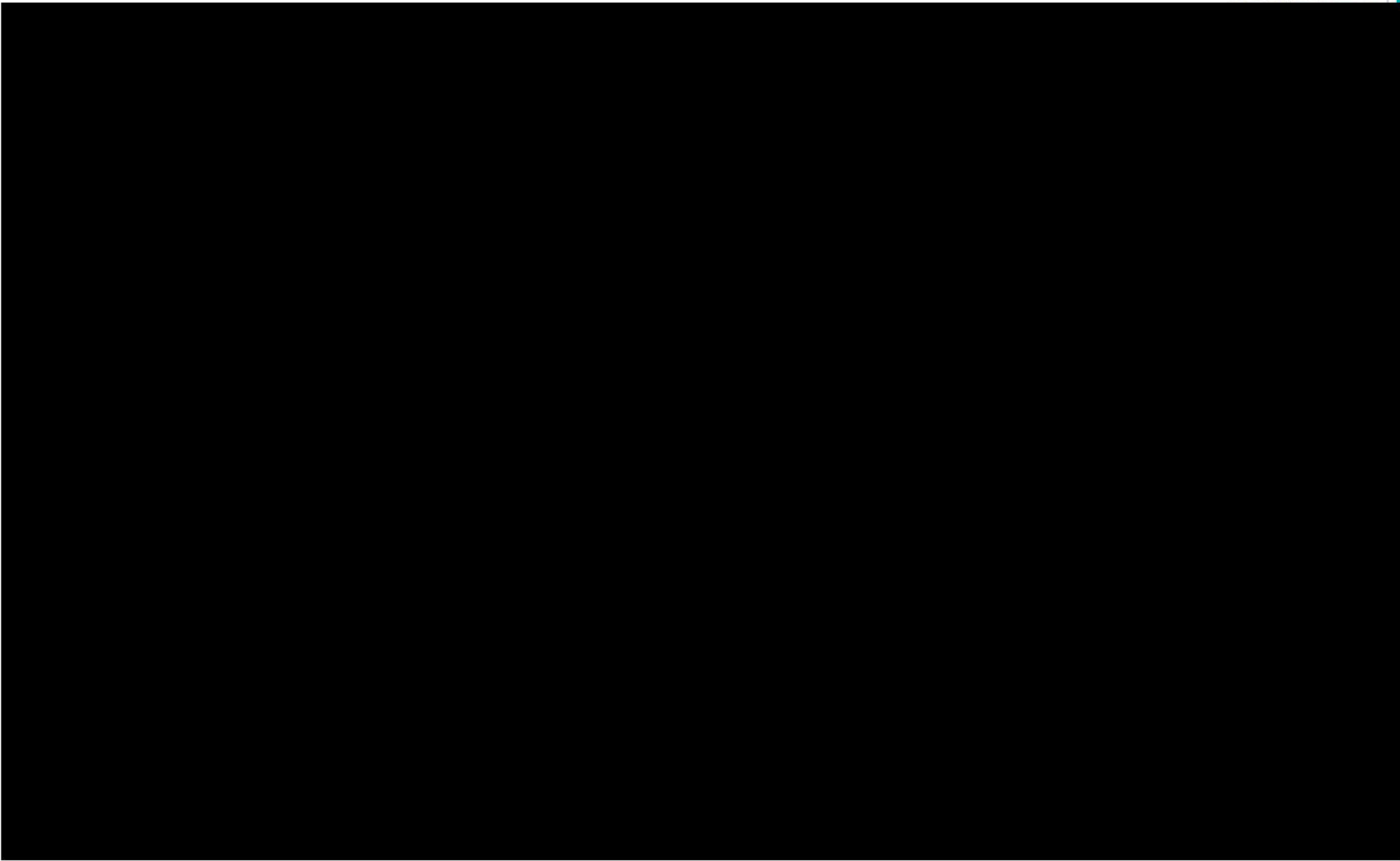
At the end of March, 90% of complaints have been resolved within 10 working days YTD. **Above target.**

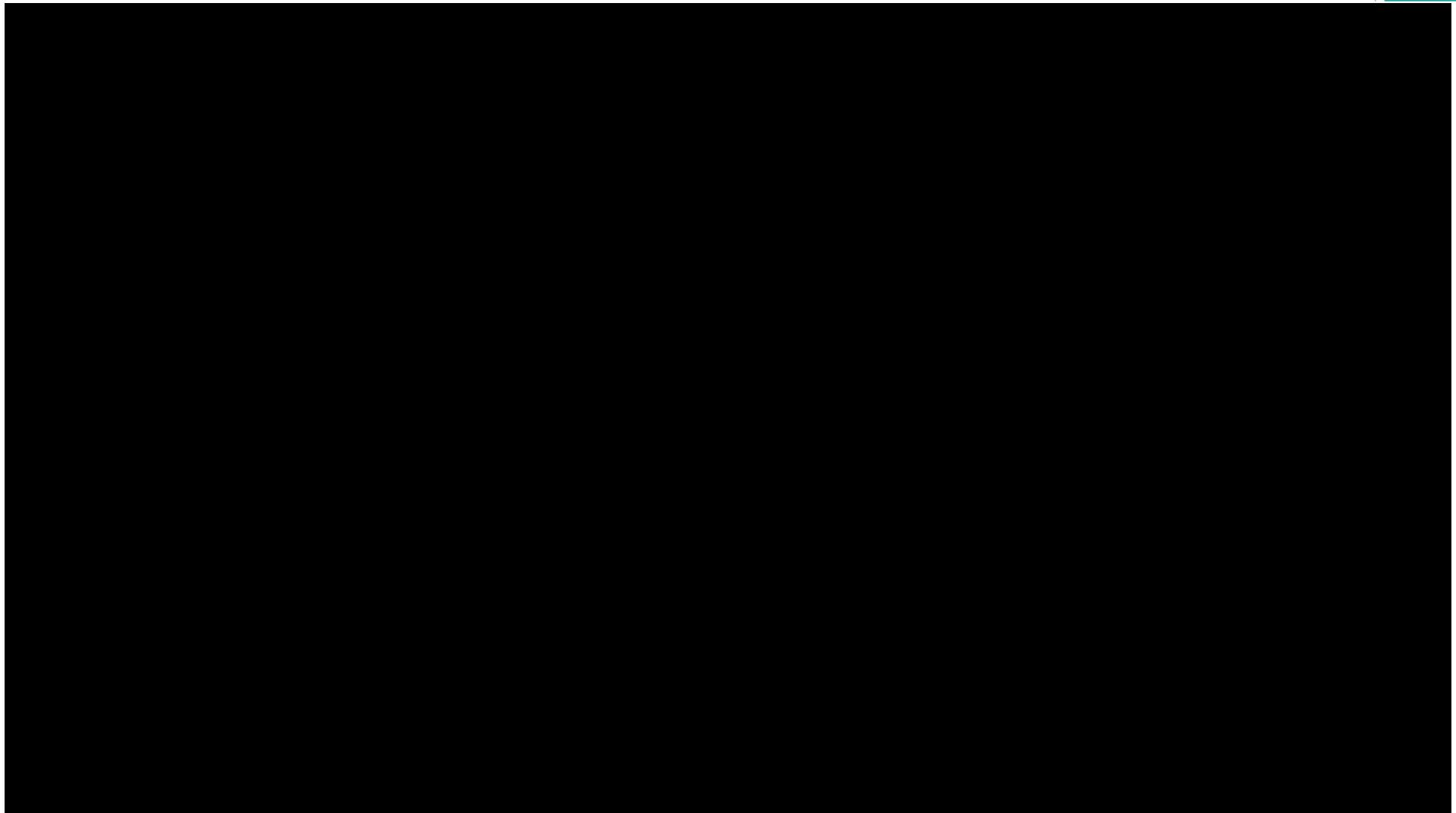
## Schedule of Appendices

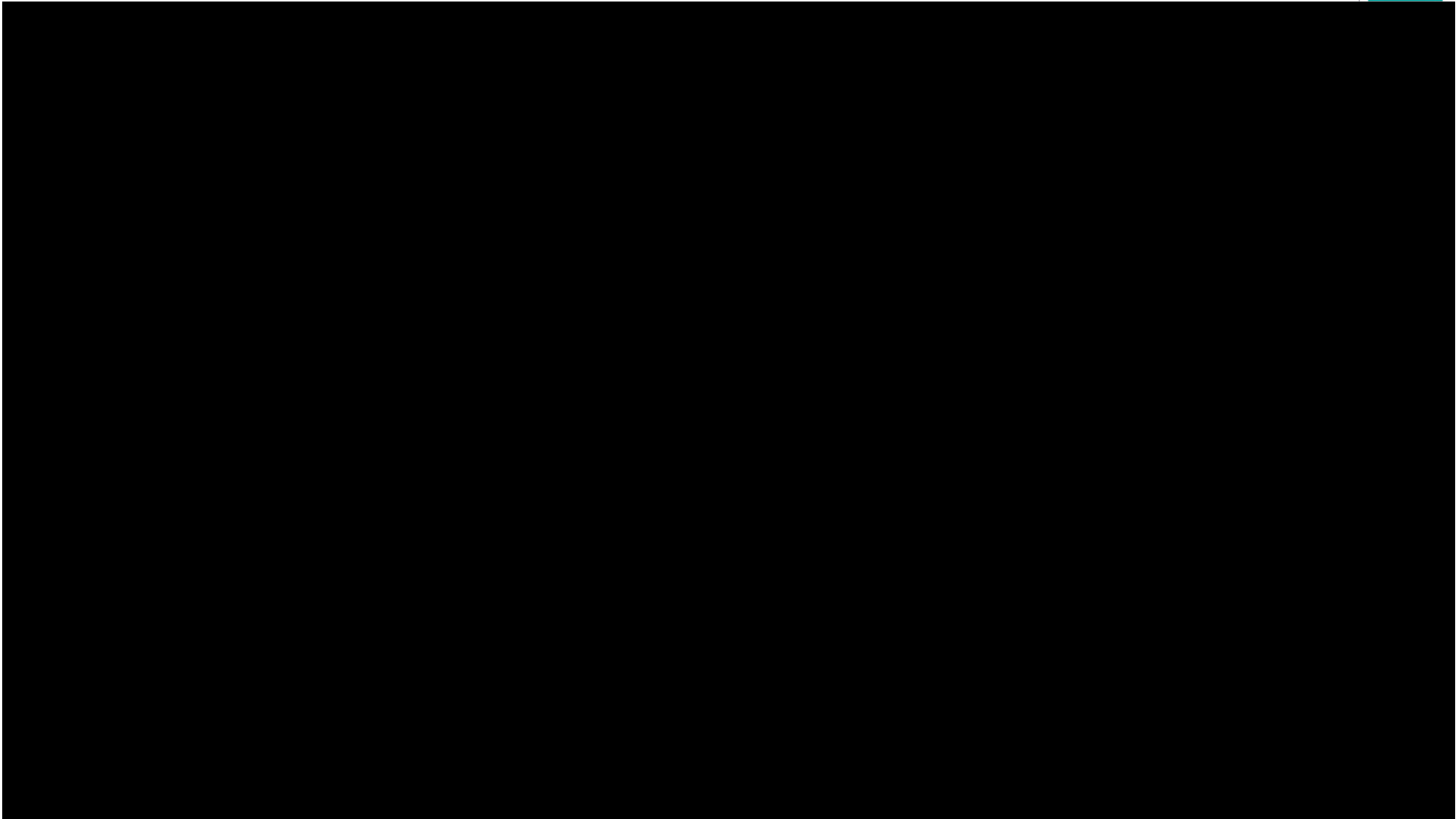
- |   |                    |
|---|--------------------|
| <b>1. TAU Cybersecurity Dashboard</b>                               | <b>(Monthly)</b>   |
| <b>2. GSS Cyber Dashboard</b>                                       | <b>(Monthly)</b>   |
| <b>3. TAU calendar</b>  | <b>(Monthly)</b>   |
| <b>4. Major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

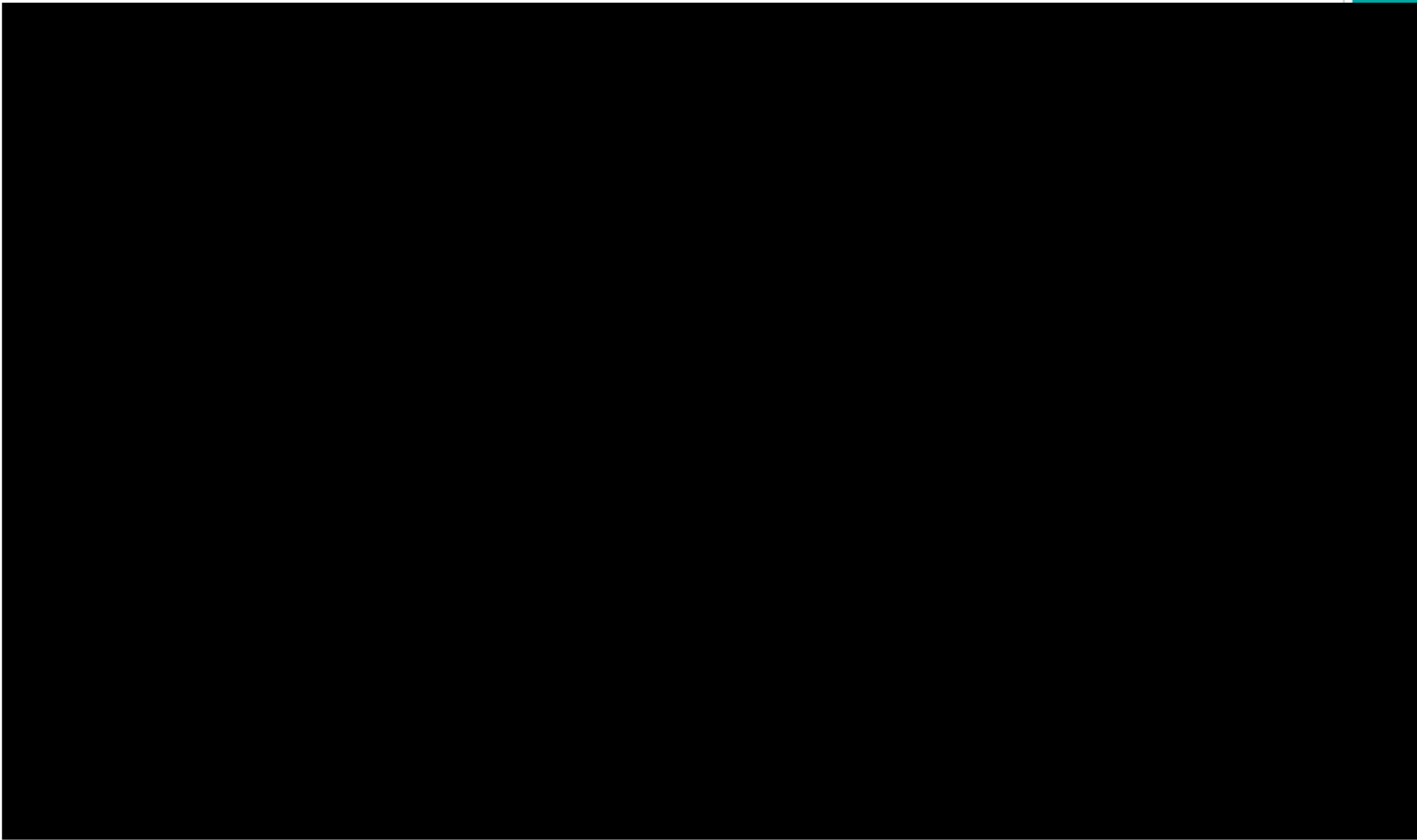
## CE sub-reports in Resource Centre

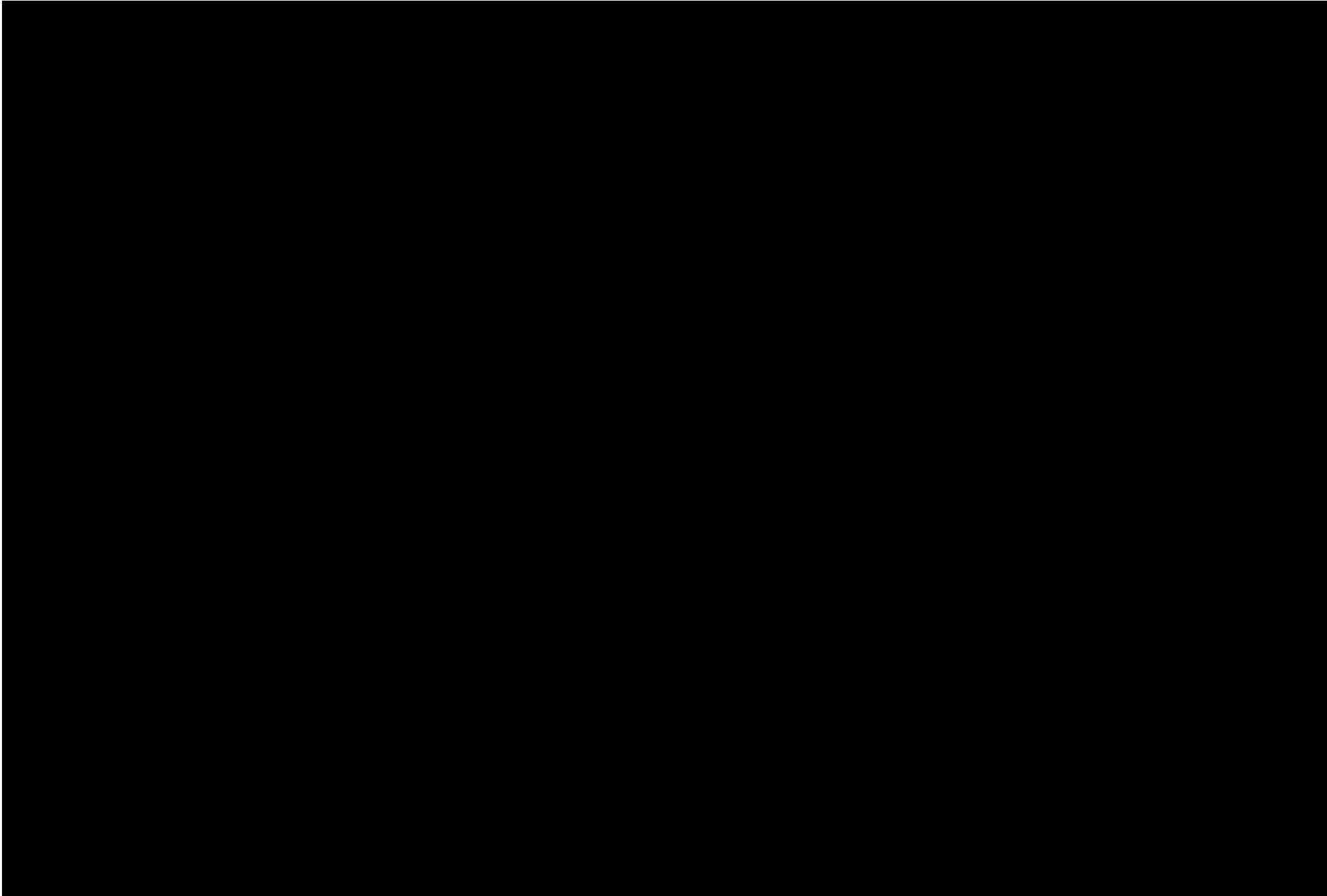
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|---|---------------------|
| <b>• Finance Report</b>                                   | <b>(Monthly)</b>    |
| <b>• Risk Report</b>                                      | <b>(Monthly)</b>    |
| <b>• Customer Strategy / CRM / eDM benefits dashboard</b> | <b>(Quarterly)</b>  |
| <b>• Capital Projects Report</b>                          | <b>(Bi-monthly)</b> |
| <b>• Cultural Sector Alliance Report</b>                  | <b>(Bi-monthly)</b> |

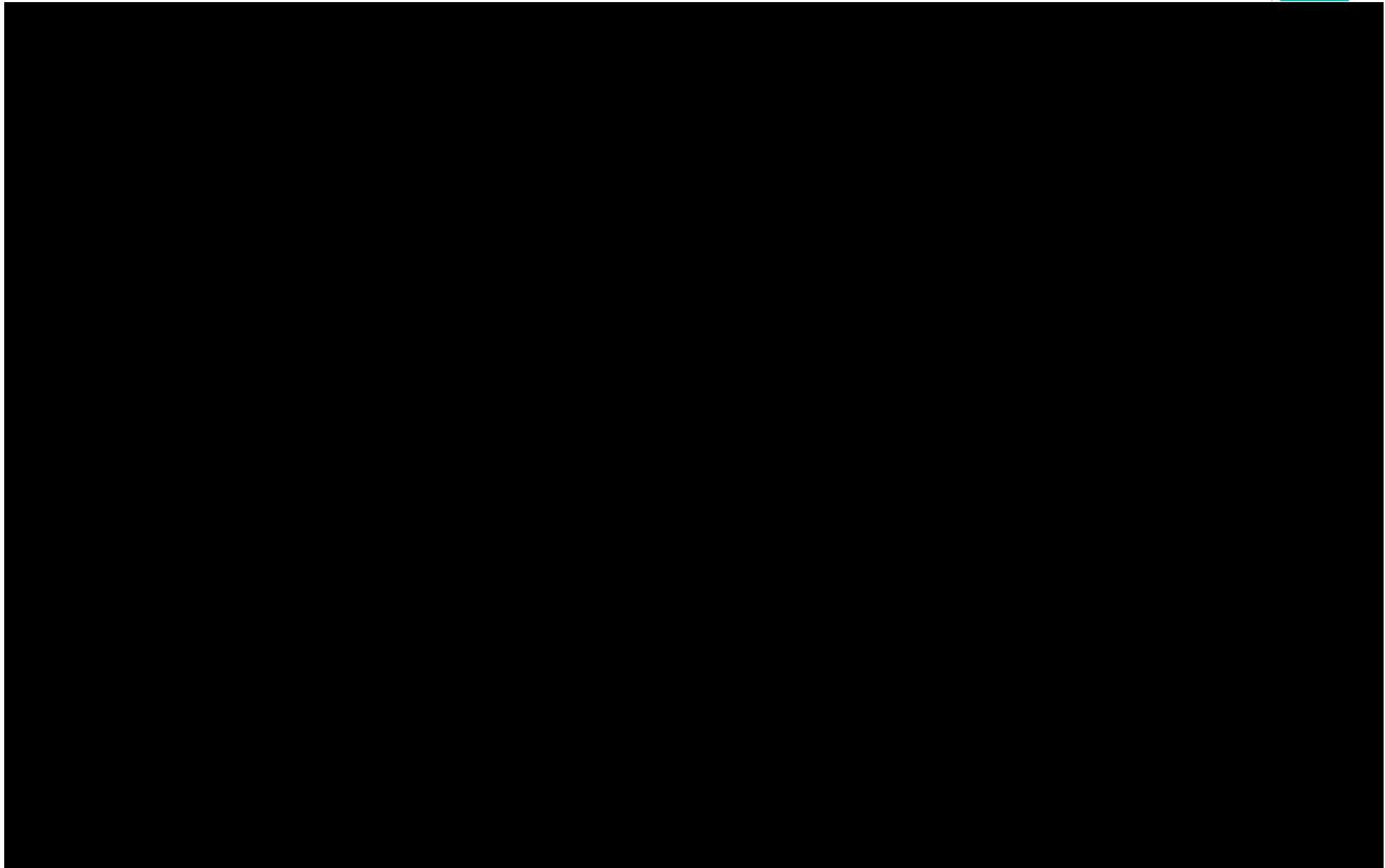


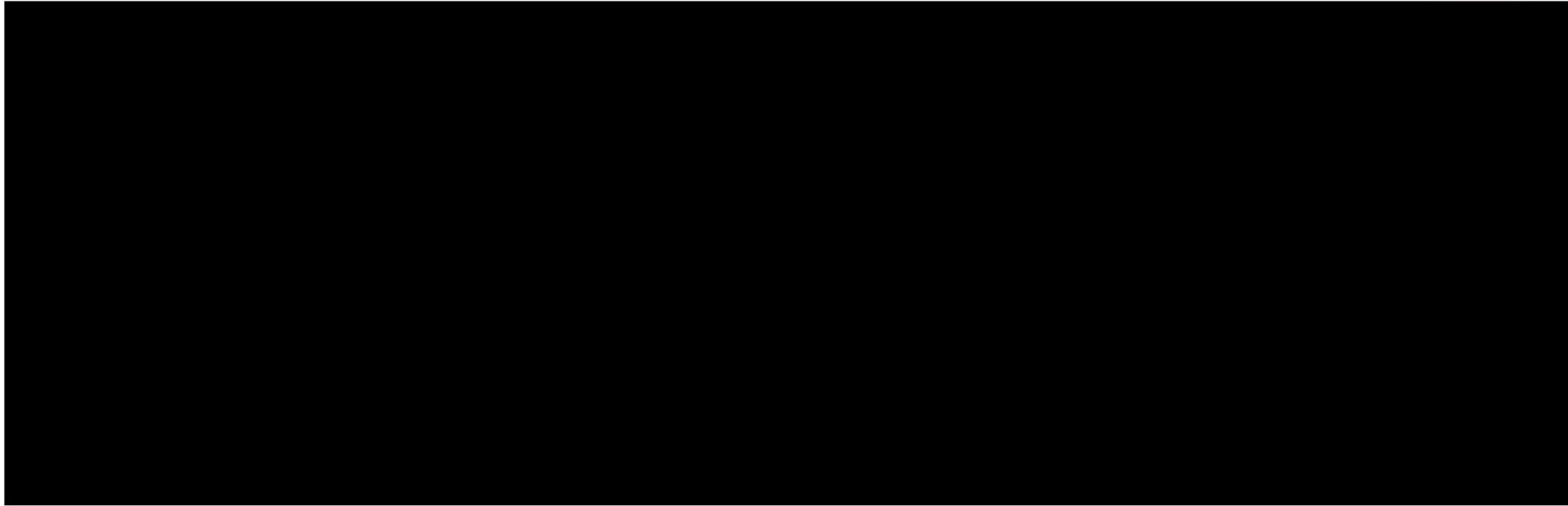


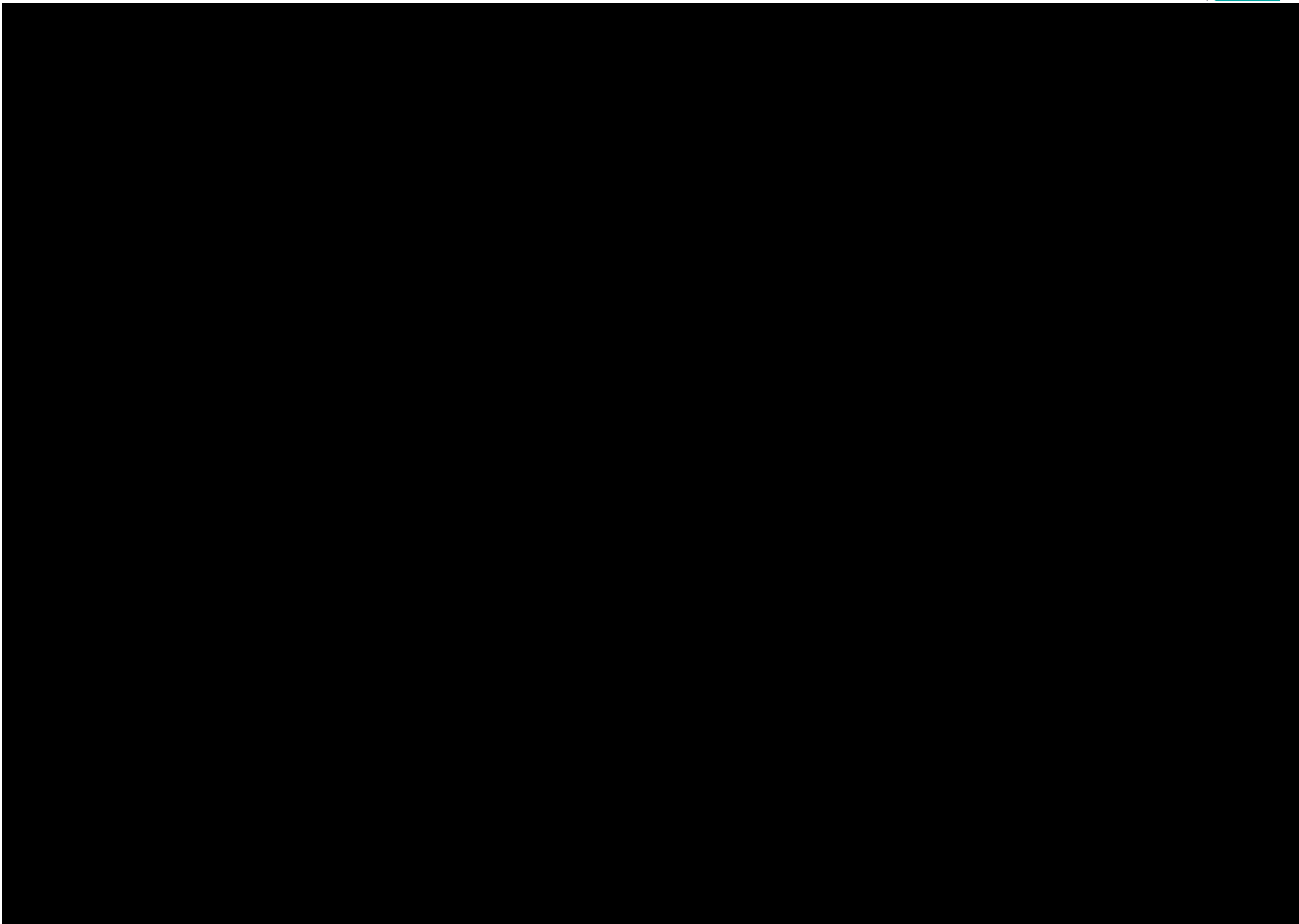


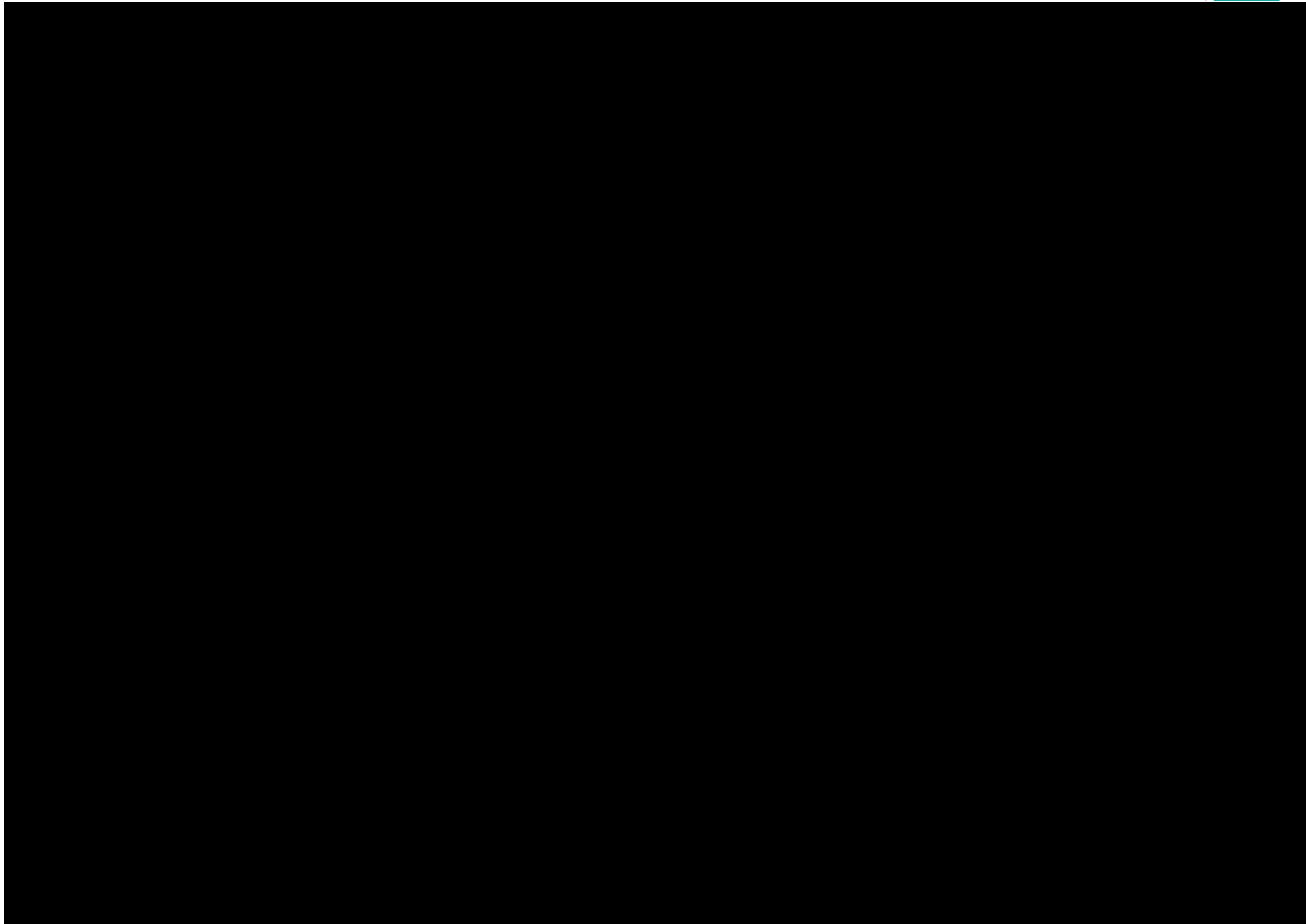


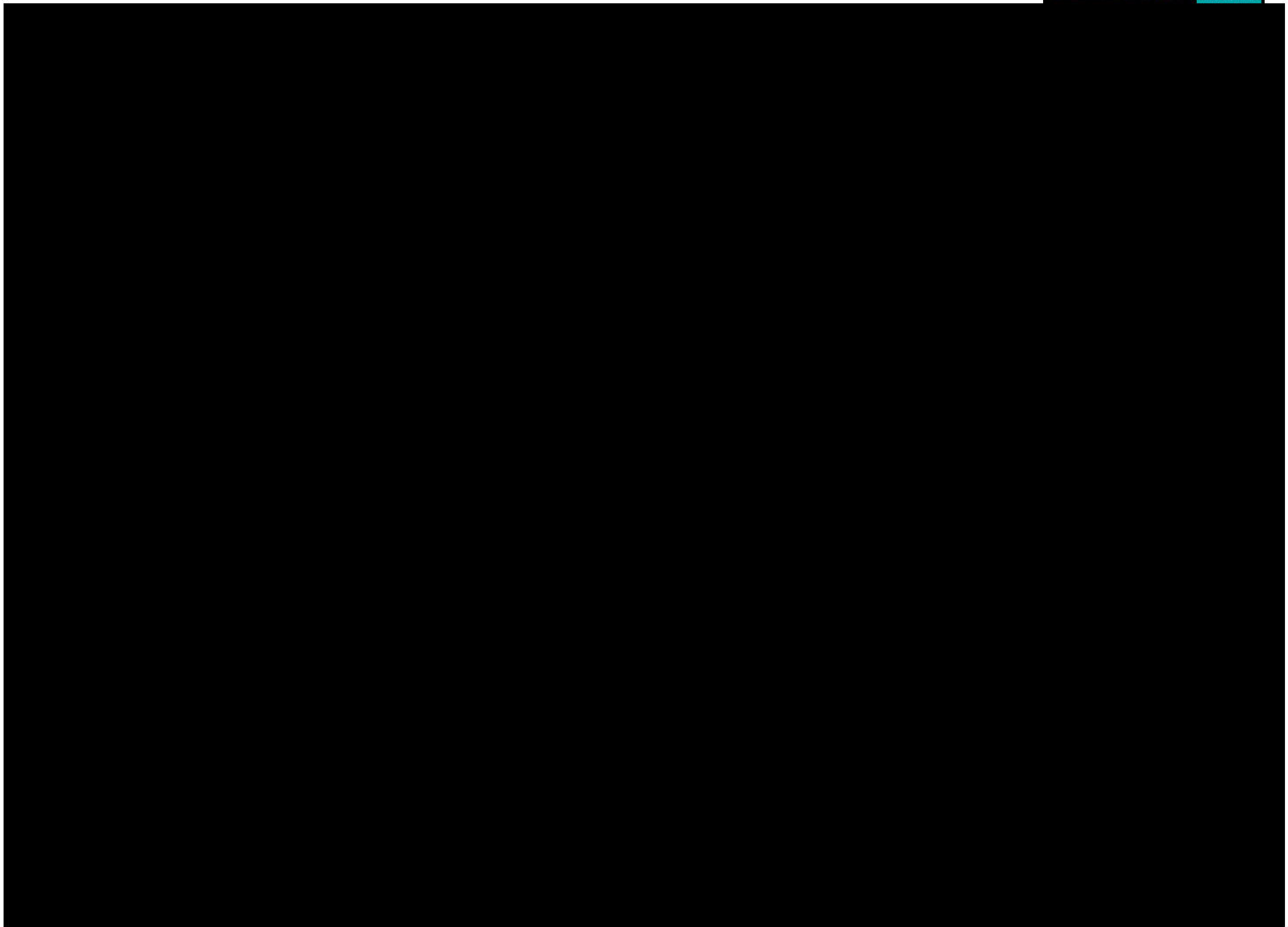




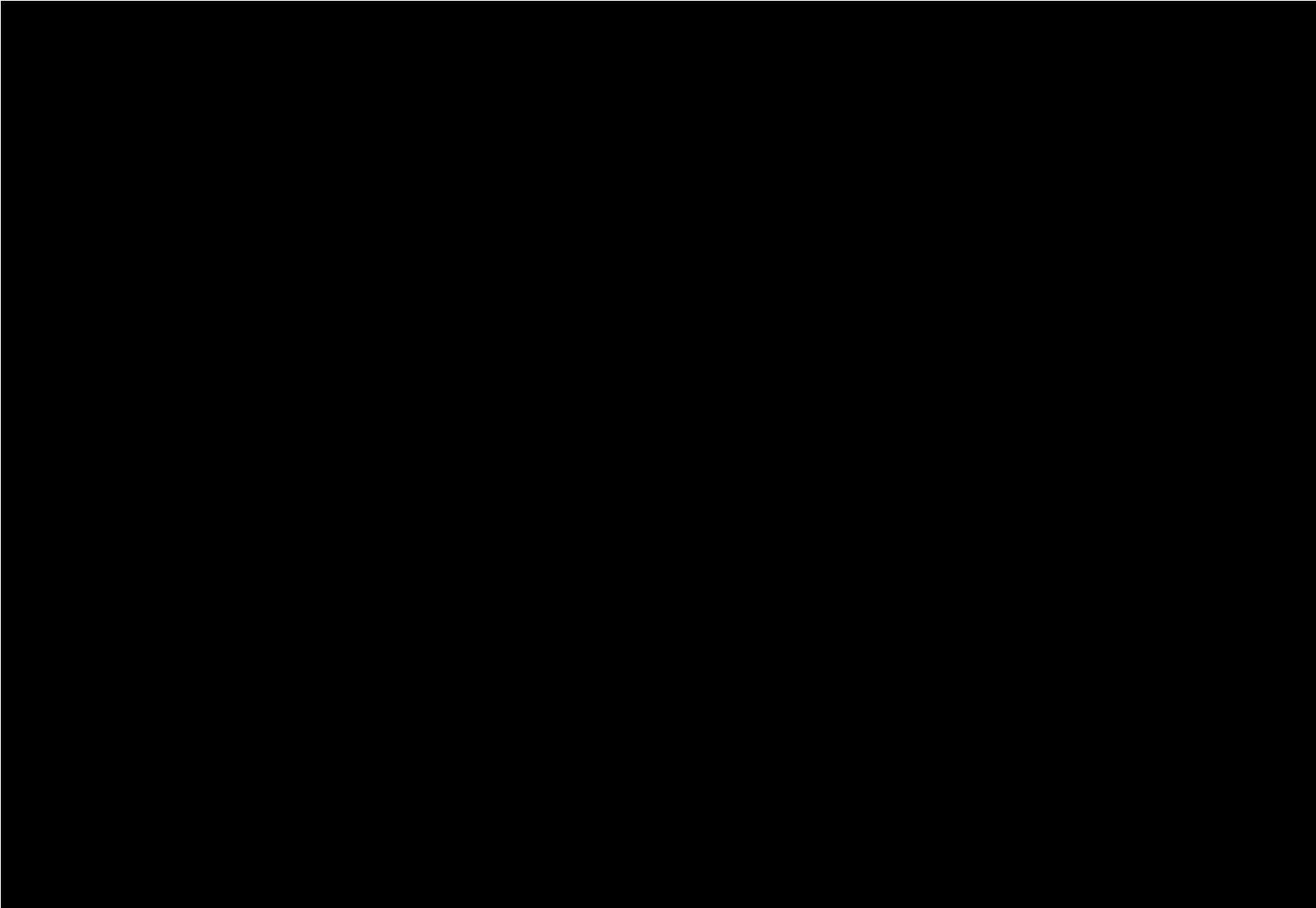


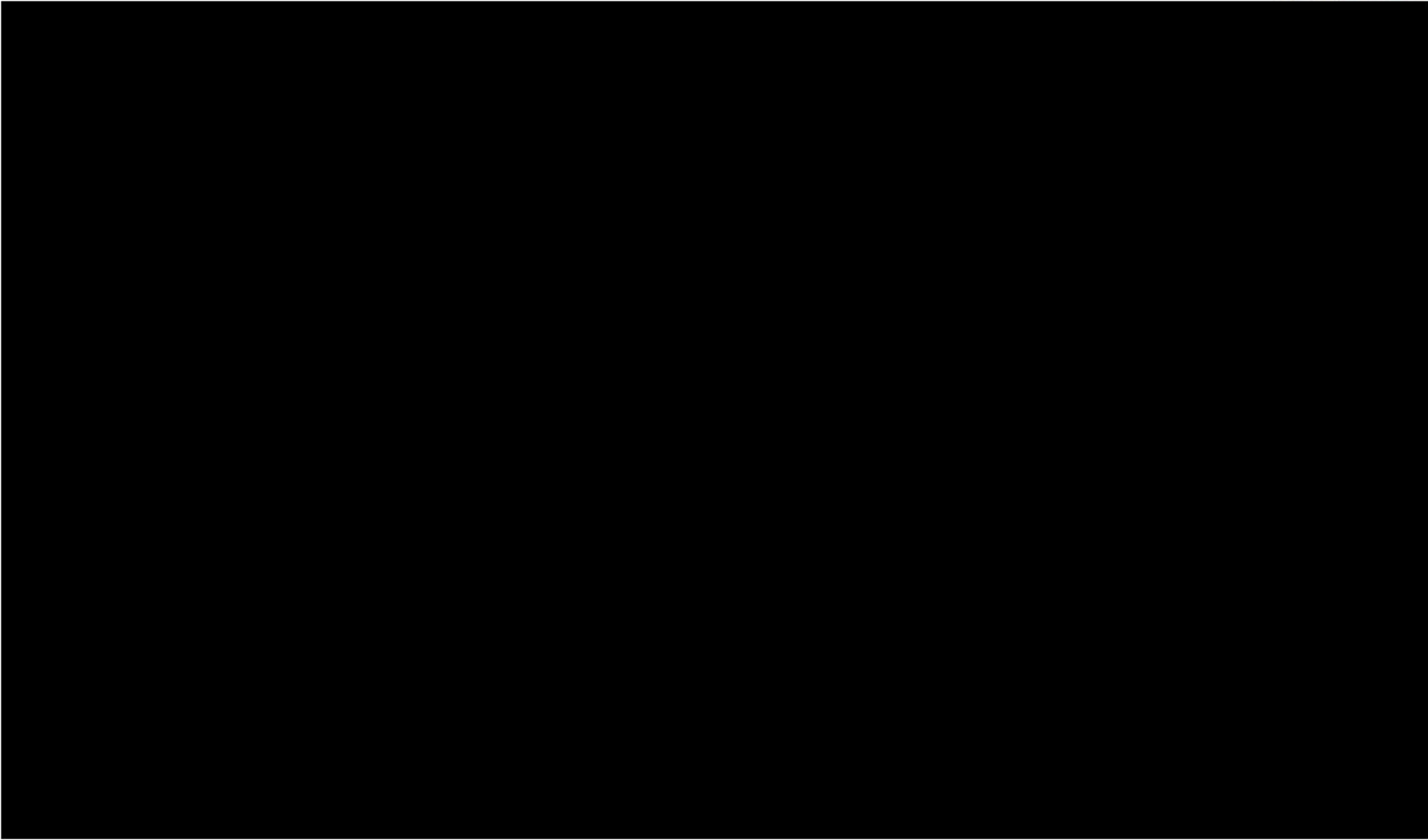












# Operating Performance – FY2026

Operating performance 2025/26					
\$ million	Notes	FY 26			Full year
		Actual	Budget	Variance	Annual Plan
<b>Net direct expenditure</b>	A	68.7	69.8	1.1	87.0
<b>Direct revenue</b>	B	78.8	75.4	3.4	111.3
Fees and user charges		47.1	49.5	(2.4)	63.4
Operating grants and subsidies		7.7	3.2	4.5	13.8
Other direct revenue		24.0	22.7	1.3	34.1
<b>Direct expenditure</b>	C	147.5	145.2	(2.3)	198.3
Employee benefits		69.6	68.9	(0.7)	19.3
Grants, contributions and sponsorship		7.8	7.6	(0.2)	91.8
Other direct expenditure		70.1	68.7	(1.4)	87.2
<b>Other key operating lines</b>					
Vested assets		0.9	0.0	0.9	
Depreciation and amortisation		50.5	42.7	(7.8)	56.9
Finance & Interest		5.7	(0.0)	(5.7)	
Capital Grants to TAU+ Partners		0.6	0.0	(0.6)	
<b>Capital investment trend</b>					
<b>Capital expenditure</b>	D	41.4	54.0	12.7	73.9
Capital revenue		1.4	0.0	1.4	



## Key commentary

**A. Net Direct Expenditure is favourable year-to-date:** driven by stronger-than-budgeted performance in the Performing Arts portfolio, underpinned by improved event margins. This was largely offset by higher-than-budgeted costs associated with Major Events, weaker performance from the final Art Gallery exhibition, and reduced Zoo revenue due to lower visitation resulting from adverse weather conditions on key trading days.

**B. Direct revenue is favourable year-to-date:** driven by stronger performance across the Performing Arts portfolio, receipt of a central government grant within the Visitor Economy, CCTR funding across multiple business units and extended licence arrangements for the Film Studios. This was partially offset by cancelled and unconverted Stadiums events, subdued results from the Art Gallery exhibition, and weather-related impacts at the Zoo.

**C. Direct expenditure is unfavourable year-to-date:** driven by higher cost of operations associated with increased revenue across the Visitor Economy, Performing Arts, and Film Studios portfolios, together with increased repairs and maintenance expenditure. This was partially offset by lower costs resulting from cancelled or unconverted Stadiums events, as well as reduced and deferred expenditure at the Art Gallery and Zoo. Includes CCTR and North America Regional Tourism expenditure across multiple business units, these were offset by additional revenue.

**D. Capital expenditure is below budget year-to-date:** Delivery of the capital programme has been slower than planned; however, activity is expected to accelerate in the next quarter. Based on current forecasts, a year-end underspend of approximately \$15 million is anticipated and to be deferred into FY27 and FY28.