

Board Meeting Agenda



8.00 a.m. Wednesday 27 May 2026

Tapatahi Boardroom, Level 4 Aotea Centre, Auckland

Item	Subject	Action	Trust/Co.	Start Time	Duration
CONFIDENTIAL MEETING OPEN					
PROCEDURAL					
1	Agenda and Apologies	To Note	T & C	8.00 a.m.	30 mins
2	Confidential Minutes 29 April 2026 and Action Tracker, Vicki Salmon	To Approve	T & C		
3	Board Agenda Discussion, Vicki Salmon	To Discuss	T & C		
CE CONFIDENTIAL UPDATE					
4	CE Confidential Update ¹ , Nick Hill	To Note and Discuss	T & C	8.30 a.m.	30 mins
WORKSHOPS					
5	Destination Update ² , Annie Dundas	To Discuss	C	9.00 a.m.	45 mins
BREAK				9.45 a.m.	10 mins
6	City-Centre and Waterfront Events Vision ² , Nick Hill	To Discuss	C	9.55 a.m.	45 mins
7	Aotea Arts Quarter ² , Daniel Clarke	To Discuss	T	10.40 a.m.	45 mins
CONFIDENTIAL MEETING CLOSED AND PUBLIC MEETING OPEN					
PROCEDURAL					
8	Register of Directors' Interests and Rolling 12-Month Board Work Programme, Vicki Salmon	To Note	T & C	11.25 a.m.	5 mins
9	Public Minutes 29 April 2026, Vicki Salmon	To Approve	T & C		
CE REPORT AND PERFORMANCE REPORTS					
10	CE Report, Nick Hill 1. Financial Performance Report 2. Current Operational Risks ³ (RC)	To Note	T & C	11.30 a.m.	30 mins

¹ S7(2)(f)(i),(h),(i),(j) LGOIMA 1987

² S7(2)(f)(i),(h),(i) LGOIMA 1987

³ S7(2)(f)(i),(h) LGOIMA 1987

Board Meeting Agenda

Item	Subject	Action	Trust/Co.	Start Time	Duration
PUBLIC MEETING CLOSED AND CONFIDENTIAL MEETING OPEN					
TOURISM NEW ZEALAND MEETING					
11	TAU Board and Tourism New Zealand Meeting, Paul Brock, René de Monchy, Bjoern Spreitzer	To Discuss	C	12.00 p.m.	45 mins
WORKING LUNCH				12.45 a.m.	30 mins
COMMITTEE UPDATES AND CIRCULAR RESOLUTIONS					
12	Board Committee Verbal Updates and Circular Resolutions, Vicki Salmon 1. Risk and Finance Committee, Carol Cheng	To Note	T & C	1.15 p.m.	5 mins
APPROVAL PAPERS					
13	Major Events ⁴ , Annie Dundas 1. Major Events Business Case 2. Major Events Bid	To Approve	C	1.20 p.m.	40 mins
14	TAU Audit Fees ⁴ , Justine White	To Approve	T & C		
15	TAU Privacy Policy Amendment ⁵ , Justine White	To Approve	T & C		
NOTING PAPERS					
16	Data and Content Remediation ⁴ , Justine White and Mandy Kennedy	To Note	T & C	2.00 p.m.	30 mins
17	Group Shared Services Update ⁶ , Lynn Strudwick, Justine White and Mandy Kennedy	To Note	T & C		
18	Health and Safety Report ⁷ , Lynn Strudwick and Pete Hayes	To Note	T & C		
	Close of Meeting			2.30 p.m.	
AOTEA ARTS QUARTER VISIT					
	Aotea Arts Quarter Visit, Daniel Clarke		T & C	2.45 p.m.	1 hour 30 mins

⁴ S7(2)(f)(i),(h),(i) LGOIMA 1987

⁵ S7(2)(f)(i),(h) LGOIMA 1987

⁶ S7(2)(f)(i),(h),(i),(j) LGOIMA 1987

⁷ S7(2)(a),(d),(f)(i) LGOIMA 1987

Board Meeting Agenda



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

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

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



Register of Directors Interests

Name	Position	Directorships/Trusteeships	Other Interests	Possible Conflicts
Vicki Salmon	Chair	- Salmon and Partners Ltd (Director and Shareholder) - Greenhills Forest GP Limited (Shareholder)		Prior to Vicki Salmon's appointment as Chair of Tātaki Auckland Unlimited, Vicki was a member of the Eden Park Trust Board (EPTB). Vicki resigned as a member of the EPTB on 27 March 2023 and no longer has any interest in EPTB or the Eden Park organisation.
Jennah Wootten	Deputy Chair	- Perpetual Guardian Holdings Limited (Director) - Perpetual Trust Limited (Director) - Generate Global (Director and Shareholder) - National Facilities Advisory Group (Member) - JMW Trust (Trustee)	Active – Auckland Sports & Recreation (CEO)	
Alastair Carruthers	Non-Executive Director	- Homeland NZ Enterprises Ltd (Director and Shareholder) - Carruthers Consulting Ltd (Director and Shareholder) - Cornwall Park Trust Board and associated trusts (Chair) - Auckland University of Technology (AUT) Foundation (Trustee) - Keir Trust (Trustee) - Auckland Regional Amenities Funding Board (Board Member) - Auckland War Memorial Museum Trust Board (Deputy Chair) - Museum of Transport and Technology Board (Director)		- The ARAFB provides operating funding to some entities who occupy and perform in Tātaki Auckland Unlimited facilities. - Spouse Peter Gordon and Homeland may do consulting work for Dan Clarke and Auckland Live from time to time.
Carol Cheng	Non-Executive Director	- Hong Consulting Limited (Director and Shareholder) - CYWE Trustee Limited (Director and Shareholder) - Auckland International Airport Limited (Shareholder) - Spark New Zealand Limited (Shareholder) - Comvita Limited (Shareholder) - SkyCity Entertainment Group Limited (Shareholder)		

Graeme Stephens	Non-Executive Director	• New Zealand Hotel Holdings (Director) (this interest includes directorships of several further entities connected with New Zealand Hotel Holdings) • Kamari Consulting Limited (Director and Shareholder) • Marama Hua Trustee Limited (Director) • Rakaunui Property Limited (Director) • Rakaunui Property Holdings Limited (Director) • SkyCity Entertainment Group (Shareholder)		
Dan Te Whenua Walker	Non-Executive Director	• New Zealand Māori Tourism Society (Deputy Chair) • Korowai Hikuroa Consulting Limited (Director and Shareholder) • Ngāti Ruanui Holdings Limited (Director) • Whangaparāoa College (Trustee) • Māori Creative Foundation (Trustee) • Hikuroa Whanaungatanga Charitable Trust (Chair) • University of Auckland Māori Alumni (Trustee and Chair of Executive Committee) • Sarcoma Foundation NZ (Board member) • Child Cancer Foundation (Chair)		

12-Month Work Programme

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

12-Month Work Programme

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

12-Month Work Programme

Month	Shareholder Accountability	Operations	Strategy & Business Focus	Board and Committee Meeting Dates
Jan-27	- Financial reporting for the ½ Year ended 31 December 2026 - Q2 Risk Report	- CEO Report - H&S Report - Māori Outcomes Report		- Board Meeting – (TBC) (½Y Accounts) - Remuneration Committee – (TBC)
Feb-27	Q2 Performance Report	- CEO Report - H&S Report	LTP public consultation	- Capital Projects Committee – (TBC) - Board Meeting – (TBC)
Mar-27	Draft 2028 -2030 Statement of Intent	- CEO Report - H&S Report - Māori Outcomes Report - Auditor engagement and fees		- Risk and Finance Committee – (TBC) - Board Meeting – (TBC)
Apr-27	- Q3 Risk Report to Council - Q3 Performance Report - Draft TAU SOI 2028-30 presented to Budget and Performance Committee (date TBC) - TAU Q2 Performance Report to Council Apps. & Performance Review Committee (date TBC)	- CEO Report - H&S Report - CCTR FY27 Investment Proposal		- Capital Projects Committee – (TBC) - Board Meeting – (TBC)
May-27	TAU Q3 Performance Report to Council Apps. & Performance Review Committee (date TBC)	- CEO Report - H&S Report - Māori Outcomes Report	Final LTP decision-making and final Mayoral Proposal	- Risk and Finance Committee – (TBC) - Board Meeting – (TBC)
Jun-27	- Public Board meeting - shareholder feedback on SOI - Annual Plan and Capital Plan FY27 - Three Year Plan	- CEO Report - H&S Report - Annual insurance renewal		- Capital Projects Committee – (TBC) - Board Meeting – (TBC) (Public Board Meeting)

BOARD MEETING

HELD ON: Wednesday 29 April 2026 at 8.00 a.m.

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

PRESENT:

Vicki Salmon	Chair
Jennah Wootten	Deputy Chair
Alastair Carruthers	
Carol Cheng	
Graeme Stephens (Teams)	
Dan Walker	
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
Paul Tyler	GM Property
Amber Lamanla	Auckland Events Programme Lead
Peter Hayes	Head of Health and Safety

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

1. AGENDA AND APOLOGIES

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

The Chair noted that Graeme Stephens will be joining the meeting via Teams shortly.

2. 25 MARCH 2026 CONFIDENTIAL MINUTES AND ACTION TRACKER

The Board requested three amendments to the draft minutes:

1. Item 4, 6th bullet point – delete incorrect paragraph after the first sentence.
2. Item 4 – note that Alastair Carruthers rejoined the meeting at 9.51 a.m.
3. Item 6, 2nd paragraph – correct the interest declaration.

Subject to the requested amendments being made, the Board:

1. **Approved** the 25 March 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 updated the Board on the Government's recent confirmation that it would not be funding the 2027 SailGP Auckland event. The loss of the event next year is disappointing given the success of prior events, and the progress made to make SailGP Auckland a significant anchor event within Auckland's summer event calendar. [REDACTED]

[REDACTED]

Lynn Strudwick and Mandy Kennedy joined the meeting.

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

[REDACTED]

Graeme Stephens joined the meeting at 9.31 a.m.

[REDACTED]

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

Digital Roadmap

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

- Management presented a digital roadmap update to the Board. The roadmap focuses on TAU's digital capability and data culture, and aims to address the 'tech-debt' within TAU's legacy digital environment.
- Management noted that a unified digital environment with homogenised data will allow TAU to save costs and improve efficiency, while allowing the organisation to improve its services by using modern digital tools to leverage data and information across the business.

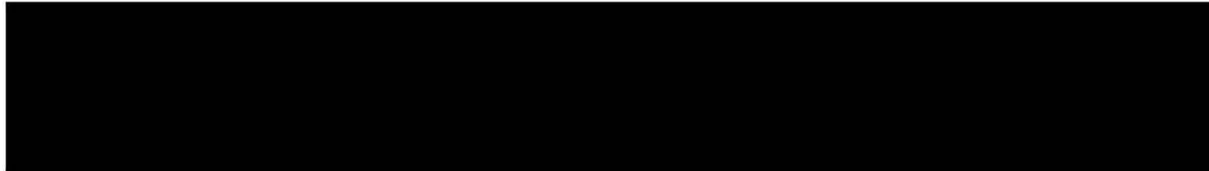
The Board **noted** the update.

Deputy Mayor Desley Simpson, Sarah Johnstone-Smith, Shelley Watson, Kevin Buley, Vincent Lipanovich, Annie Dundas, Tom Irvine, and Amber Lamanla joined the meeting.

5. ARTS AND CULTURE REFORM

Deputy Mayor Desley Simpson spoke to the paper.

- The Board and Deputy Mayor discussed the Arts and Culture Reform Programme (**Programme**) being led by council's Value for Money Committee. Tāmaki Makaurau's cultural sector is worth about a quarter of a billion dollars annually, and is vital to the vibrancy and wellbeing of the city and the region. The Programme is intended to give council a clearer view of the council's arts and culture investment, what outcomes are being achieved, and how future investment can be made more strategic and value focused.
- The Deputy Mayor outlined the workstreams and immediate priorities of the Programme. As Auckland's cultural, events and destination agency, it is important that TAU fully supports the Programme – and that it continues to constructively engage with the Programme as it has done to date.
- The Board noted that the Programme represents an exciting opportunity for the city and region, and TAU will continue to support the Programme in any way it can. Under the auspices of the Programme, the TAU-led Cultural Sector Alliance has successfully increased the communication and co-ordination between several of Auckland's key cultural entities. The alliance – whose six institutions attract 2.67m visitors and generate \$70m of their own revenue – has now agreed to a charter as well as a set of common measurements and is continuing to progress aligning the institutions within it. The Deputy Mayor noted that if substantive agreement can be reached between key cultural institutions on how Auckland's cultural sector is organised and funded – and any proposed structural changes are supported by the community – this will help clear the path for any required legislative changes to follow.
- The Board noted that it is important that the Programme prioritises the key outcomes that it is seeking and that it carefully considers greater funding certainty and the future capital costs of Auckland's cultural entities as part of the process. The Deputy Mayor agreed and noted that sustainable funding must be a fundamental part of the solution.



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

The Board noted the paper.

6. AUCKLAND EVENTS OVERVIEW

Tom Irvine, Annie Dundas, Daniel Clarke, and Shelley Watson spoke to the paper.

- Management noted that following the council reforms last year it was recognised that the Council Group supports a large portfolio of events, but does a poor job of co-ordinating, promoting, and leveraging events in a 'joined up' way. TAU was confirmed as the lead agency for programming and promoting all regional, major, and mega events, including those previously delivered directly by the council and was also given responsibility to drive "Auckland Council Events" as the single brand for the Group's events and activations.
- Management noted that Auckland enjoyed a busy event calendar over the summer with TAU leading more than 50 separate events itself. Significant events included the Special Convention of Jehovah's Witnesses, the ASB Classic, SailGP and the Auckland Boat Show, the Lantern and Pasifika festivals, and Synphony. Generally, Auckland's accommodation sector achieved excellent occupancy rates over the summer period. Auckland Live confirmed via surveys that free outdoor events remain very popular with audiences and a significant portion of those audiences stay in the area following free events to buy a meal, enjoy other entertainment, stay in a hotel etc. The opening of the NZICC venue was great news for the accommodation sector as it has the potential to add another layer of business.
- The Board and Management discussed the City Centre Targeted Rate (CCTR) investment framework and other funding mechanisms as well as the Matariki Festival, which TAU will deliver across Tāmaki Makaurau for the first time this year.
- Management summarised Auckland's upcoming winter events programme and several ideas that the team is working on such as developing a mobile Auckland Box Office to promote and sell tickets to events at any location. Auckland is hosting this year's TRENZ event – the biggest tourism trade event on New Zealand's calendar – in mid-May and this will be an excellent opportunity to showcase Auckland to local and international tourism operators. While TAU does not deliver TRENZ, it is the host Regional Tourism Organisation this year, and the team is working hard with partners to ensure that the event will be a success.
- The Board noted that given the current economic environment, it is vital that TAU continues to have an event portfolio that balances free and paid events, and that paid events include multiple price access points to ensure that Auckland's events remain accessible.

The Board noted the overview.

Amber Lamanla left the meeting. The ELT joined meeting.

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

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

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

8. PUBLIC MINUTES 25 MARCH 2026

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

9. CE REPORT

The Management team spoke to the paper.

- The Board congratulated Management and staff on achieving excellent results over the last two months and acknowledged the hard work of staff keeping TAU's 7-day-a-week '24/7' business running. Overall, TAU's Net Promoter Scores, venue visitation, and financial results are all progressing well.
- Management updated the Board regarding the recent issues with floodlights and power supply at North Harbour Stadium. TAU has mitigated the risk of repeat 'black-out' events while the underlying cause is addressed by Vector and TAU.

The Board **noted** the CE Report.

Deputy Mayor Desley Simpson, Sarah Johnstone-Smith, and the Executive Team left the meeting.

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

10. BOARD COMMITTEE UPDATES AND CIRCULAR RESOLUTIONS

The Chair of the Capital Projects Committee (**CPC**) updated the Board on the recent committee meeting held at the Bruce Mason Centre (**BMC**).

- The committee considered the two capital programme papers on the agenda (Item 13) and after providing feedback to Management – which has now been incorporated into the board papers – recommended that the Board approve the requested resolutions for each paper. TAU's capital programme is behind budget due to a couple of projects being postponed, but delivery is going well. The postponed projects that were delayed by the Board for good reasons, are still likely go ahead in due course.
- The committee undertook an interesting and informative walkaround of the Bruce Mason Centre taking in the foyer, theatre, façade, and back-of-house areas of the venue as well as the adjacent Killarney Street Carpark.

The Board **noted** the update.

Helen Te Hira joined the meeting.

11. MĀORI OUTCOMES GOVERNANCE MODEL

Helen Te Hira spoke to the paper.

- Management summarised the proposal to retire the Māori Engagement Committee and replace its quarterly meetings with a Māori Outcomes standing report to the Board every two months. The Board noted that is important to recognise that the proposed reporting every two months will be in addition to all TAU board and board committee papers continuing to include a compulsory section on "Māori Outcomes".
- Management provided an update on the development of the refreshed Te Mahere Aronga (**TMA**) – Tātaki Auckland Unlimited's Māori Outcomes Plan – including the approach, guiding frameworks, rōpū engagement workshops conducted to date, and the timeline to publication. The Board noted that the new reporting schedule will provide regular updates on the key initiatives of the TMA.

The Board:

1. **Approved** the disestablishment of the Māori Engagement Committee effective 31 May 2026;
2. **Approved** the introduction of a Māori Outcomes standing report to the Board every two months, commencing 31 May 2026; and

3. **Noted** that the Director Māori Outcomes will present this report, with the first report to be provided to the July Board meeting

Helen te Hira left the meeting and Zara Stanhope joined the meeting.

12. AUCKLAND ART GALLERY ADVISORY COMMITTEE

Nick Hill and Zara Stanhope spoke to the paper.

- Management summarised the history of the Auckland Art Gallery Advisory Committee (**AAGAC**). The AAGAC was formed in 2020 by the RFA Board (now the TAU Board) shortly after the significant impacts of COVID-19 were being felt by the Gallery and the country. At that time, it was noted that “The Gallery Advisory Committee will provide invaluable advice and expertise – not just in guiding us through unstable global circumstances, but also in supporting our goal of the Gallery being the leading arts institution in the Pacific.”
- Management noted that having come through the local COVID-19 lockdown closures and operating restrictions, and following the recent appointment of the new Director of the Gallery, the TAU Board and management – including the Gallery’s senior management team – believe that the time is right to retire the AAGAC and form a new occasional forum for Gallery stakeholders to engage with TAU and the Gallery. While the form and nature of the forum is yet to be developed, the aim is for it to be a mechanism for the Gallery to brief its stakeholders on significant outcomes and plans, and to provide a broad and informal channel for Gallery stakeholders to convey feedback to senior Gallery management.
- Management noted that the Gallery will continue to have the support of the Art Gallery Foundation, Haerewa, the Patrons Group and Young Patrons Group, the Chartwell Trust and other forums and groups.
- The Board acknowledged the valuable support of the AAGAC over the last five years and thanked the committee members for their efforts. The Board requested that the Chair draft a letter of thanks from the Board to the current AAGAC committee members. (**ACTION POINT**)

The Board:

1. **Approved** the disestablishment of the Auckland Art Gallery Advisory Committee; and
2. **Noted** that the Director, Auckland Art Gallery Toi o Tāmaki will be working with Gallery stakeholders to develop a forum to engage with the Galley community.

Zara Stanhope left the meeting. Kevin Buley and Paul Tyler joined the meeting.

13. TAU CAPITAL PROGRAMME

Kevin Buley, Justine White and Paul Tyler spoke to the paper.

Auckland Zoo Masterplan Stage 3 Rangitupu – Project 1 – Te Taiao

- The Board noted that beginning the next phase of Auckland Zoo’s Masterplan Stage 3 Rangitupu – Project 1 – Te Taiao is a significant moment for the Zoo. The project has been considered by the Board and Capital Projects Committee over the last 18 months, and the feedback and guidance of Directors has been incorporated.
- The Board noted that at the last Risk and Finance Committee meeting, which was held at the Zoo, the committee undertook a ‘deep dive’ of the Zoo’s financial performance. The exercise confirmed the Zoo’s improved visitation and revenue forecasts as a consequence of the South East Asia Jungle Track capital project – which opened in October 2022 – had come to fruition. This gave the committee confidence that the Zoo has a strong understanding of capital project design and delivery, and confirmed that the Zoo has a good track record when forecasting the benefits of capital projects.

- The Board noted that that Te Taiao will address a central area of the Zoo and will significantly add to the Zoo's public-accessible footprint by developing more than 6,000 m² of land that is currently unused and closed to the public. The project will strengthen the Zoo's social licence to operate, deepen visitor connection to the land, waters and animals of Tāmaki Makaurau, and enhance the Zoo's local and international reputation.
- Management noted that the Te Taiao spend is phased over four years and has been fully built into Auckland Council's Long-term Plan. The CPC explored whether the project could be broken up into smaller projects but found that this could not be done without incurring significant additional costs.

The Board:

1. **Noted** that Stage 3 Project 1 – Te Taiao, as proposed in this paper, is consistent with the strategic direction outlined in the Board-approved Zoo Masterplan Renewals Programme.
2. **Noted** that, since commencement of the Zoo Masterplan Renewals Programme, annual visitation has increased from 648,000 in FY15 to 864,000 in FY25 and, with continued investment in the Masterplan, is projected to exceed 1.2 million visits per annum by 2036.
3. **Noted** that, building on the demonstrated benefits of Stages 1 and 2 of the Zoo Masterplan Renewals Programme, Stage 3 Project 1 - Te Taiao will increase visitation (particularly repeat visitation), deliver improved animal welfare outcomes, strengthen the Zoo's social licence to operate, deepen visitor connection to the land, waters and animals of Tāmaki Makaurau, and enhance the Zoo's local and international reputation.
4. **Noted** that, on completion of Te Taiao, the Zoo's visitor-accessible footprint will increase by more than 6,000 m².
5. **Noted** that Te Taiao's development cost is in line with Stage 2 of the Masterplan and sits materially below the capital intensity typically associated with successful immersive visitor experiences and leading international zoo habitat projects.
6. **Noted** that expenditure for Te Taiao project has been included in TAU's Council-approved long-term capital planning from FY26.
7. **Noted** that progress on Te Taiao will be subject to ongoing oversight by the TAU Capital Projects Committee, supported by a structured quarterly reporting cycle on project progress.
8. **Approved** an additional [REDACTED] for the construction stage of Project 1 – Te Taiao, establishing a total project budget of [REDACTED] inclusive of design.
9. **Delegated** the authority to CE, Nick Hill, to enter into the required agreements to deliver Project 1 – Te Taiao through to construction completion.

Bruce Mason Centre Refurbishment – Design Phase

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

- Management noted that the Bruce Mason Centre (**BMC**) was opened in 1997 and was largely funded by the local community. Unfortunately, the BMC was built during New Zealand's 'leaky building' era and there were a series of water ingress issues from the beginning. While a significant portion of the water ingress issues were resolved for TAU when the retail and conference room section of the building were subdivided and sold to a private developer – who has since remediated and developed this part of the building – parts of the remaining BMC still have water ingress issues that need to be resolved.
- Management noted that at its heart, the BMC has an excellent auditorium with flexibility, high quality sound performance, and modern amenities built in from the start. However, other areas of the BMC – such as the front-of-house entrance and foyer area, the toilets, and parts of the back-of-house areas such as the green room and changing areas – did not enjoy the same level of investment when the BMC was constructed and some of these areas have deteriorated

more rapidly over the years. The BMC now requires significant roof remediation to address the remaining water ingress issues, and this provides an opportunity to remediate and improve other areas of the venue.

The Board:

1. **Approved** the “Bruce Mason Centre Remediation – Design Phase” Business Case with a total CAPEX investment of [REDACTED] and [REDACTED] S7(2)(f)(i),(h),(i) LGOIMA 1987
2. **Delegated** the authority to Nick Hill, Chief Executive to enter the required contracts, within the approved CAPEX budgets, as required to deliver the above business case.

Kevin Bulley and Paul Tyler left the meeting. Shelley Watson, Annie Dundas, Daniel Clarke and Amber Lamanla joined the meeting.

14. CCTR FY27 INVESTMENT PROPOSAL

Shelley Watson spoke to the paper.

- Management summarised the CCTR FY27 investment proposal. The dollar value of the proposal is roughly double last year’s total and the structure, framework, and governance of the investment is now fully established. This year’s process will include a contestable funding round which will be built upon and refined in future years.
- Management confirmed that TAU is being required to undertake some additional reporting on the Visitor Attraction Boost funding this year, but providing this this will not create additional work for the team. The Board noted that it would be good for the Board to also see the additional reporting.

The Board:

1. **Approved and recommended** the CCTR FY27 Attraction and Activation Programme investment proposal to the Auckland Urban Development Office (AUDO) and City Centre Steering Group (CCSG) for endorsement.
2. **Noted** that this proposal is subject to feedback from the CCSG and CCAP which may result in changes to ensure alignment with broader city centre and City Centre Targeted Rate considerations. The Board will be updated on feedback.
3. **Noted** that the investment proposal is for [REDACTED], which includes three budget lines: Visitor Attraction Boost [REDACTED], Visitor attraction and programming city centre [REDACTED] and Activation [REDACTED].

Shelley Watson, Daniel Clarke and Amber Lamanla left the meeting.

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

15. AUCKLAND CRUISE PLAN

Annie Dundas spoke to the paper.

- Management summarised the Auckland Cruise Plan and noted that while the plan will go through a few further revisions, it is being considered by the TAU Board now to help ensure that there is alignment amongst stakeholders well ahead of the finalisation and release of the council’s waterfront plan.
- Management noted that TAU’s role within the plan is to be the system steward and strategy owner for cruises coming into Auckland. This entails leading development and implementation of the Auckland Cruise Strategy; coordinating destination and partner system interfaces; maintaining the Auckland Cruise Dashboard; overseeing data and measurement alignment with NZCA; managing destination readiness; tracking community sentiment; and handling visitor experience, product development and sector communications. In the future, there is potential to amplify and improve things such as wayfinding, the existing cruise ambassador programme, and transport to and from key attractions.

- The Board noted that cruises are very valuable to the Auckland economy and the Auckland is well-suited to welcoming cruises with its port of arrival being in the middle of the city and therefore close to many attractions, hospitality areas, and retail areas.

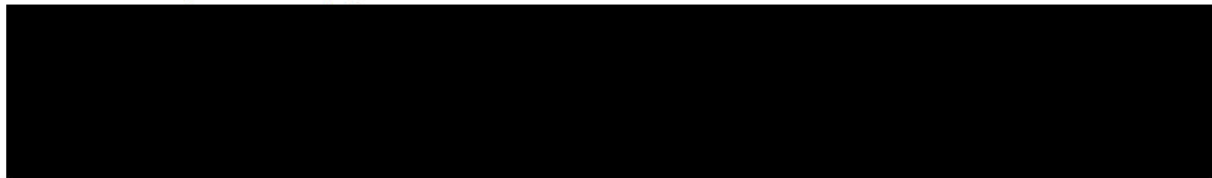
The Board:

1. **Approved** the Auckland Cruise Plan 2026-2036 to enable staff to start implementing the initiatives.
2. **Noted** once the Plan is approved by the Board, this will be shared with AUDO to support waterfront development through the Central Wharves Master Plan process.

Annie Dundas left the meeting.

16. TAU Q3 RISK REPORT

Justine White spoke to the paper.



Subject to the amendments discussed being made, the Board:

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

1. **Approved** the TAU Q3 FY26 Strategic Risk Register and the TAU Q3 FY26 Risk Dashboard Report for provision to the Auckland Council Audit and Risk Committee.
2. **Delegated** authority to COO Justine White to amend the Q3 Risk Report as agreed by the Board.

17. TAU Q3 PERFORMANCE REPORT

Justine White spoke to the paper.

- The Board provided feedback on the Q3 Performance Report. Management agreed to make two minor amendments to the report.

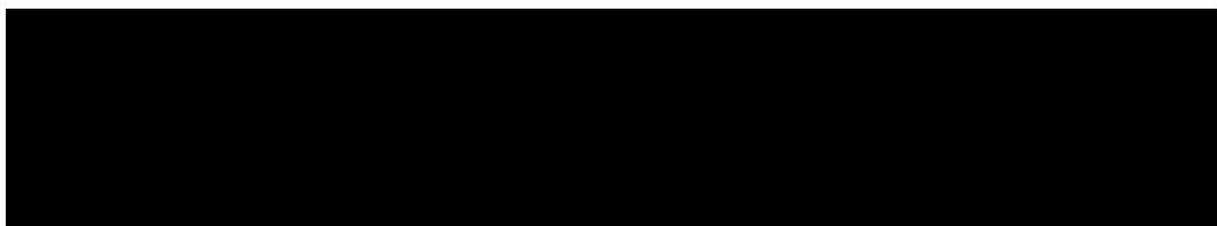
The Board:

1. **Approved** the Quarter 3 Performance Report for the period ending 31 March 2026 for submission to Auckland Council; and;
2. **Delegated** the authority to the Chief Executive Officer to make minor changes prior to submission as required.

Lynn Strudwick and Peter Hayes joined the meeting.

18. TAU HEALTH AND SAFETY REPORT

Lynn Strudwick and Peter Hayes spoke to the paper.



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

- Management confirmed that a programme for TAU executives to undertake H&S visits – like TAU the TAU board directors programme – will start in the next quarter. The Board suggested that executives joining the board directors' visits is also an option.
- The Board and Management discussed the H&S implications of the increased number of event and activations that TAU is now doing. Management noted that the team is reviewing all events from an H&S obligations perspective. It is vital that the organisation understands where its H&S role begins and ends, and that TAU is not taking on more responsibilities than it needs to.

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

19. ANY OTHER BUSINESS

The Chair noted that this was the final board meeting for board director Hinurewa Te Hau and thanked Hinurewa for her time and efforts on the TAU board. Hinurewa thanked the Board and Management and wished TAU all the best for the future.

The meeting ended with a karakia at 2.34p.m. The next meeting is scheduled for 27 May 2026.

Chair

Date

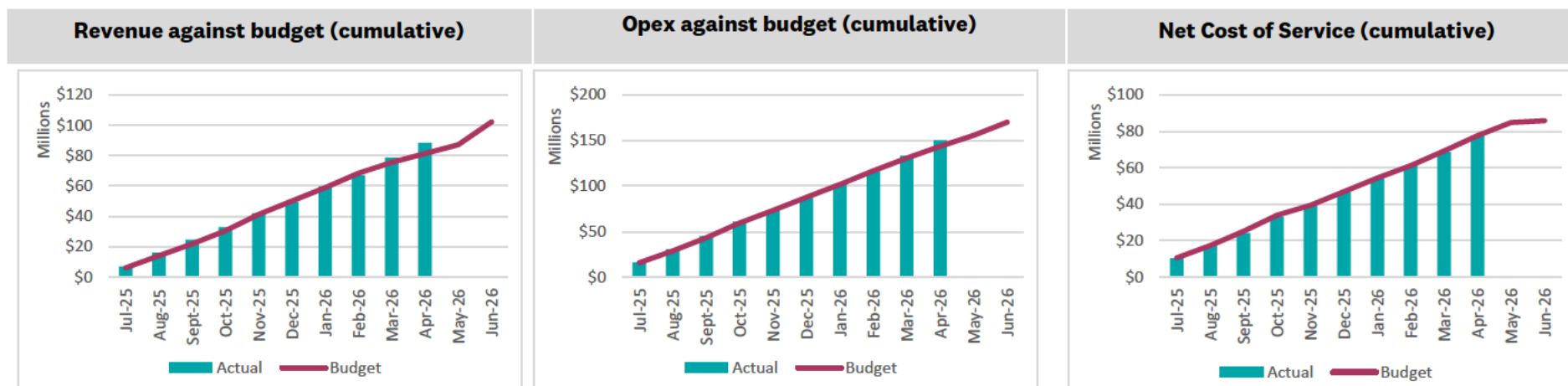
Chief Executive Report

Report to the Board of Tātaki Auckland Unlimited, 27 May 2026

1. Introduction

- Nick Hill attended a session for councilors and Houkura members as part of early direction-setting for Auckland Council's Long-term Plan 2027–2037. The session focused on the built environment, economic development and cultural development, and gave elected members a chance to test the main choices, opportunities and risks that will shape officials' advice over the coming months.
- Tātaki Auckland Unlimited (TAU) has received a draft of proposed shareholder comments on the draft Statement of Intent 2026–2029 (SOI). Overall, the draft SOI has satisfied the common expectations set out in the Mayor's Letter of Expectations. Key points of specific feedback relate to: development of a Destination and Major Events Action Plan; leverage and coordination of cultural festivals and other major events; further clarification of the nature and scope of some activities; inclusion of ongoing work with Waikaraka Park; inclusion of reference to the Future Development Strategy; completion of all targets against all performance measures. A full copy of the report to the Budget and Performance Committee that sets out the comments in detail is in the Resource Centre. The board will formally consider the final shareholder comments at an open board meeting on 1 July.
- For the first time in almost a decade, Tāmaki Makaurau Auckland hosted TRENZ 2026 from 19 – 21 May. As New Zealand's largest international tourism business event, it is the country's most important annual marketplace for the tourism trade industry. Held at the New Zealand International Convention Centre (NZICC), approximately 1200 delegates attended, with international delegates from 27 countries including key visitor markets such as Australia, China, the United States and the United Kingdom. TAU sponsored the event on behalf of Auckland Council, and played a crucial role as host Regional Tourism Organisation. This included hosting 320 delegates on familiarisation experiences, involving 25 local operators across 22 itineraries. TAU also led the programme development for the International Media Marketplace (IMM) – a one-day opportunity for 35 leading international travel journalists to connect directly with Auckland and New Zealand tourism operators. This was the first time New Zealand hosted the gathering.
- May was a busy month for festivals, with more than 350 events taking place across Tāmaki Makaurau as part of the NZ International Comedy Festival (1 – 24 May), NZ Music Month (1 – 31 May), and Auckland Writers Festival (12 – 17 May). Auckland Council Events supported both festivals and a range of events during NZ Music Month.
- Auckland FC secured their place in the A-League grand final against Sydney FC, which was played on 23 May at Go Media Stadium.
- TAU's Property team celebrated national recognition after winning the Excellence in Asset Management category at the IPWEA Aotearoa New Zealand Public Works Excellence Awards on 30 April. The award recognises the team's work to transform how TAU manages its venues and facilities, particularly through a new approach to Asset Management Plans. As a category winner, TAU will now be nominated for the IPWEA Australasian Excellence Awards, to be presented at the International Public Works Conference in Perth in September 2027.
- Three TAU people leaders have been recognised in the Workleap Officevibe Top Manager Awards, which assess the top 10 per cent of managers using the platform. Director - Māori Outcomes Helen Te Hira, Head of Content & Channels Jane Waddel, and Principal Developer Jeff Zhang were recognised in the way they lead their tīma. The three were chosen out of more than 100,000 managers.

2. Finance update



Revenue is **above budget** by 9% at the end of April

Opex is **above budget** by 5% at the end of April

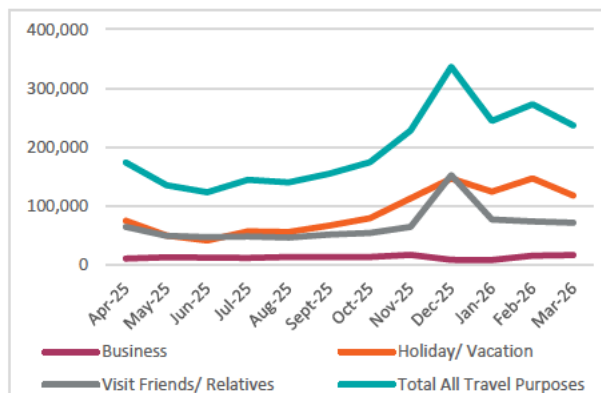
Net cost of service is **In line with budget** at the end of April

3. Cultural organisations at a glance

	ATTENDANCE				NET PROMOTER SCORE		NET COST TO SERVE PER PATRON		
	Total	Ticketed	%Share	% of YTD Target	YTD	Target	YTD ¹	Target	Variance
Auckland Art Gallery	445,537	124,344	6%	95%	64.8	45	\$38.07	\$36.55	+\$1.52
Auckland Zoo	710,368	710,368	36%	97%	69.4	45	\$14.96	\$17.73	-\$2.77
NZ Maritime Museum	159,228	100,146	5%	134%	59.9	45	\$26.38	\$33.84	-\$7.46
Auckland Stadiums	781,516	514,265	26%	104%	38.2	20	\$3.14	\$4.23	-\$1.09
Auckland Live	1,109,820	500,736	25%	104%	56.1	40	\$6.74	\$9.34	-\$2.60
Auckland Conventions	215,901	23,619	1%	NA	NA	-			
TOTAL	3,422,370	1,973,478	100%	103%	58.6	40	\$12.62	\$16.06	-\$3.45

4. Auckland destination dashboard

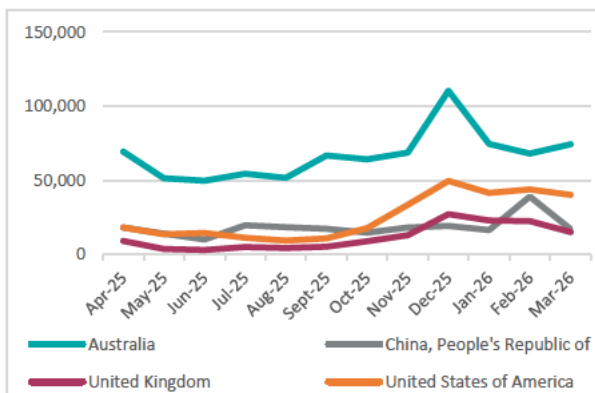
Visitor arrivals into Auckland Airport
by purpose (to March)



There were 237,164 international visitor arrivals in March, **9.5% higher** than in March 2025. In the year to March, there were 2.4m international visitor arrivals, **5.3% higher** than the previous 12 months.

*Source: Stats NZ Infoshare

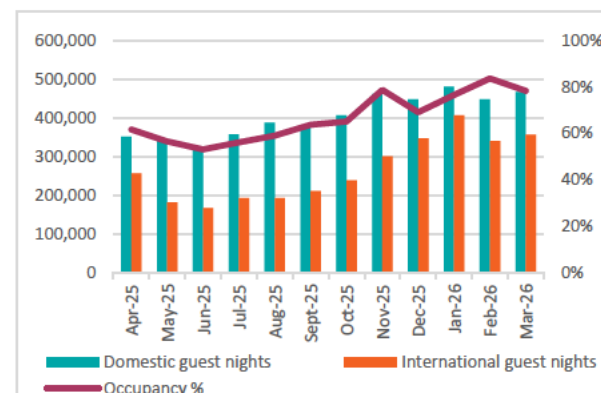
Visitor arrivals into Auckland Airport
by key markets (to March)



There were 74,380 Australian visitors in March, **13.7% higher** than in March 2025. In the year to March, there were 803,624 Australian visitors, **6.2% higher** than the previous 12 months.

*Source: Stats NZ Infoshare

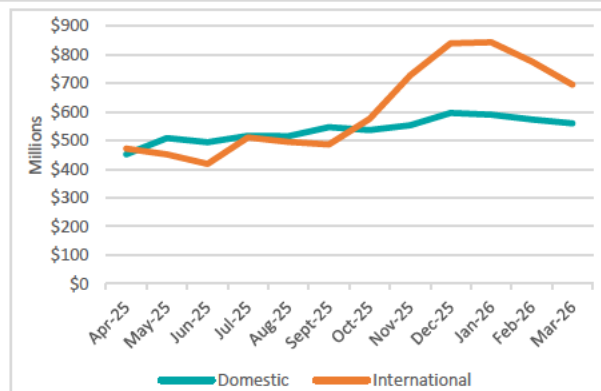
Commercial visitor nights in
Auckland (to March)



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%).

*Source: Accommodation Data Programme

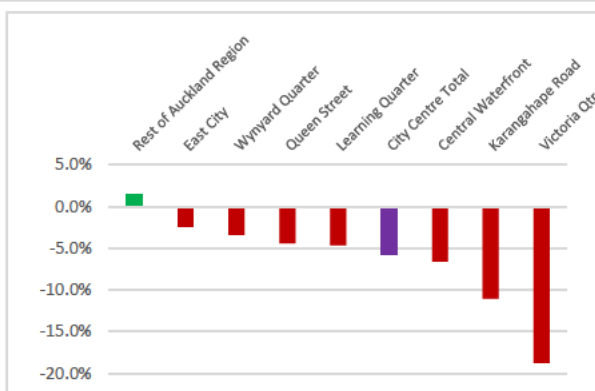
Monthly spend in Auckland:
International vs domestic (to March)



In March, domestic tourism spend in Auckland was \$560.0m (**0.7% higher** than March 2025) and international spend was \$695.6m (**19.0% higher** than March 2025).

*Source: MBIE

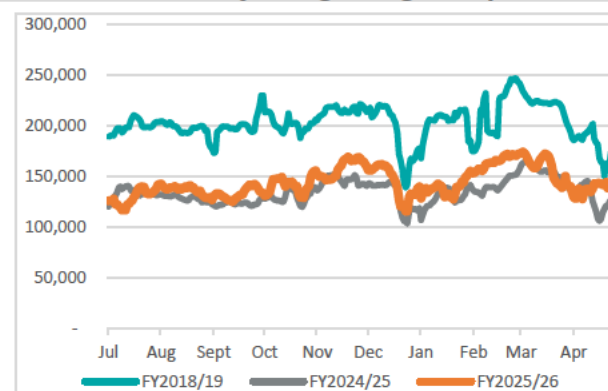
Change in city centre card spending by precinct
Feb 2026 v Feb 2025



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

*Source: Marketview

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



At the end of April, the 7-day rolling average city centre pedestrian count was 141,638, **12.1% higher** than the same time last year, and **20.2% 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 [REDACTED] across 25 events, with *& Juliet* at The Civic a highlight, receiving strong reviews for a local professional [REDACTED]
[REDACTED]
- Works from Resident Hirers included a Royal New Zealand Ballet (RNZB) work for children, and *Dazzlehands* at Bruce Mason Centre; whilst the Auckland Philharmonia presented three programmes including *Bolero* and *Midsummer Night's Dream* in the Great Hall, and New Zealand Symphony Orchestra (NZSO) presented *Resonance* in the Great Hall.
- Contemporary Music highlights included *Masayoshi Takanaka* in the Great [REDACTED] in attendance) and *The King of Pop Show - Michael Jackson LIVE CONCERT EXPERIENCE 2026* at Bruce Mason Centre [REDACTED]

Performing arts & producing teams

- *DARKLIGHT: The Hidden World* (9-18 April, Aotea Centre) delivered a highly successful 10-day season during the April school holidays, attracting [REDACTED] Strong word-of-mouth drove unprecedented in-season ticket sales. The immersive light art experience showcased New Zealand artists, hosted a Night Mayors cultural forum, and complemented parallel city light activations across the precinct.
- *Taite Music Prize 2026* (29 April, NZICC) reaffirmed Auckland Live's long-standing commitment to independent New Zealand music, with *Geneva AM* receiving the Auckland Live Best Independent Debut Award as part of the nationally significant Taite Music Prize event.

Public realm and city centre

- People engaged with large-scale art installations across the city centre, including *Airship Orchestra* by ENESS in Aotea Square (10 April – 3 May; estimated [REDACTED] and the *Aotearoa Arts Fair Sculpture Trail* across the waterfront (10 April – 4 May) (numbers pending). The trail supported 19 artists across 24 works.
- *Vospertron Tron Mob* sessions were delivered as a targeted school-holiday activation, engaging approximately 2200 people in Te Komititanga.

Marketing and Communications

- **Ticketing performance:** In April, Auckland Live achieved an average ticket price of \$57.50. A total of 53 new events (119 performances) went on sale, and 3122 new customers joined the database.
- **Programme highlights:** Venue and Public realm: Marketing supported 25 commercial clients and four major presenters and festivals, including *& Juliet*, Auckland Writers Festival (170 events), NZ International Comedy Festival and RNZB. The team delivered 10 venue-based performing arts campaigns and six public realm campaigns, with highlights including Auckland Live Cabaret Festival, *Darklight: The Hidden World*, *Dogman the Musical*, NZ Music Month and *RBG: Of Many, One*.
- **Digital performance** was strong in April, with website growth driving a 111.91 per cent increase in 'Buy Ticket' clicks. EDM engagement remained high, and paid sales campaigns delivered an estimated \$29.23 return for every \$1 invested, despite a broader campaign focus on driving traffic.

Major Events

Portfolio

- **Matariki 2026** programme development is progressing, with programme structure established and delivery planning underway. A series of stakeholder briefings is scheduled through May, including the mayor's office, Houkura and TAU ELT. Internal coordination supported through a centralised delivery framework. [REDACTED]

- With TAU investment, **DUKO Events** has successfully negotiated hosting rights for **David Nyika vs Floyd Masson** on 8 August, eliminator for the IBF world cruiserweight title.

- NZ Football Festival** planning is underway with TEG, focusing on coordinated activations, city dressing and marketing.
- Early discussions for **New Year's Eve 2026** have commenced, with a coordinated delivery model and programme approach in development between Major Events and Auckland Live.

Prospecting and bidding

- The **ICC Men's T20 World Cup 2028** bid is progressing, with a Regional Coordination Group established working towards bid submission on 30

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

- The joint **Footy Fills & Fans destination campaign** promoting Auckland's March sporting weekend delivered strong results, with 84 per cent of available ticket bundles sold. Of out-of-town visitors surveyed, 69 per cent indicated they would be very likely or likely to purchase similar travel packages for future Auckland visits.
- RFP processes are underway to support mobile event ticketing and promotional activations, alongside city activations for the upcoming **State of Origin, and Lions tours**.
- Managed stakeholder comms and media for **SallGP 2027 funding decline announcement** involving mayor's office and Ministry of Business, Innovation and Employment (MBIE) including interviews with TAU.
- Comms support for **The Ocean Race 50th Anniversary** media and stakeholder event with Mayor Wayne Brown and Deputy Mayor Desley Simpson in attendance to represent Auckland.
- Following the close of expressions of interest for the **Matariki Festival**, and with preparation underway for the broader programme launch, TAU-wide marcoms teams are collaborating on complementary promotional activity across Matariki Festival, Matariki ki te Manawa, Matariki ki te Rangi: Ngā Reo o te Rangi, and related events.

Business Events

Auckland Conventions Venues and Events (ACVE)

- ACVE actualised 21 business events with 7490 attendees.
- Total Gross Revenue to ACVE venues [REDACTED] Total Revenue received by ACVE [REDACTED]. Net contribution revenue [REDACTED] per cent gross margin.
- ACVE YTD Gross revenue including catering is [REDACTED] FY26 Total Revenue actualised [REDACTED]
- FY26 YTD ACVE FC Revenue (top line) is [REDACTED] versus a year-end budget [REDACTED].
- ACVE contracted 32 business events across its portfolio of 13 venues with a venue hire total of [REDACTED]. The business received 80 new opportunities for a value of [REDACTED]
- ACVE is hosting two MEETINGS tradeshow events, an Australian buyers' dinner at Auckland Art Gallery and a breakfast for 200 on the Kiri Te Kanawa stage.

Marketing & Communications

- **Google Ads performance:** April delivered strong results, with Cost per Enquiry decreasing by 17.98 per cent month on month, down to \$101.86 from \$124.19 in March.
- **LinkedIn engagement:** Performance remained steady, with the top post achieving 958 organic impressions and 59 engagement clicks, indicating consistent audience engagement.
- **Audience trends:** Website activity softened compared to the previous month, aligning with typical seasonal patterns also observed in April last year. External factors may be contributing to a more cautious approach to event planning; however, this positions ACVE well to capitalise on renewed intent as conditions stabilise.

Auckland Convention Bureau (ACB)

- See table below for notable results.

[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]

Marketing & Communications

- Marketing and communications support for June's **MEETINGS 2026** continued with city-wide flags to be installed from 14 May. Meanwhile, NZICC, Sky Tower and the Harbour Bridge will light up the city in support of both TRENZ and MEETINGS, along with Auckland branding that will appear in Auckland Airport's terminal.
- An op-ed was written on behalf of Ken Pereira, Head of Business Events, for pitching to STUFF
- A MEETINGS Preview article was written for *Meeting Newz* supplement

Events Transition Programme

- Refer TAU Strategic Priority Programmes report.

Auckland Events Calendar

- Project now in continuous improvement phase. Future updates will be provided in relevant Marketing & Communications sections above.

Destination Management (Including Māori Tourism)

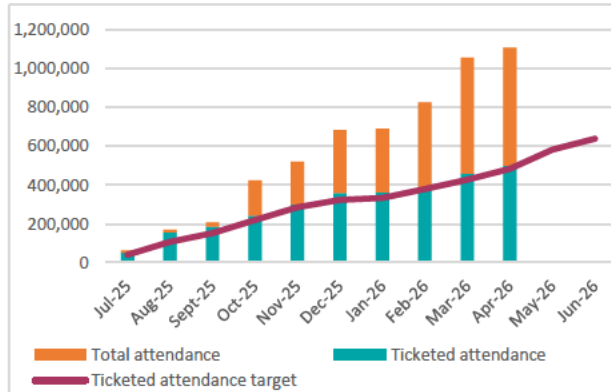
- **TRENZ 2026:**
 - Auckland Operator Briefing took place at Movenpick Hotel to brief the Auckland industry on TRENZ 2026 planning and logistics, with an agreement to wear Auckland branded t-shirts on the first day.

- Legacy Tiaki Promise Mural - funding secured and timeframe in place to complete by 15 May in time for blessing on 18 May. Location near NZICC in a lane connecting Hobson Street and Nelson Street. This mural will become part of Te Paparahi Toi Māori Art Walks.
- **Cruise:** Industry cruise wrap event took place to celebrate the 2025/26 cruise season and update industry on 2026/27 season. Strong attendance across the sector and key stakeholders with presentations from NZCA and POAL.
- **Auckland Cruise Plan:** The Board has approved the Cruise Plan. Working with PoAL on launching the plan together in June.
- Discussions and planning for business capability for existing operators to be China ready. Work underway to identify the gaps and provide solutions that the product team can assist with delivery.
- Iconic Auckland Eats 2026 launched 5 May. Seventy-nine dishes are new to the Top 100, with 31 of those coming from venues that have featured before.
- **Māori Tourism Development Programme:** attended Amotai to meet buyers in support of the Supplier Diversity Initiative. This generated three new Treasures of Tāmaki Makaurau applications (one as a direct consequence of the Amotai event). [REDACTED]

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

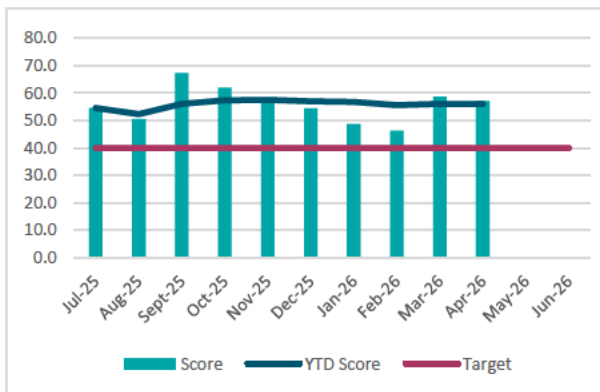
KPI RESULTS

Performing Arts: ticketed and total attendance (cumulative)



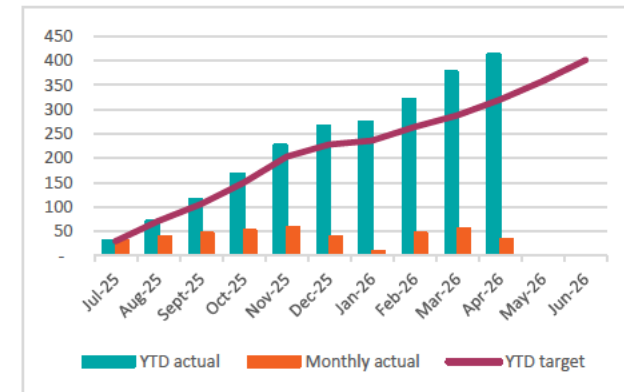
Performing Arts' YTD ticketed attendance is **above target** at 500,736

Performing Arts: NPS for TAU audiences and participants



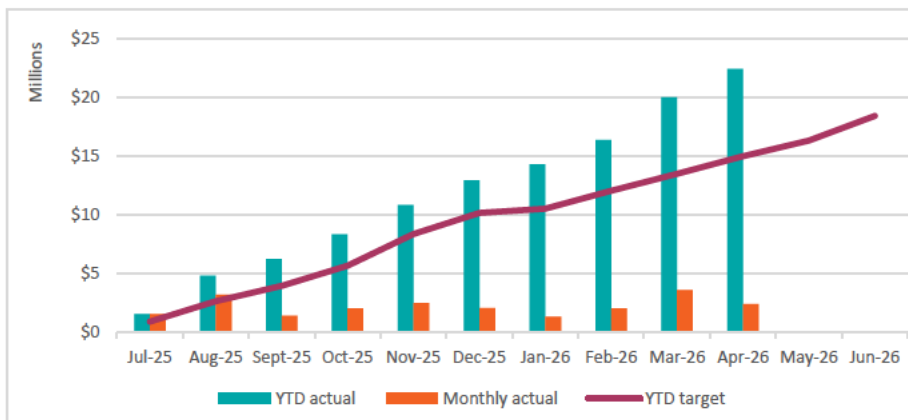
Performing Arts' YTD NPS score is **above target** at 56.1

Performing Arts: number of events



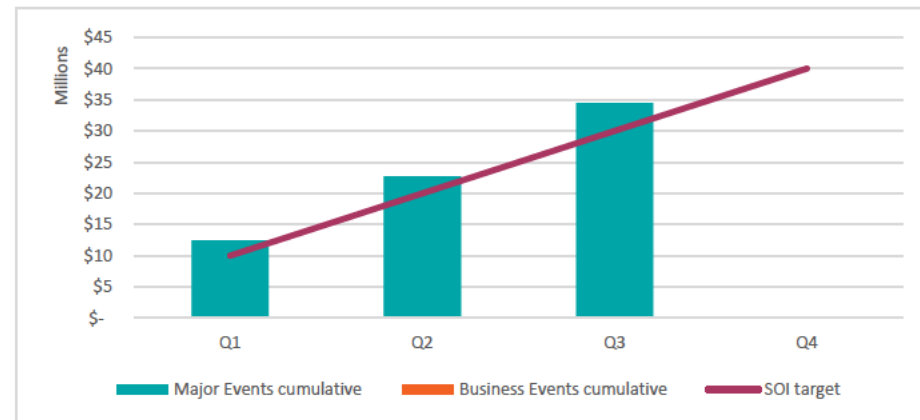
The number of Performing Arts events held YTD (413) is 29% **above the YTD target** of 320

Performing Arts: YTD Revenue



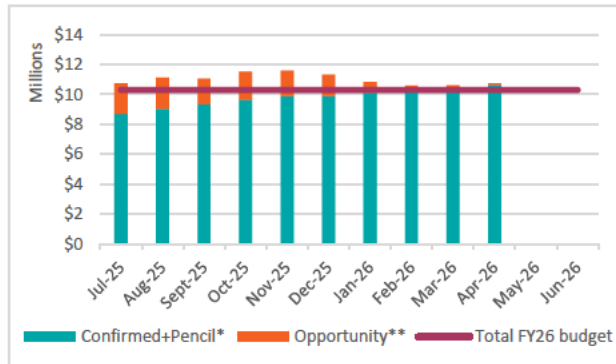
Performing Arts' YTD revenue is 50% **above budget** - \$22.4m against a budget of \$15.0m. Includes Director Performing Arts, Performing Arts and Presenter Services sub-units.

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.

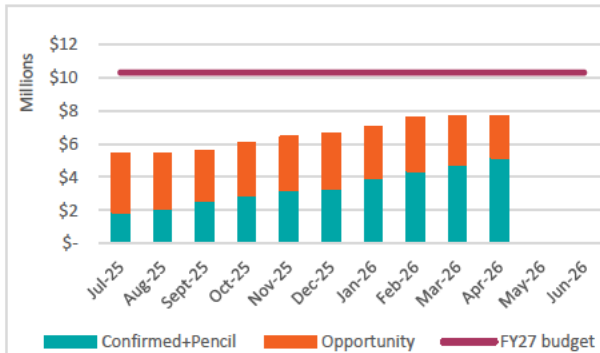
ACVE: FY2025/26 Forecast YE Revenue vs Budget



At \$10.6, confirmed events are tracking above target against the FY2025/26 budget. Aotea Centre comprises 24% and Viaduct Events Centre comprises 37% of revenues.

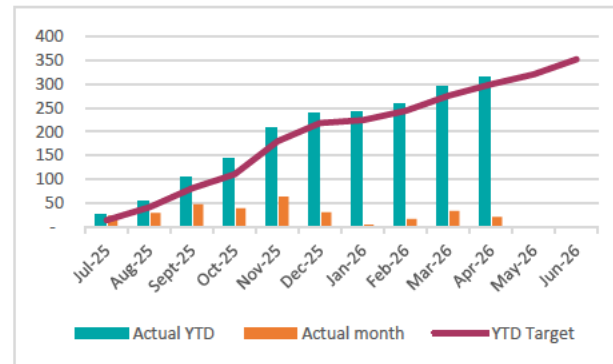
**Confirmed category includes confirmed events and * Pencil events - 1st in line and may proceed to contract if desired **Opportunity status is a sales enquiry or a lead (no booking space is held). Net revenue does not include catering invoices.*

ACVE: FY2026/27 Forecast YE Net Revenue vs Budget



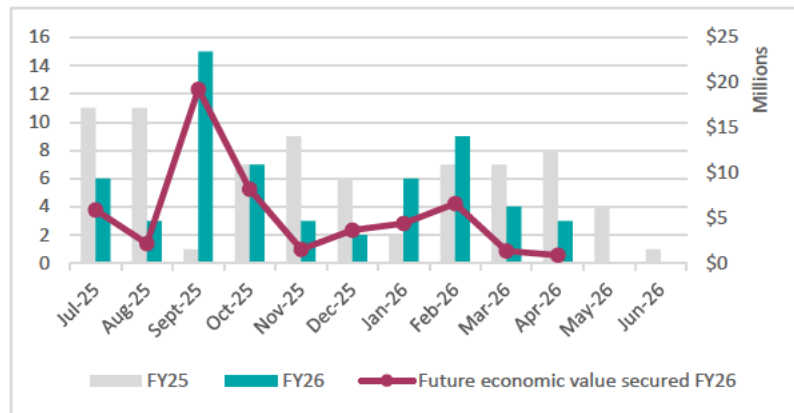
ACVE FY2026/27 budgeted venue revenue is \$10.3m. Based on current bookings, \$5.2m of this revenue is confirmed, 51% of budget. A further \$2.5m of opportunities are in the pipeline.

ACVE: number of events (cumulative)



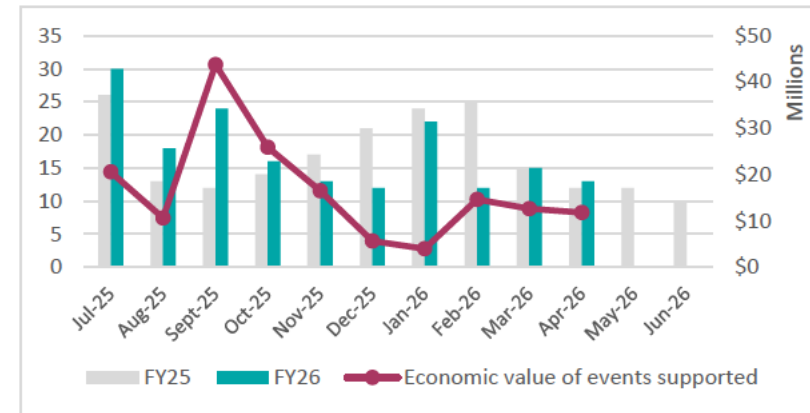
The number of ACVE events held YTD (314) is above the YTD target of 300.

Auckland Convention Bureau: business events secured



ACB helped to secure **3 new business events** for Auckland in April with an estimated economic value of **\$895K** 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 **13 new business event opportunities** for Auckland in April, with dates through to 2029 and an estimated economic value of **\$11.8m** if all are secured.

Taonga and places

Auckland Zoo

- **April visitation was 74,509** – 4.3 per cent below budget, a good result despite the Zoo closing for a day during the school holidays due to adverse weather conditions. More than **15,000 people** visited the Zoo over the Anzac long weekend. **YTD visitation is 710,368** (2.5 per cent below budget).
- **April revenue from all sources was \$1.54m**, 5.8 per cent below budget. **YTD revenue is \$13.5m**, 6.4 per cent below budget.
- As of 30 April, Zoo membership sits at a record-breaking **52,982 members** from more than 20,000 households. Members made up 36.5 per cent of all visits in April.
- Following more than a year of planning and preparation, **juvenile rhino Nyah** was successfully transported to Werribee Open Range Zoo, Melbourne, as part of the region-wide cooperative breeding and advocacy programme.
- Zoo teams contributed almost **300 hours of fieldwork** – surveying, protecting, intensively managing and releasing threatened wildlife from the Waitākere Ranges to Whenua Hou.
- **23 Zoo staff contributed 184 hours to Sea Cleaners** by using their Community Day to spend the day removing approximately 15m³ of rubbish from waterways and connecting with the community.
- [REDACTED]
- [REDACTED]
- Masterplan Stage 3 has been the catalyst for improving the Zoo's understanding of regenerative design and construction. A new initiative is currently in early development that aims to establish a more **sustainable approach to capital project delivery**, ensuring the needs of wildlife, the natural world, and people are equitably considered and represented within a holistic approach to environmental stewardship.

Marketing & Communications

- Campaign planning for **Dinosaur Discovery Track 2** was taken off pause based on the latest shipping updates with the first advertising key visuals reviewed for approval.
- In-market activity supporting April's **Conservation Week** was delivered across multiple channels, including out-of-home advertising across Auckland and placements in *Your Ex* magazine and digital platforms.
- A **new campaign platform** for the Zoo was internally briefed, with a focus on building connection to endemic species and strengthening audience understanding of the Zoo's conservation (te taiao) storytelling.
- During April, the Zoo gained **588 new members**, renewed 1215 memberships (**64 per cent renewal rate**), and redeemed 10 gift memberships.
- The Zoo achieved **64 media stories** across April, with the majority of coverage (50 stories) relating to the Zoo's conservation mahi.
- The launch of the **4th series of the Zoo's Magnetic Pictures**-produced wildlife documentary *Wild Heroes* on Three/ThreeNow saw regular promos via Three in the lead-up to its screening from 26 April.

Auckland Art Gallery Toi o Tāmaki

- **Visitor experience:** visitation in April was **38,339, +8 per cent of target** reflecting a steady baseline during a period with no major exhibition and supported by seasonal programming and school holiday activities. YTD total visitation remains ahead of target at **446,279 (85.8 per cent of annual target)**. Big10 Members Festival (celebrating 10 years of the membership programme) attracted 632 participants across a programme of talks, tours, and creative workshops.
- **Exhibitions & Collections:** Xu Zhen's large scale installation *Eternity* opened in the North Atrium, 2 April, in time for the Easter long weekend. Freight arrived for the installation of *Forever Tomorrow: Chinese Art Now* in April without schedule impact. Eight visiting Chinese artists from Beijing, Shanghai, Tokyo and London attended the installation and opening and media activities for *Forever Tomorrow* from 29 April (exhibition opened 2 May). Chartwell Trust celebrated the receipt of a large donation of works from artist Mike Parr hosted by the Gallery.
- **Māori Outcomes:** Haerewa Advisory Committee hui held 29 April with presentations from Kaupapa Māori team and Senior Curator, Māori Art. Development of Te Reo Style guide in progress to support consistency of kupu, phrases, dialect, and tone. Matariki planning underway with Public Programmes team. Heru Hāpai Cultural

Development 2026 in progress. Kaupapa Māori led two large AUT student groups on historic tours, TAU opening of new administration block at Aotea Centre and welcomed Zella Morrison, TAU Head of Relationships - Māori Outcomes.

- **Gallery Operations:** External signage project advanced, with feedback on preliminary design concepts resulting in next design phase. Café improvements progressed, with feature wall concept direction aligned across marketing and acoustic requirements; moving into detailed design and delivery planning. Climate adaptation planning advanced, with signals and triggers framework developed; adaptation pathways in progress with Tonkin + Taylor [REDACTED]

Accessibility initiative progressed, with approval to adopt the Hidden Disabilities Sunflower initiative; staff training and rollout planning underway.

- **Research, Library & Archives:** Presentation on archival practice to the University of Auckland ARTHIST 734: Art Writing and Curatorial Practice class. Reading Room used for filming interview with Michael from Cryns Clocks on the Clock tower project for a social media piece [REDACTED]
- **Publishing:** Website design and content creation progressed with TAU Digital and Content & Channels. *Forever Tomorrow* publication printed for opening of exhibition. May *Art Toi* printed and copies mailed out to Members. Te reo Māori pronunciation guide recorded with Kaupapa Māori and now available for all staff to access.
- **Gallery shop:** [REDACTED]
Exclusive Sands Studio x Charlotte Penman Kia Whakahou Kia Whakaora adornment collection launched at the Aotearoa Art Fair and online. Successfully launched the *Forever Tomorrow* range in-store and online. Enhanced the in-store brand experience in collaboration with luxury leather goods label *Yu Mei*.
- **Advancement & Business** [REDACTED] Director talk to Gallery donors (Foundation, Patrons, CBs), curators talks and Gallery hosted booth at Aotearoa Art Fair 30 April-3 May.
- **Public Programmes (PP) & Tourism: 739 visitors engaged in April.** Planning for Matariki season on track [REDACTED] Open Late organisation on track and brand identity approved. Initial wānanga with Kaupapa Māori team regarding Te Wiki o te reo Māori programming.
- **Membership: Total of 7345 members against target of 6900 (+6 per cent).** Renewal rate of 56 per cent in April; 215 renewals and 78 new [REDACTED]
[REDACTED] 10th birthday celebration month with 3 hero events: dinner with Reuben Paterson, well-attended two-day Members Festival and special film screening with Robin White and Gaylene Preston Q&A received very positive feedback. Aiming to add an artist dinner and (one-day) Members Festival to the annual events calendar.

Marketing & Communications

- The marketing campaign for *Forever Tomorrow: Chinese Art Now* launched on 20 April across New Zealand and, with the support of MBIE funding, eastern seaboard Australia. Promotional channels include out-of-home, digital, social, search, print and radio. The exhibition's media partner NZME published a 28-page special issue of *Viva* on 27 April, including seven pages of editorial, dedicated front and back covers, and a double-page sponsored feature, which delivered an estimated [REDACTED] in media value.
- The Gallery achieved **29 organic media mentions** throughout April with a potential reach of 2.9 million. Highlights included the special Viva edition and a feature article on *Forever Tomorrow* in *Sunday Star Times/The Post*. There was also continued coverage of the touring exhibition *Facing Modernity*.
- [REDACTED]

New Zealand Maritime Museum (NZMM)

- April visitation remained strong, buoyed by school holidays and weather patterns. NZMM continued to see good numbers from the remaining cruise ships of the season, and is consistently seeing the busy visitation season reaching into late April.
- Pou Kapu Creations Trust and the New Zealand Traditional Boat Building School, NZMM's partner organisations at the Percy Vos Yard, have for the first time announced a programme of bookable classes and seminars. Additionally, with its partners, NZMM hosted the Chisolm Whitney trustees at Percy Vos – the Chisolm Whitney Charitable Trust provided a three year operational funding grant to this initiative.
- A name has been settled for the upcoming major NZMM exhibition: *Our Ocean of Islands*. This work will focus on traditional maritime practice throughout the Pacific and representation from Pacific diaspora communities in Auckland has grown from 17 to 24. Exhibition curatorial has finalised the object list and formal design for the exhibition is nearing completion. The exhibition is intended to open in August.

- [REDACTED]
- NZMM received its first two education booking cancellations directly linked to raised transit costs due to the current fuel crisis. NZMM is continuing to work with the Maritime Museum Foundation to raise funds to assist schools with these costs. Currently, this programme delivers approximately \$40,000 of assistance to schools per annum.

Marketing & Communications

- The popular April **School Holidays programme** achieved high family attendance, having been supported by targeted marketing across radio, digital listings, digital advertising and Meta ads. This marketing support resulted in 5000 webpage views, 279,000 Meta impressions, and almost 900 children attending the programme.
- A burst of advertising for *Nga Huhua: Abundance* was delivered across out of home, digital and Meta. The digital advertising achieved strong website traffic resulting in 7200 webpage views for the month.

Auckland Stadiums

- April was a steady month across the three stadia with 160 event days attracting 82,659 attendees. North Harbour Stadium accounted for 44 per cent of the event days, followed by Go Media Stadium at 38 per cent. Go Media Stadium accounted for 48 per cent of attendees with North Harbour Stadium at 29 per cent. Year to date, total attendance is 781,516 – up 8 per cent on YTD April last year. Year to date, Go Media Stadium accounts for 66 per cent of attendance.
- The positivity surrounding the Warriors after the first four games of the season was very [REDACTED] Positive comments include reference to the atmosphere, friendly staff, the crowd, ease of access, and Lilyworld.
- Auckland FC's regular season at Go Media Stadium concluded on 19 April [REDACTED]
- The physical works outside Gate A at Go Media Stadium continue to progress well and are on schedule for completion ahead of the next Warriors match on 13 June. It will be great to have the benefit of this enhanced amenity to further improve event experiences at the stadium.

Marketing & Communications

- Marketing activity driving sales and awareness for four sporting events at Go Media and North Harbour Stadiums, including One NZ Warriors, Auckland FC and FIFA World Cup Qualifier matches. Approx 50,000 attendance.
- Event marketing and patron communications via social media, with 475,000 views, from 55,000 followers.
- Reactive comms and risk management following the announcement that **Moana Pasifika will disband** at the end of the season.
- Upcoming opportunity: **A-League Grand Final** at Go Media Stadium, announcement of major ticketed event at North Harbour Stadium.

Film studios

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

Western Springs Precinct

- Refer TAU Strategic Priority Programmes report.

Cultural Sector Alliance and TAU Partnerships

- *Refer TAU Strategic Priority Programmes report.*

Central Wharves and Waterfront

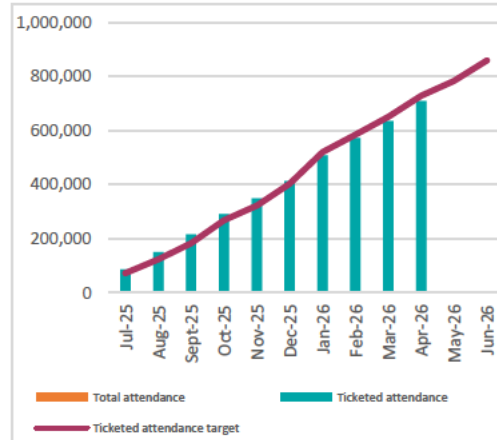
- *Refer TAU Strategic Priority Programmes report.*

Aotea Arts Quarter (AAQ)

- *Refer TAU Strategic Priority Programmes report.*

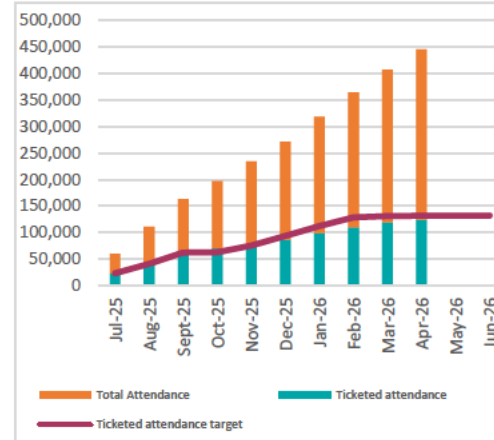
KPI RESULTS

Auckland Zoo: ticketed and total attendance (cumulative)



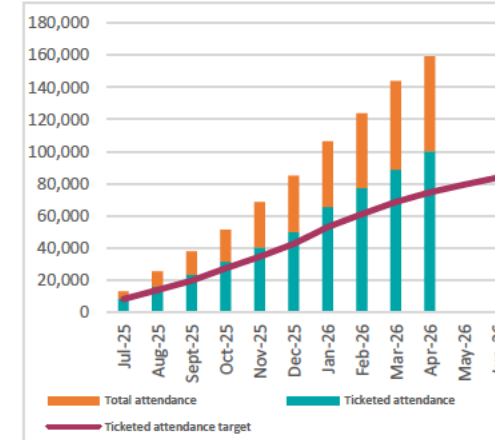
The Zoo's YTD ticketed attendance is **below target** at 710,368

Auckland Art Gallery: ticketed and total attendance (cumulative)



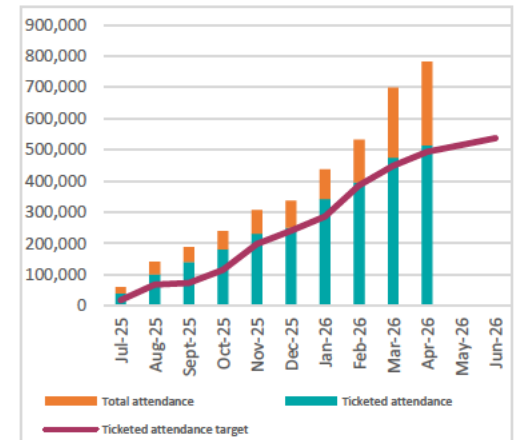
The Gallery's YTD ticketed attendance is **below target** at 124,344

NZ Maritime Museum: ticketed and total attendance (cumulative)



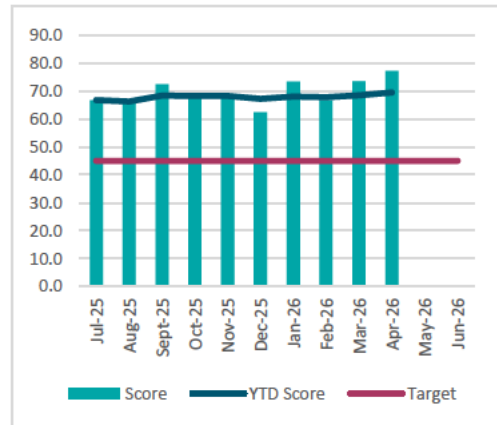
The Museum's YTD ticketed attendance is **above target** at 100,146

Auckland Stadiums: ticketed and total attendance (cumulative)



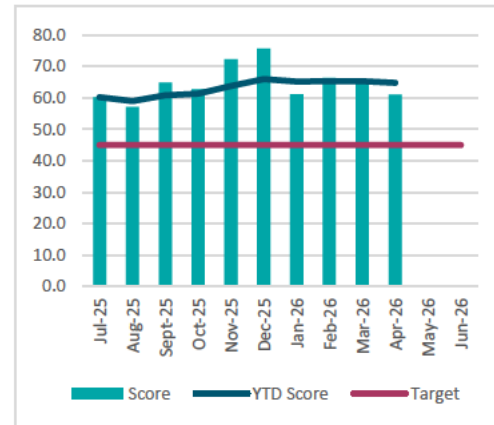
Auckland Stadiums' YTD ticketed attendance is **above target** at 514,265

Auckland Zoo: NPS



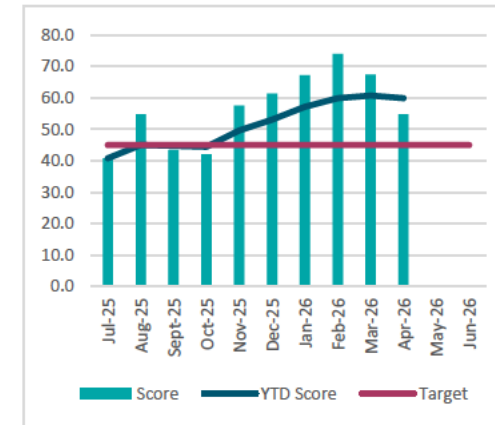
The Zoo's YTD NPS score is **above target** at 69.4

Auckland Art Gallery: NPS



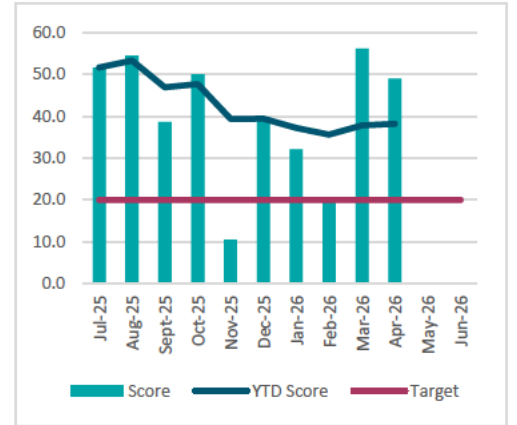
The Gallery's YTD NPS score is **above target** at 64.8

NZ Maritime Museum: NPS



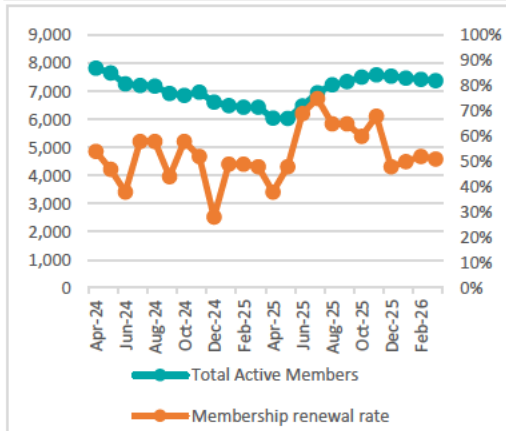
The Museum's YTD NPS score is **above target** at 59.9

Auckland Stadiums: NPS



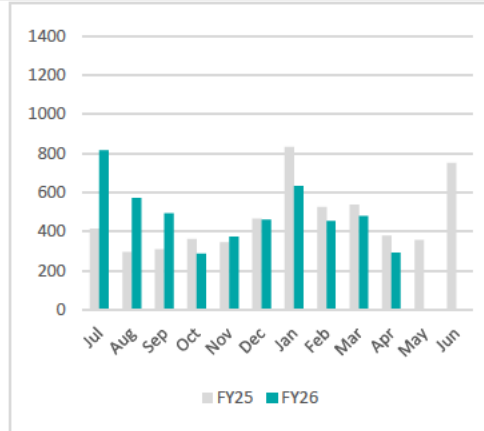
Auckland Stadiums' YTD NPS score is **above target** at 38.2

Auckland Art Gallery: active annual membership



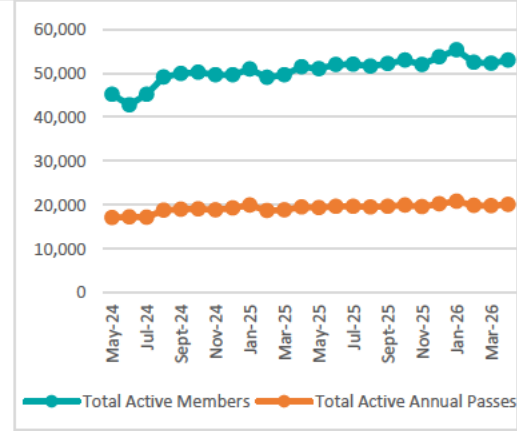
At the end of April, the Gallery had 7345 active members, and the membership renewal rate was 56%

Auckland Art Gallery: monthly membership sales



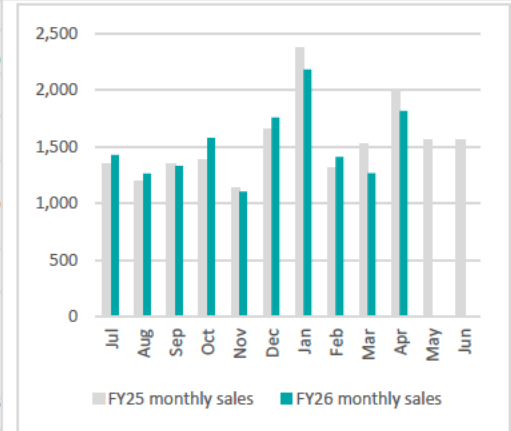
293 Gallery memberships were sold in April, less than in April last year (379)

Auckland Zoo: active annual membership



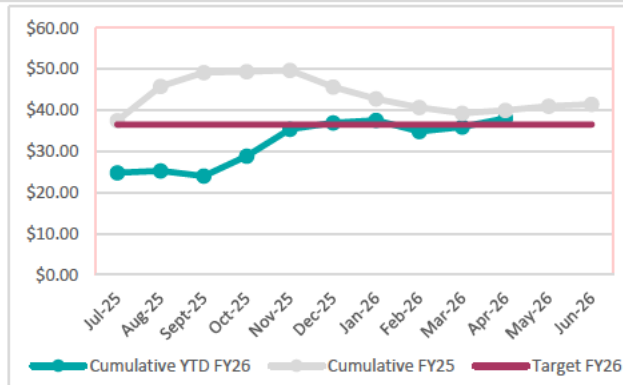
At the end of April, the Zoo had 20,141 active passes and 52,982 active members

Auckland Zoo: monthly membership sales



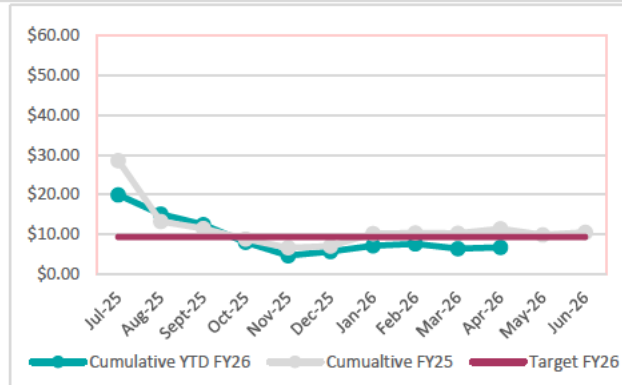
1813 Zoo memberships were sold in April, less than in April last year (1971)

Auckland Art Gallery: Net cost of service per patron



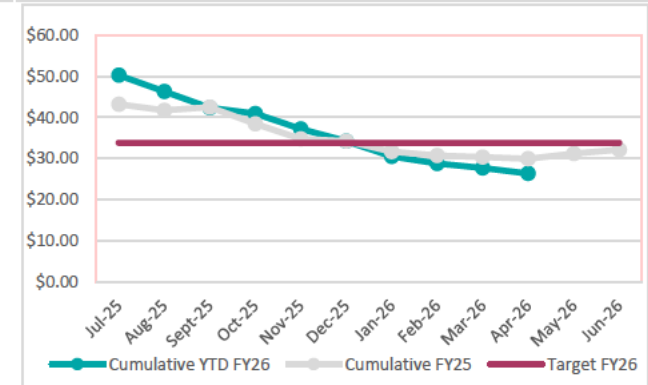
Auckland Art Gallery's YTD net cost of service per patron:
\$38.07

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



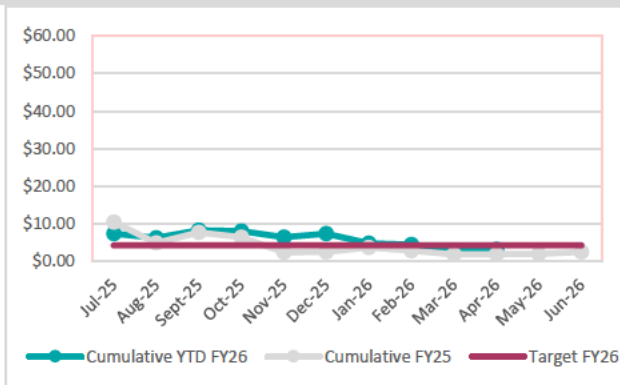
Auckland Live & ACVE's YTD net cost of service per patron:
\$6.74

NZ Maritime Museum: Net cost of service per patron



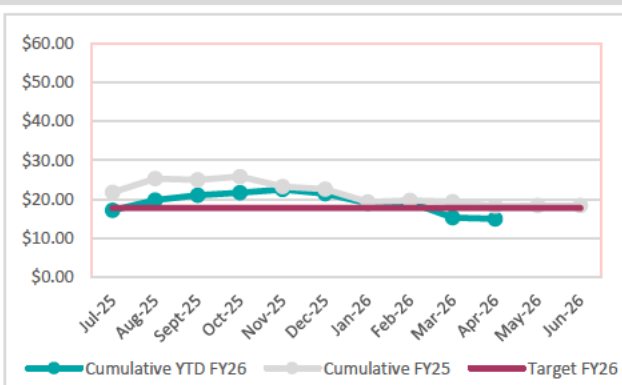
NZ Maritime Museum's YTD net cost of service per patron:
\$26.38

Auckland Stadiums: Net cost of service per patron



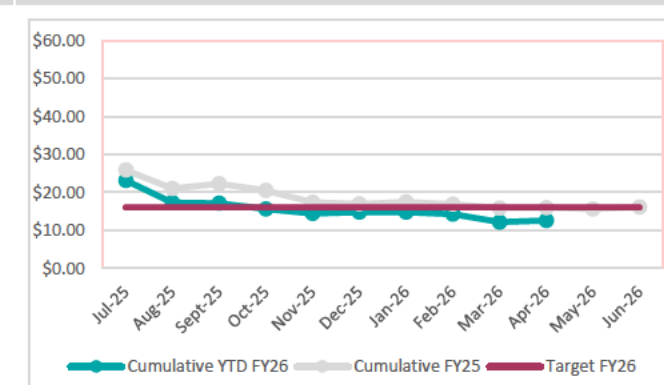
Auckland Stadium's YTD net cost of service per patron:
\$3.14

Auckland Zoo: Net cost of service per patron



Auckland Zoo's YTD net cost of service per patron:
\$14.96

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



TAUT's net cost of service per patron YTD:
\$12.62

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 Business Events Delegate Offer programme has been completed and is ready to launch to PCO's by the Auckland Convention Bureau team.
- Annual DPP reporting meetings are underway with Platinum and Gold partners now complete, and silver and bronze partners will be sent their reports by the end of May.
- FY2026/27 programme prospectus and benefits are being finalised ready to re-sign partners from 1 June.

Consumer marketing – DPP related

Marketing

- The **DPP Conversion Campaign** remained on track for a late-May launch, delivering a full-funnel approach with **14 hotel partners** receiving tailored creative, direct booking pathways and offers. The 'hero' film and modular hotel assets were produced in early May, with media confirmed across broadcast video on demand (BVOD), YouTube, Demand Gen, Meta and PMax to target high-intent Australian audiences and drive direct bookings.
- The **Australia eastern seaboard programmatic campaign** more than doubled planned KPIs, delivering 3.64 million impressions, 1.5 million reach and 16,200 clicks. Strong video engagement was achieved, with 88.1 per cent broadcast video on demand (BVOD) completion rate and 92.34 per cent YouTube non-skippable completion rate.

Earned media

- Two standout **articles published in US publications** *Forbes* and *Los Angeles Times* off the back of a hosted famil last year and a reactive media enquiry.
 - *The Pacific Food Revolution Starts In West Auckland, New Zealand. Forbes Magazine: AVE: \$755,000*
 - *A Zipline Through the Vines? Some of the World's Most Unique, Under-the-Radar Wine Experiences. LA Times: AVE: \$151,000*
- Hosted **American travel writer Naomi Tomky** writing for *Afar Magazine* on a Pacific food0themed itinerary. Results pending.
- Extensive comms preparations for the **International Media Marketplace (IMM)** and **TRENT 2026** in May.

Consumer marketing (other)

- **It's On In Auckland phase 3** will run nationally for seven weeks from mid-May with the in-house studio and Content & Channels teams finalising creative that will promote upcoming events, including New Zealand Fashion Week, Auckland Live Cabaret Festival, Iconic Auckland Eats and Matariki.
- **Auckland by Night** marcomms activity continued with the Nocturnalists editorial series in *The Spinoff* and the Wednesday Wins collaborative competition series with Urban List NZ. Both are mid-campaign and performing strongly, with The Nocturnalists pieces exceeding KPIs within two days of publication and an Abstract Hotel / Sa-Ni Spa / Tempero giveaway attracting more than 2000 entries in 11 hours.
- The **Top 100 Iconic Auckland Eats 2026** were launched on 5 May, following more than 2400 public nominations. Marketing and Communications delivered the industry launch event at Radisson RED. A broader launch campaign is now rolling out, including a forthcoming sponsored feature in *Viva*.

Earned media

- Pitched the **Kiwi North media event in Los Angeles** with Karen Thompson-Smith as spokesperson generating 34 media pickups and \$30,500 in AVE.
- Extensive PR and comms preparations for the launch of **Iconic Auckland Eats 2026** in May.

Trade marketing and famils

- **TRENT Trade:** Planning now in the final stages for TRENT 2026 (18–21 May), with famil programmes commencing from 15 May. The programme includes the Auckland Famil Activity morning, featuring 370 buyers participating across 23 itineraries throughout the region – a significant opportunity to showcase Auckland's diverse experiences and encourage longer visitor stays. Auckland Signature Famil will host key global distribution partners including Audley Travel, Expedia, Virtuoso, Traveloka.
- **Auckland and Rotorua Roadshow:** 16 operators (eight from Auckland and eight from Rotorua) held events in Houston, Austin, Denver, Salt Lake City, Phoenix, San Francisco, San Diego and Orange County from 6–16 April. Key facts and figures: 547 registered to attend the events, 459 unique email addresses and 353 check-ins (about 65 per cent attendance rate).

- **Kiwi North Media Event in Los Angeles:** The evening brought together 40 curated media professionals to the Official New Zealand Residence in Los Angeles, representing the top tier of US travel, lifestyle, food, entertainment, and broadcast journalism alongside 27 New Zealand tourism operators, government officials, and trade representatives.
- **Geopolitical Unrest:** Trade team continue to monitor current situation in terms of travel patterns from key markets.

Discover Auckland

- Delivered **Iconic Auckland Eats 2026 microsite**, including Top 100 dishes and full rebrand.
- Delivered DPP **Delegate Offer programme**.
- Developing **It's On in Auckland** web presence to support campaign.
- Commenced Discover Auckland **Content Strategy** and **Personalisation** Refresh.

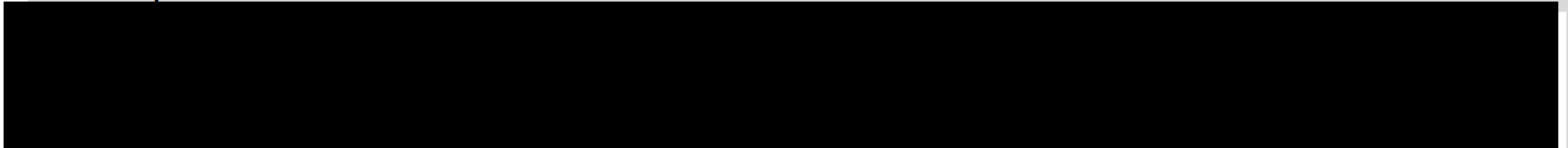
Customer strategy

- *Project updated via standing quarterly sub-report in Resource Centre. Critical updates will be provided in relevant Marketing & Communications sections above.*

Screen Auckland

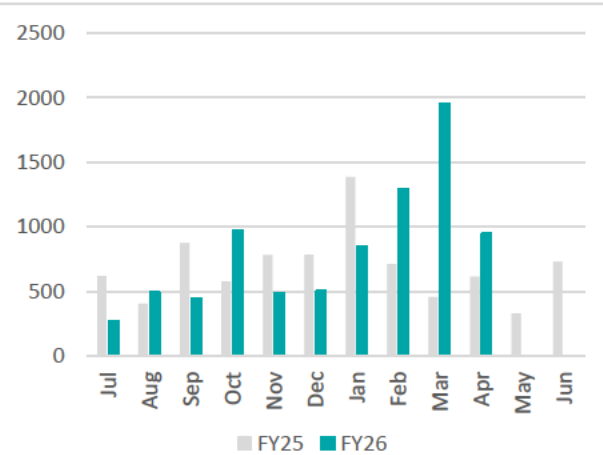
- Auckland Council Policy, Planning and Development Committee formally revoked the Auckland Film Protocol 2019 in favour of the new **Screen Auckland Protocol 2026**, defining the relationship between the council and industry. The new protocol updates all aspects of permitting, aligns with the Sites and Places of Significance to Mana Whenua kaupapa, the use of new technologies in particular drones, and simplifies the permitting process particularly for low impact shoots.
- Planning underway on *Friendly Fire* production with AT, Parks, AUT and the University of Auckland, with filming beginning in August.
- New Ki Te Hoe Cultural Competency workshop scheduled for July.
- *Klara and the Sun* (SONY Pictures). Jenna Ortega and Amy Adams star in Taika Waititi's feature adaptation of Kazuo Ishiguro's dystopian sci-fi novel. The production will be filmed in Auckland, and is set for release 23 October.

LGOIMA Requests



KPI RESULTS

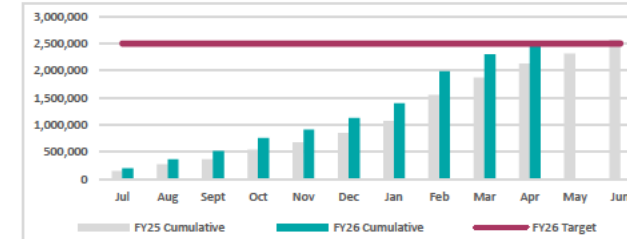
Media coverage mentioning TAU



Media mentions **decreased by 51%** this month reflecting a transitional period between major event and experience cycles. Coverage was dominated by the Governing Body's decision to approve the Western Springs bowl concept, alongside the announcement that SailGP is not coming to Auckland in 2027, and confirmation that Tottenham Hotspur will play at Eden Park. Additional coverage included the TAU-led Kiwi North US Roadshow, event announcements for Auckland Writers Festival, and Auckland Art Gallery's *Forever Now* exhibition in May.

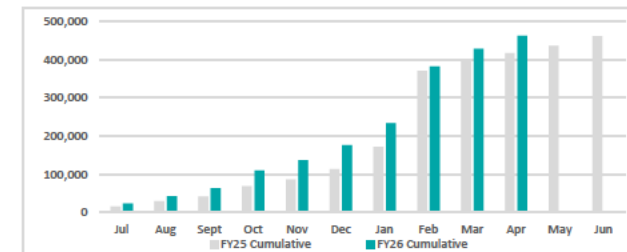
Discover Auckland Platform Performance

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



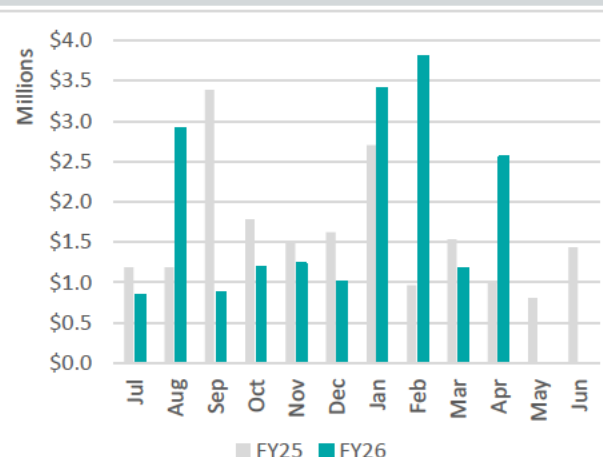
3m sessions over past 12 months, with a 13% decline in April 2026 vs 2025. First decline in over 2 years due to Easter falling early & lower paid social performance, offset by 52% increase in organic search.

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.



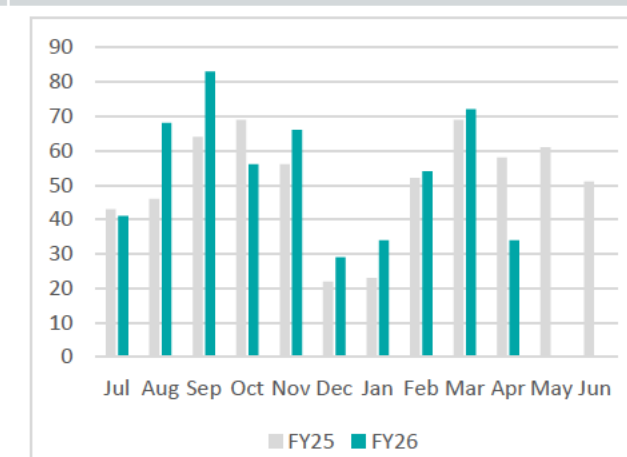
Highest Explore referrals: Weta Workshop -Tour, Gravity X, Odyssey Maze. Highest Event referrals: *DARKLight: The Hidden World*, The Easter Show, Dreamer.

Equivalent Advertising Value (EAV) of TAU media coverage



This month's EAV **increased by 117%**. EAV is contingent on regional, national and international value (i.e. SailGP stories) and media channel. Radio contributed 67% of total coverage, with 197 radio stories achieving national syndication and generating 644 additional clips. Nick Hill, Mayor Wayne Brown, Deputy Mayor Desley Simpson, and Karen Thompson-Smith featured most prominently across all TAU-related stories.

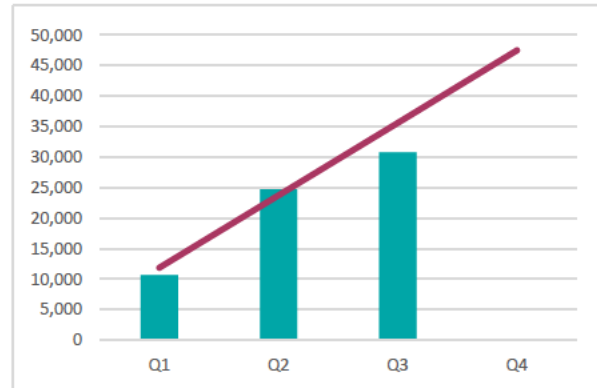
Screen Permits Issued



The number of screen permits issued in April 2026 (34) was lower than April 2025 (58).

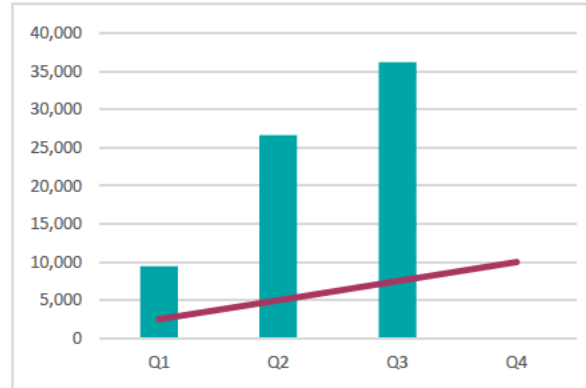
KPI RESULTS

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



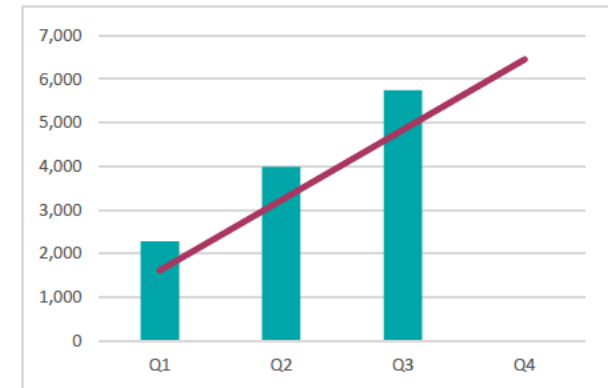
Q3 results for Auckland Zoo are below target

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



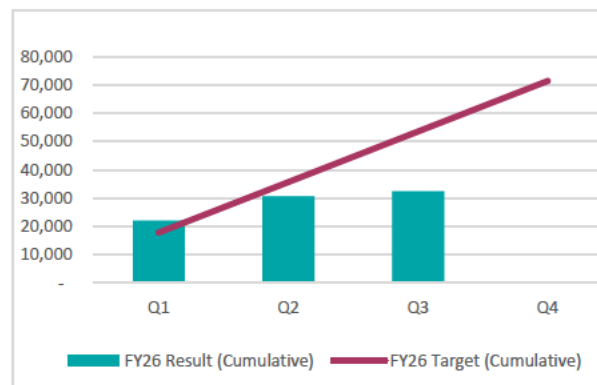
Q3 results for Auckland Art Gallery are above target

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



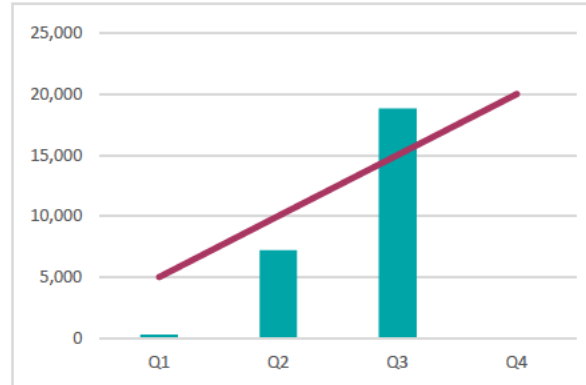
Q3 results for NZ Maritime Museum are above target

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



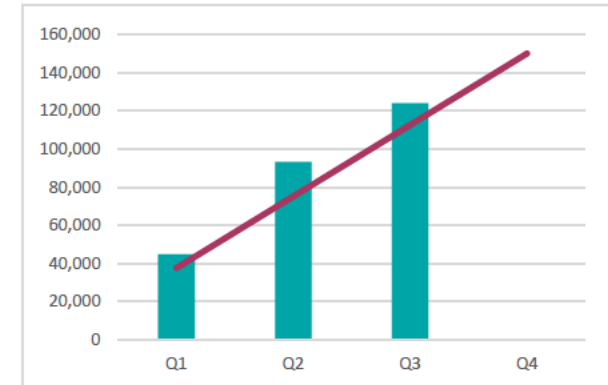
Q3 results for Performing Arts are below target

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:** To maintain and increase awareness and engagement, sustainability articles are now produced monthly on Ako. Last month included the Auckland Zoo climate trail and staff travel survey launch. Travel survey response rates are low and so further additional communications are planned to try and meet the 50 per cent target needed for robust analysis.
- **Resilience & Risk:** Development of adaptation signals, triggers and actions is underway with Auckland Art Gallery, with a second workshop held on 13 May. Climate Related Disclosure reporting on Anticipated Financial Impacts (AFI) has been pushed out to FY2027/28. Work is underway to plan for this and improve understanding of financial implications of climate impacts and activities.
- **Emissions Reduction:** Screening study for decarbonising the Zoo swamp forest is in progress with a site scoping visit completed. Solar proposals for the Zoo, Shed 10 and Bruce Mason Centre are being refined based on stakeholder feedback.
- **Waste:** Waste diversion rates have decreased, with only the Zoo and Aotea Centre meeting targets of 80 per cent and 50 per cent respectively. Discussions are being held across sites to understand issues and develop actions to get back on track.
- **Water:** Water efficiency improvements have been progressed including completion of Go Media Stadium West Stand header tanks, rainwater harvesting upgrades, Go Media Stadium leak investigations, and wastewater auditing at Western Springs Stadium.
- **Nature:** The draft nature-based feasibility and opportunities study for Bruce Mason Centre (conducted by The Urbanist) was presented to the team for consideration in design. Scoping workshop held with the Zoo on nature dependencies and impacts. This will inform next steps in the on-going mahi to assess nature dependencies across TAU assets and activities.

Māori Outcomes

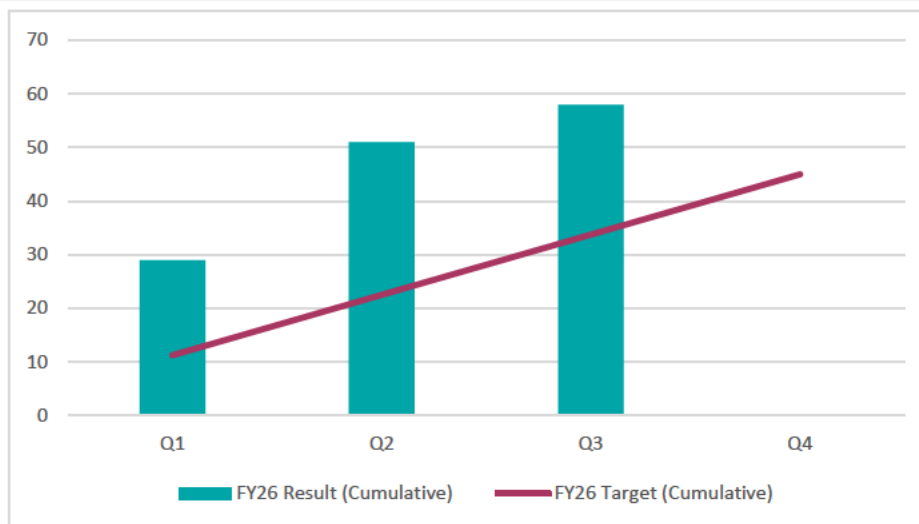
- **He Tumu Mātāwaka:** He Tumu Mātāwaka is a series of interviews with nine prominent Tāmaki Makaurau urban Māori leaders. The series is due to be launched in June and offered as part of TAU's Matariki programme. It will be available as a podcast series as well as captioned videos, with translated te reo Māori content. The videos will be packaged as a themed online learning resource for TAU kaimahi who need to learn from the past to engage effectively with Māori.
- **Te Mahere Aronga:** Scheduling of remaining ropū workshops will accommodate the attendance of Zella Morrison, the new Head of Partnerships and Enablement, and ropū KPIs will be refined with Zella's input. Content for Te Mahere Aronga is due end of June, with senior reviews and publishing in July.
- **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. Māori Outcomes is considering the best way to deliver engagement training to kaimahi, which is likely to include a more targeted approach that supports teams at the time they are planning engagements. 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 Q1 FY2026/27. The engagement framework also continues to strengthen the capacity of the Māori Outcomes ropū to provide support and advice across the organisation.
- **Aki AI agent:** Māori Outcomes, Digital Services and Seen Ventures are partnering to develop a bespoke 'digital assistant' (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 late last year, and the work underway now will build the agent in the TAU environment. The initiative is now in the build phase, with testing due to start in early June and launch to a pilot group in mid-June. Primary design considerations include guardrails for cultural appropriateness, accuracy and Māori data sovereignty. This is an internal tool only.
- **Supplier Diversity Initiative:** The objective of this initiative is to increase and strengthen TAU spend with Māori, Pacific businesses and social enterprises, to meet the SOI target of 8 per cent in this FY. This is an iterative initiative with design and delivery happening as opportunities present themselves. 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. TAU participated in the Aotai Meet the Buyer event for pakihi Māori and Pacific peoples-owned businesses at Go Media Stadium on 22 April. 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.
- **CinemaRae:** Māori Outcomes confirmed its sponsorship support for CinemaRae, an indigenous film distribution initiative presented by award-winning filmmakers Chelsea Winstanley and Sharlene George. CinemaRae is a community-first model that brings Indigenous film screenings directly to audiences through trusted local spaces – marae, museums, libraries, community halls, and cultural centres – rather than relying on traditional cinema infrastructure. The initiative addresses a structural gap in film distribution, where independent and Indigenous filmmakers typically see limited financial returns and their stories struggle to reach the communities who value them most. The model operates through portable screening kits deployed across venues, with affordable or koha-based ticketing, filmmaker

Q&As, and locally curated events including kai and cultural activations. Revenue sharing returns up to 70 per cent to filmmakers and host communities, compared to the 30–50 per cent typically retained by filmmakers under conventional distribution arrangements. The pilot will launch across five marae and at least one Pacific community centre in Tāmaki Makaurau between August this year and early 2028. It is designed to be scalable across regions and will build a centralised audience database to support future programming. This initiative aligns strongly with TAU’s Māori Outcomes commitments – supporting rangatahi and whānau engagement, activating marae as living community hubs, and ensuring Māori stories are experienced in culturally appropriate and accessible settings.

- **Auckland Zoo:** A small team from Auckland Zoo led by the Kaupapa Māori Advisor accompanied the remains of Ōrua – the last New Zealand fur seal to be held in a New Zealand zoo or aquarium – to Ngāti Te Ata Waiohua (his place of origin) for a private burial ceremony. The experience was deeply meaningful for the staff involved, enriching their cultural understanding and strengthening the Zoo’s relationship with iwi. The Zoo received post-engagement feedback from iwi and will continue to develop meaningful initiatives and engagement with them.

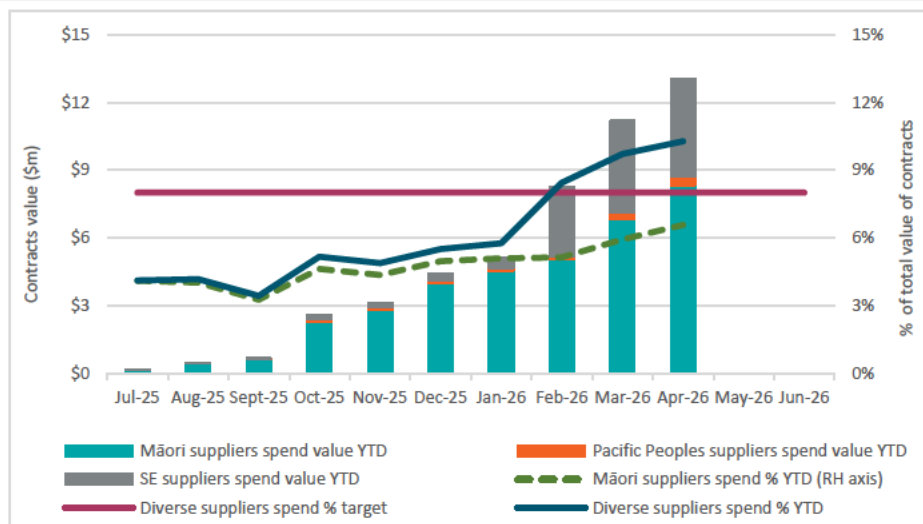
KPI RESULTS

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 10.3%, 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 April (64%).

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

[REDACTED]

[REDACTED]

[REDACTED]

CRM

- Good progress is being made on the final transition of EDMs from **Click Dimensions to Salesforce** ahead of the financial year end deadline. The Diwali Festival stall holder email will be the first to be transitioned, later this month.
- EDMs are ready for the AB testing and personalisation with a small sample of **Single View of Customer Data**.

Websites

- **The Gallery website:** will be launched later this month, and then the focus will move to the **Lindauer** website.
- **Western Springs Bowl** – a holding page is being developed for launch in late June.
- The core platform of the **Discover** platform is being upgraded and TAU is looking to take this opportunity to utilise features that can better manage and make key content available and shareable.
- Work has started in the process of ingesting **OurAuckland event data** into TAU's City Wide Calendar with a view to ultimately publishing them on Discover Auckland.
- Discovery is being undertaken and a business case prepared for a refreshed **ACVE web site**, in light of the opening of the NZICC.

Data:

- Improved deduplication logic has been implemented for **event data** around seasonality, to better determine where events repeat annually.
- Work has started with input from the new Auckland Events Programme Lead to determine the channel, frequency, format and level of event data for each audience, and the extent to which this can be automated or needs to be curated.

Other applications

- Development of an RFP for replacement of **digital signage**
- **Gift cards** – requirements and market analysis to meet security and audit requirements

HRIS

- The team is supporting **Galaxy** integration design in addition to workshops to capture TAU specific HRIS requirements for a possible alternative approach.
- The team is supporting the move of **Donesafe** from GSS to a TAU-owned instance, including Auckland Stadiums incident management and visitor sign in.

[REDACTED]

Group Shared Services (GSS) Implementation

- Refer TAU Strategic Priority Programmes report.

Commercial Revenue & Partnership Strategy

[REDACTED]

[REDACTED]

[REDACTED]

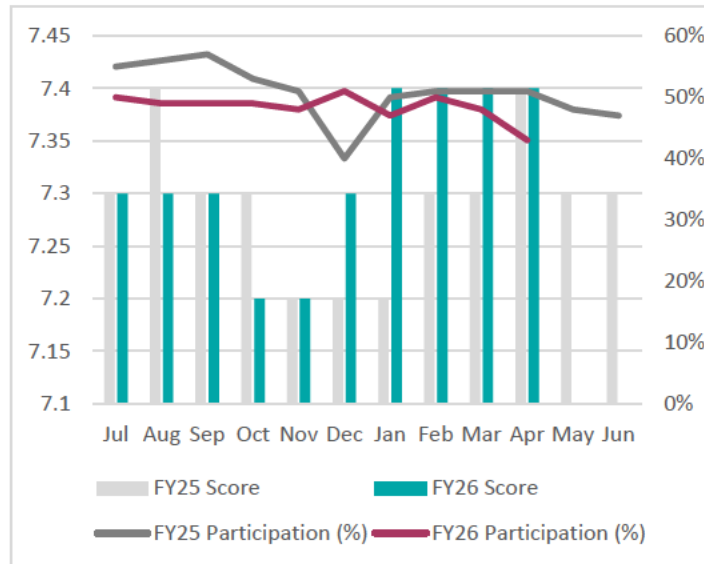
S7(2)(f)
(i),(h)
LGOIM
A 1987



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

KPI RESULTS

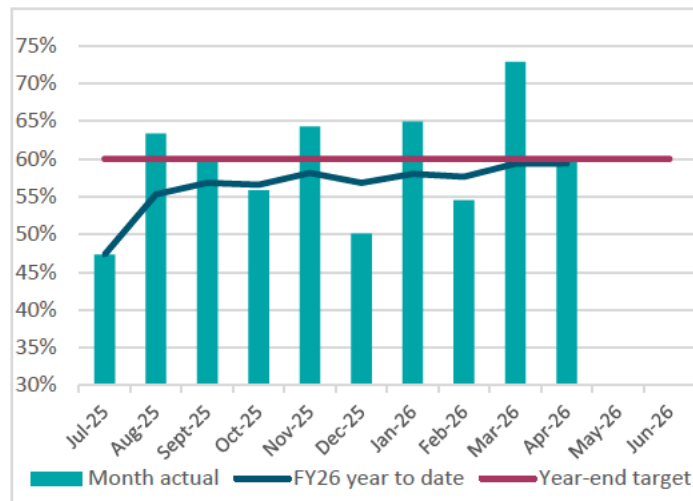
OfficeVibe engagement score and participation



Participation decreased to 43% in March, the engagement score stayed level at 7.4.

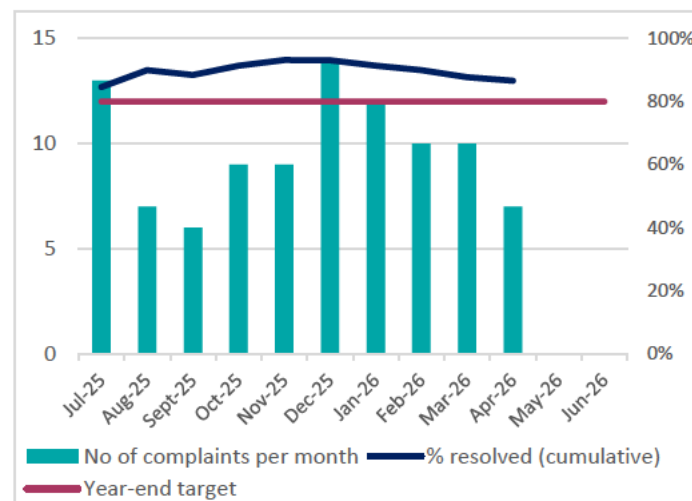
S6(a),S7(2)(f)(i),(h) LGOIMA 1987

% 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 April, 87% of complaints have been resolved within 10 working days YTD. **Above target.**

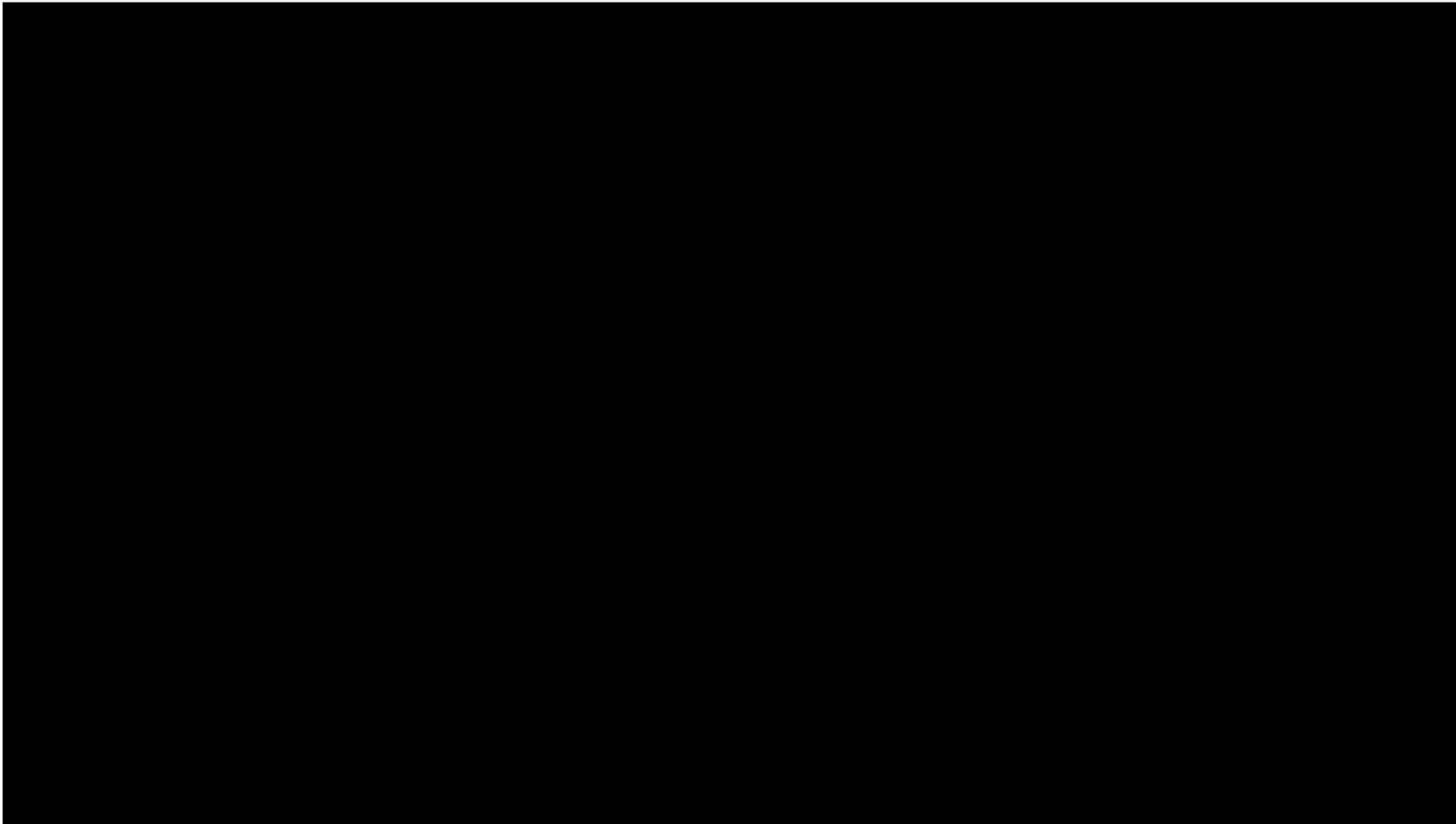
Schedule of Appendices

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

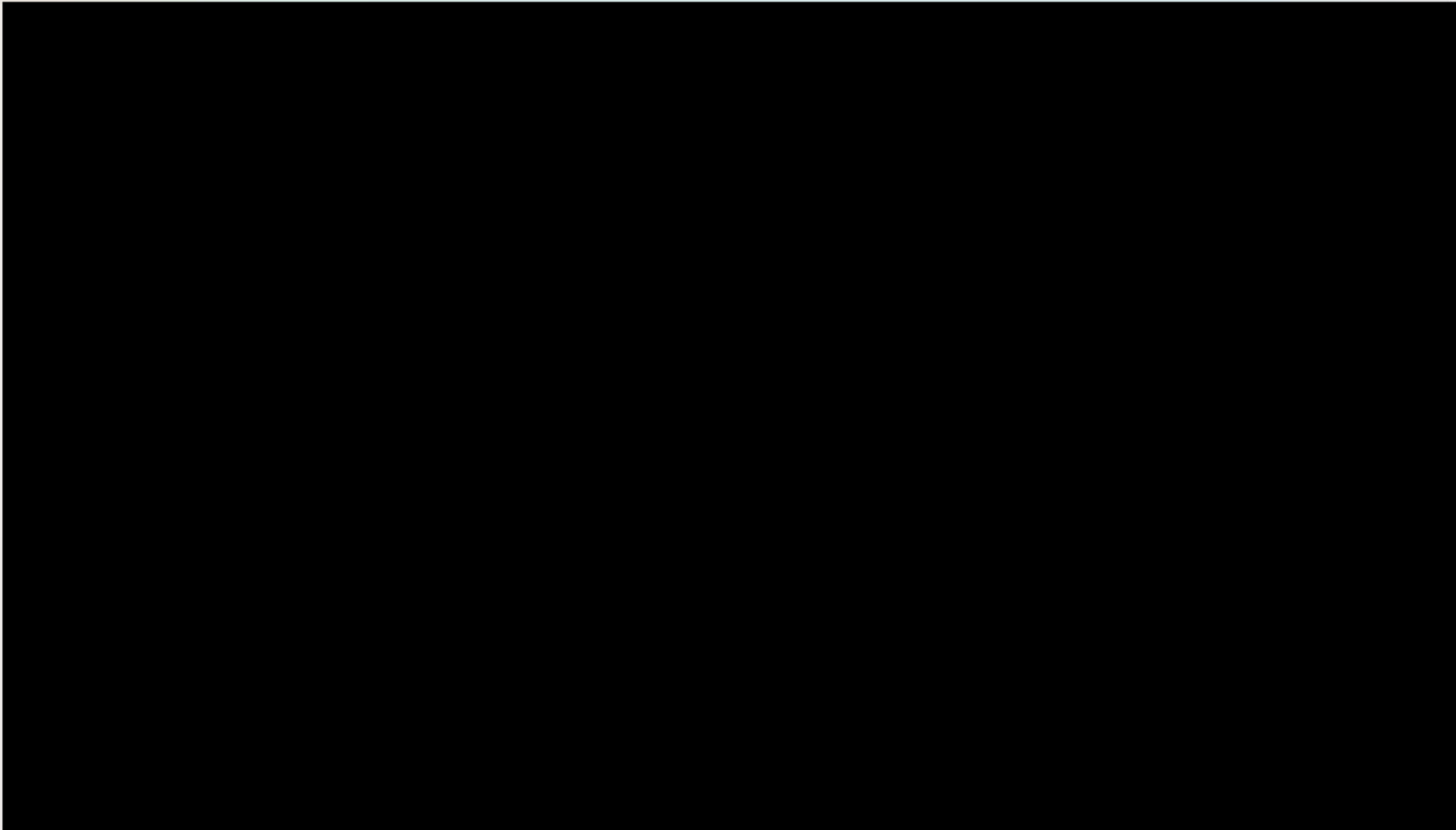
CE sub-reports in Resource Centre

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

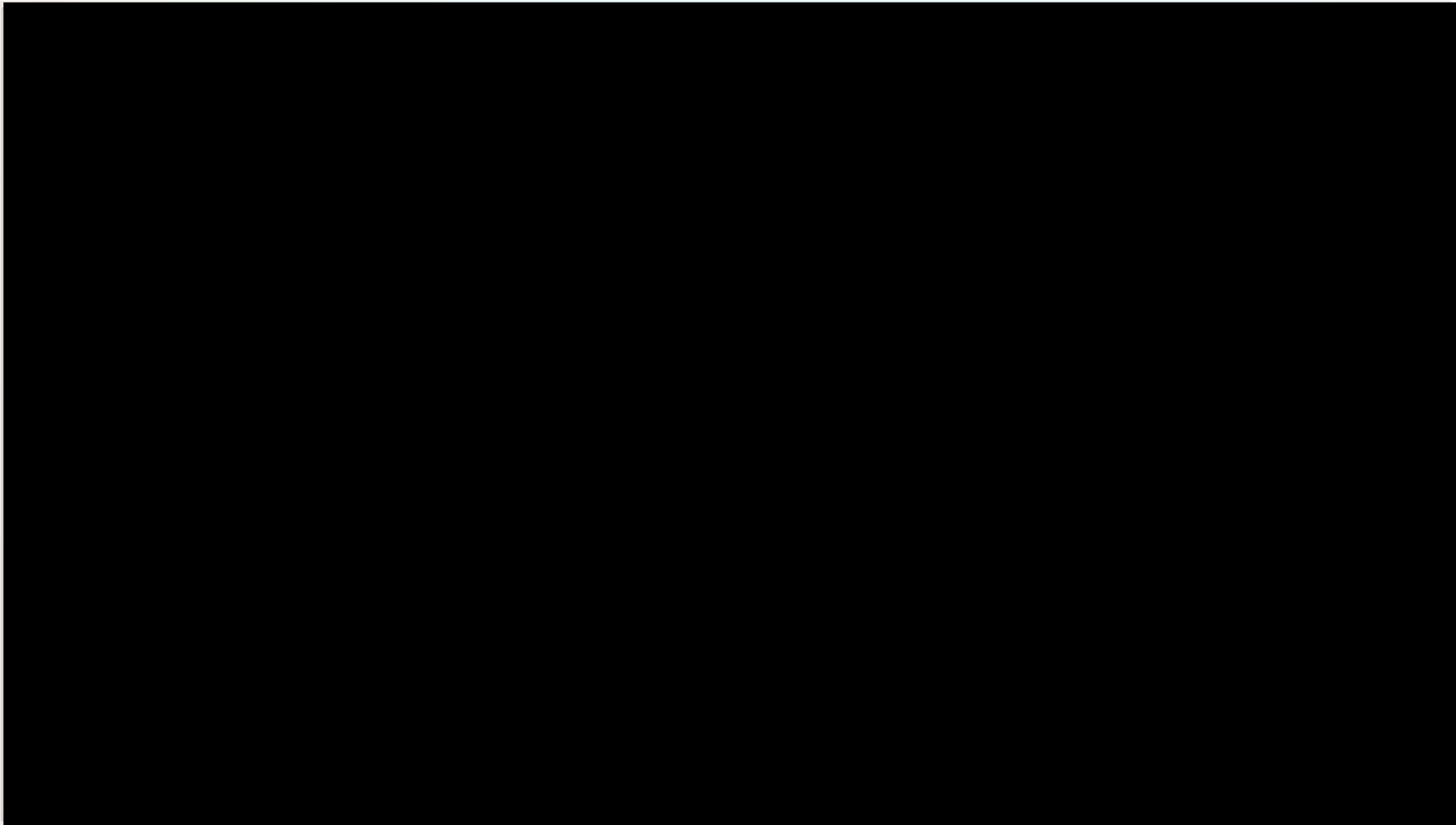




S6(a),S7(2)(f)(i),(h) LGOIMA 1987

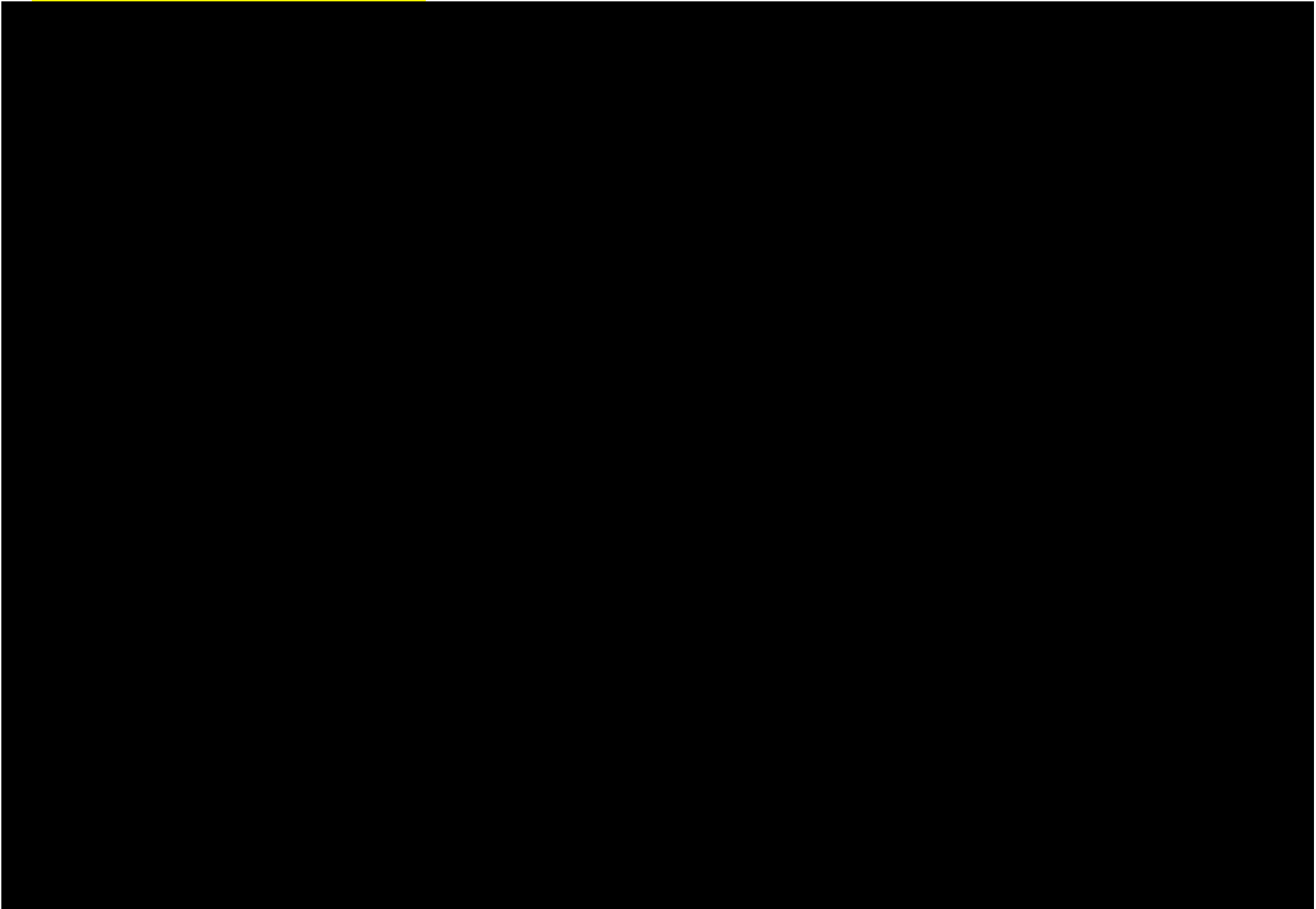


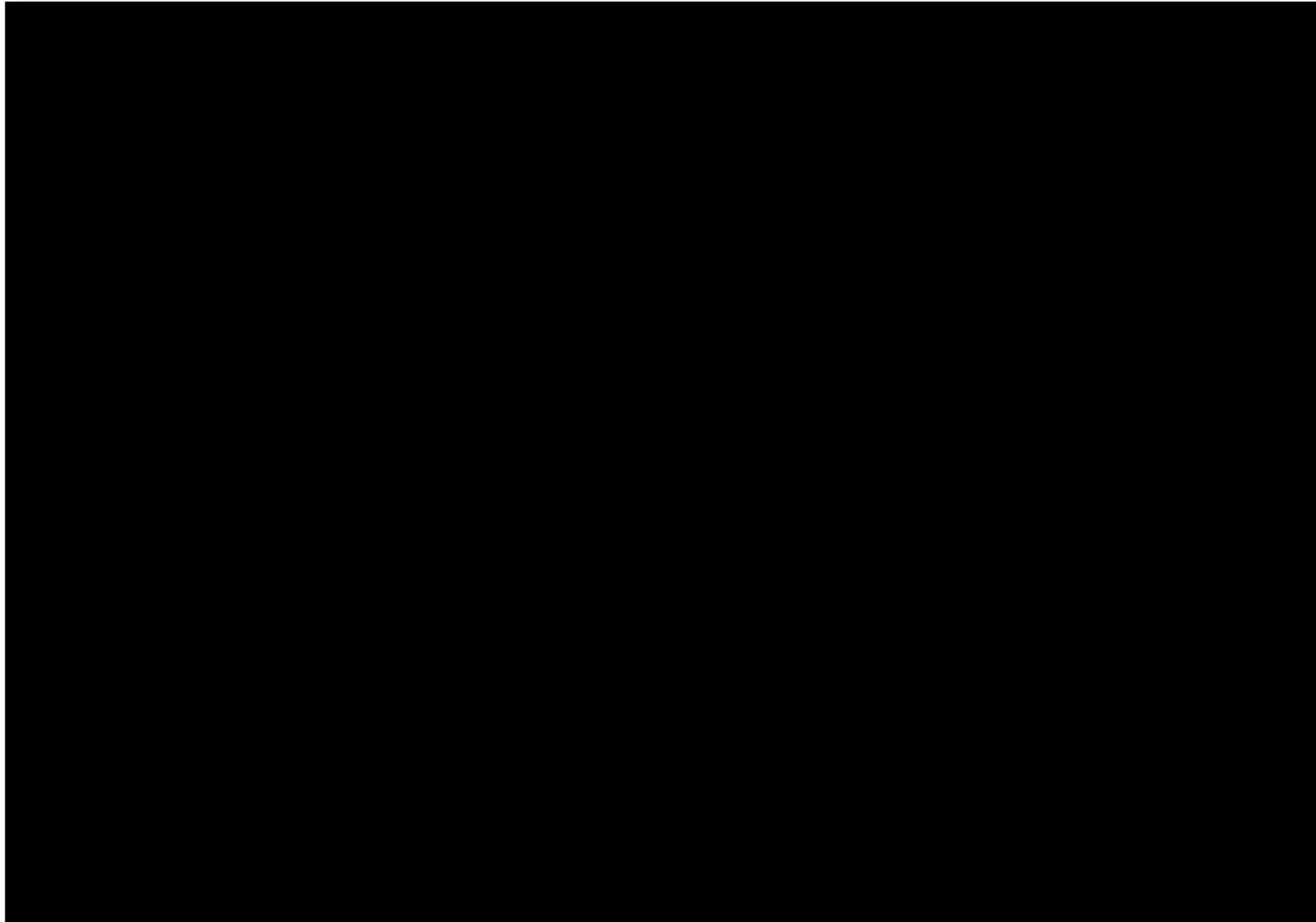
S6(a),S7(2)(f)(i),(h) LGOIMA 1987

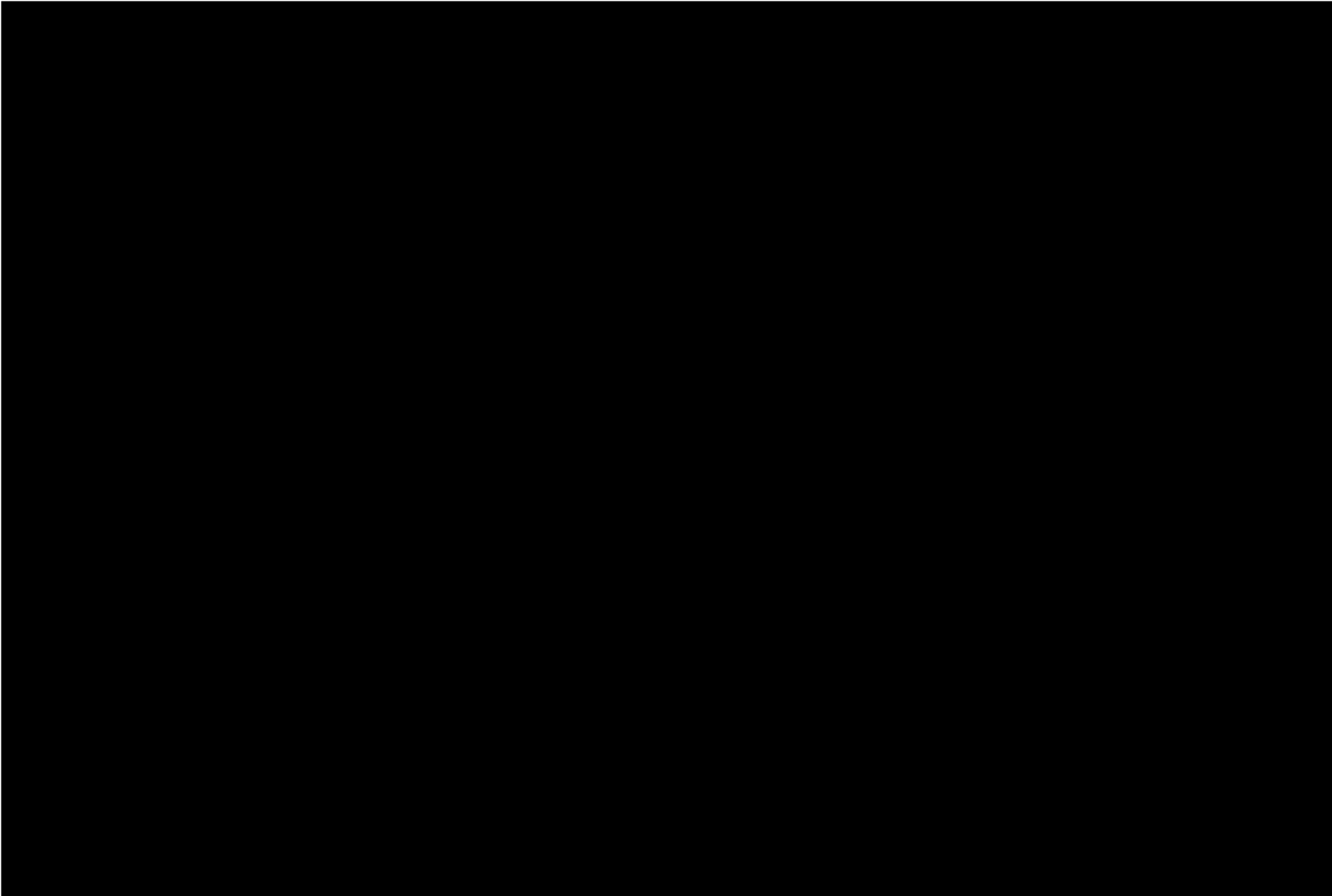


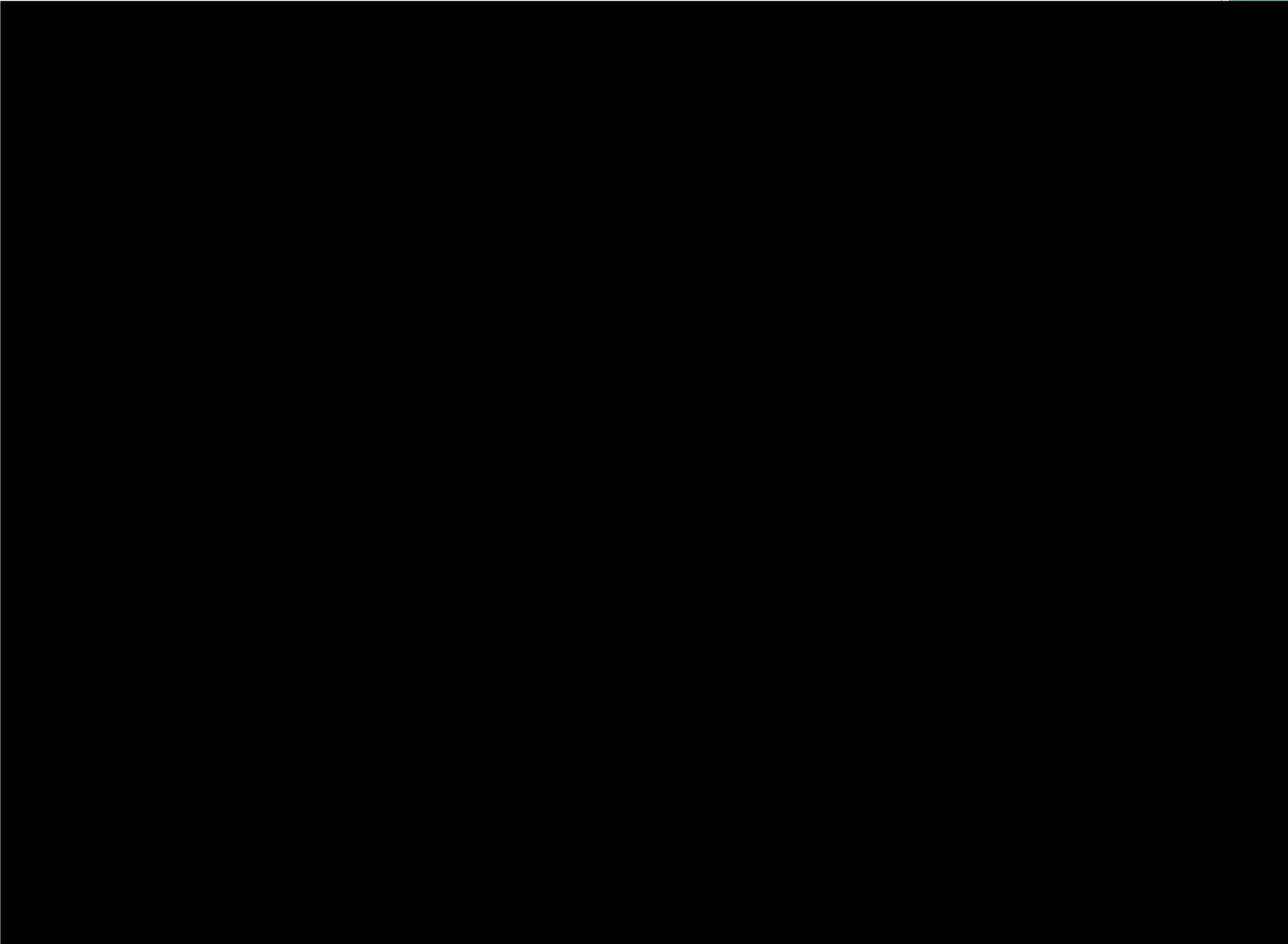
S6(a),S7(2)(f)(i),(h) LGOIMA 1987

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

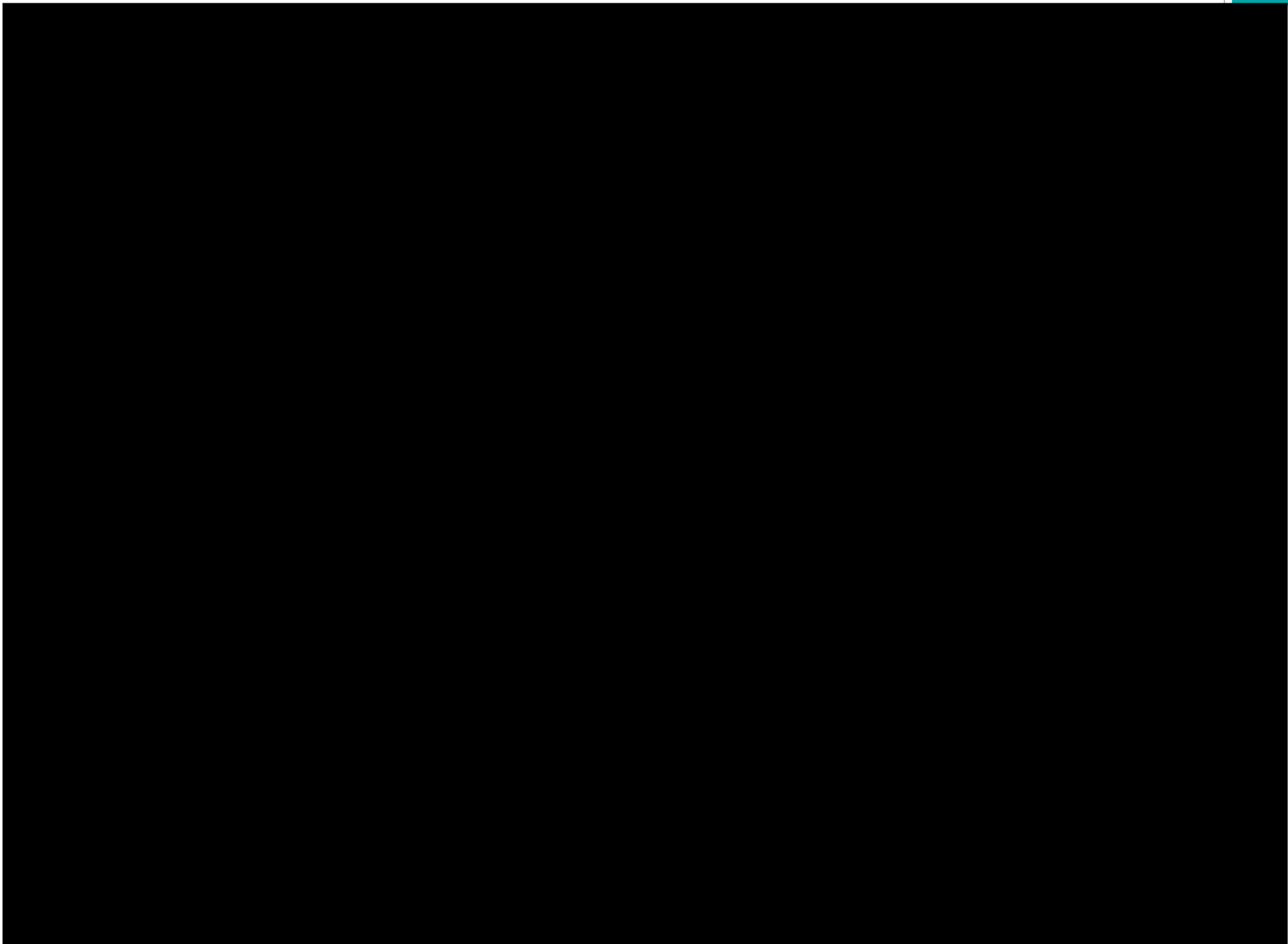


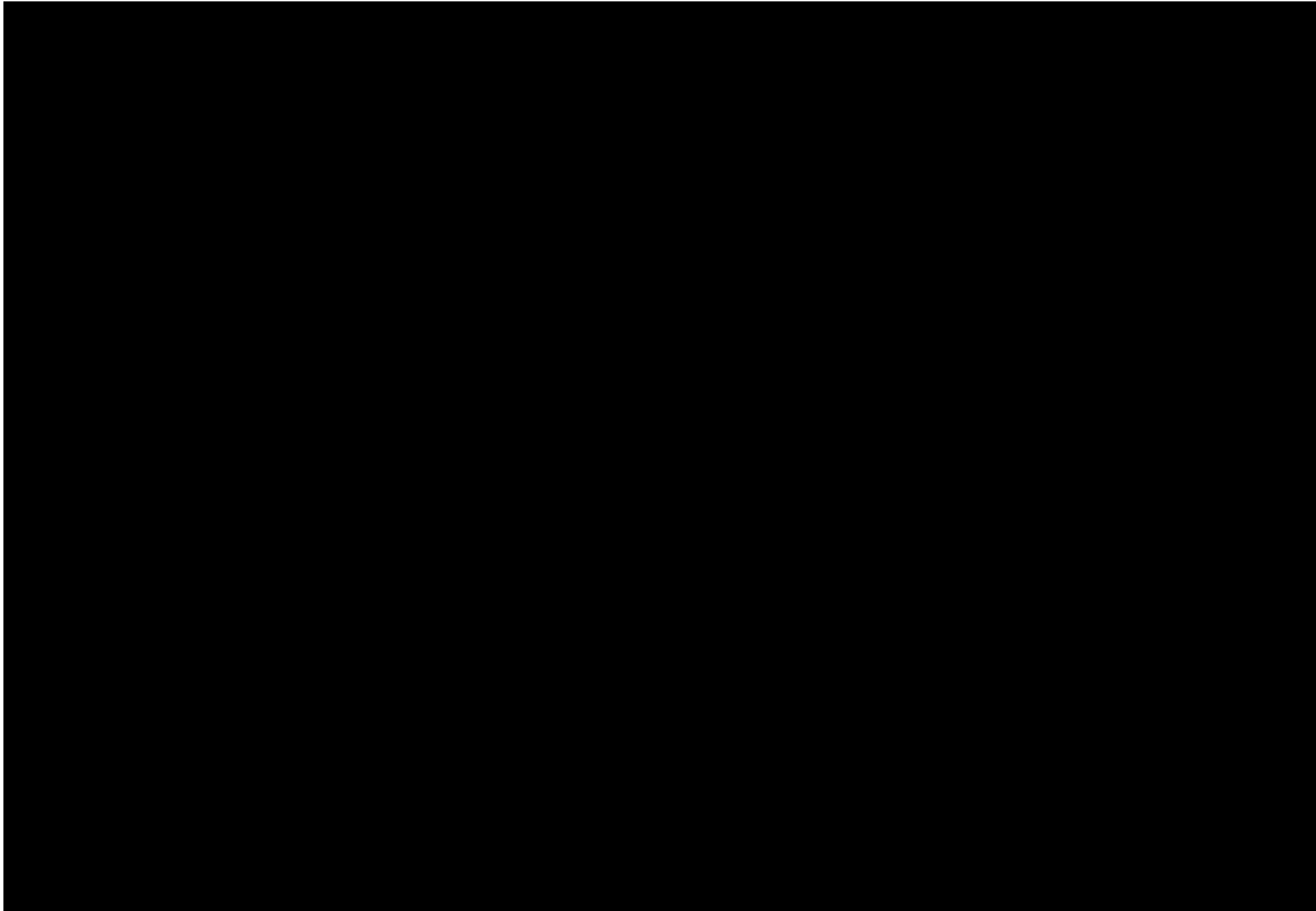






S7(2)(f)(i),
(h)
LGOIMA
1987





Operating Performance – FY2026

Operating performance 2025/26

\$ million		FY 26			Full year
	Notes	Actual	Budget	Variance	Annual Plan
Net direct expenditure	A	77.5	78.4	0.9	87.0
Direct revenue	B	88.4	81.3	7.1	111.3
Fees and user charges		51.6	53.9	(2.3)	63.4
Operating grants and subsidies		10.0	3.4	6.6	13.8
Other direct revenue		26.8	24.0	2.8	34.1
Direct expenditure	C	165.9	159.7	(6.2)	198.3
Employee benefits		78.1	76.5	(1.6)	19.3
Grants, contributions and sponsorship		9.9	8.3	(1.6)	91.8
Other direct expenditure		77.9	74.9	(3.0)	87.2
Other key operating lines					
Vested assets		1.4	0.0	1.4	
Depreciation and amortisation		56.1	47.4	(8.6)	56.9
Finance & Interest		6.4	(0.0)	(6.4)	
Capital Grants to TAU+ Partners		0.6	0.0	(0.6)	
Capital investment trend					
Capital expenditure	D	47.3	59.8	12.4	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. Based on current forecasts, a year-end underspend of approximately \$15 million is anticipated and to be deferred into FY27 and FY28.