Te Pūrongo ā-Tau a Te Kaunihera o Tāmaki Makaurau 2024/2025

AUCKLAND COUNCIL ANNUAL REPORT 2024/2025

Te Wāhanga 1: He Tirohanga Whānui me te Whakahaere Ratonga

Volume 1: Overview and Service Performance

Mihi

‘Tūrou Tāmaki Makaurau!’

Kei puta te pātai: ‘I ahu mai ēnei tikanga i hea?’

Māku e kī atu: ‘I ahu mai i te ahurewa tapu i Rangiātea.
Ka tau ki te Tuahu, ka tū ki te maunga tapu.
Ka whakahuatia e te tira Rangatira i ngā tau,
koia te take i whakataukiatia ai te kupu: ‘Kia Ora Tāmaki Makaurau.’’

He mana ka kitea i ngā pou ora e tū watawata mai rā,

e mana ake ai te kōrero: ‘Ko Tāmaki Ora Tēnei.’

Te Mana o te Ahurewa Tapu

Mānawatia te ahurewa tapu ā ō tātou mātua tūpuna,
tatū ake ki te ahurewa tapu i nōhia e ngā Koromatua i ngā tau.
Ko Tāmaki Tūwatawata, ko Tāmaki Tuahu ā-rohe hoki tēnei.
He whenua ahu-riri, ahu-papa, ahunga-kī, ahunga-rau.

Ngā Ahu o te Whenua. He aha hoki ngā ahu?

- He ahunga-roa, he ahunga pūmau te ahu
- He ahu-ngāhuru, he ahu-ngātoru te ahu
- He ahunga-ā-tau, he ahu-amo te ahu

Nā ēnei ahunga matua i hua mai ai:

- Te Ahu ara-tapuae
- Te Ahu wai-āriki
- Te Ahu wai-pīrau
- Te Ahu wai-āwhā
- Te Ahu wai tomo
- Te Ahu ā-rohe
- Te Ahu pā-kainga
- Te Ahu tōpu

Te Kawa o Tāmaki Ora

Mā tēnei tātou e kite ai i te ahu, uha, hau me te hua o ēnei kawa.

Ehara i te kawa o nāianei tonu, engari he kawa i tukua iho ki a tātou
te hunga e atawhaitia ana, e whangaia ana e Tāmaki Ora ē...i!
Tūrou Te Ahunga Tapu, Tūrou Hawaiki, Tūrou Tāmaki Makaurau.
Tūrou Whakamaua kia Tina (Tīnā) Haumiē, Huiē, Tāiki ē!

‘Tāmaki be affirmed!’

Should the question be asked: ‘Where these values and traditions originate?’

The response: They descend from the sacred altar of Rangiātea, settling upon the Tuahu and standing firm upon the sacred mountain. These principles have been spoken by generations of Rangatira, which is why the phrase ‘Kia Ora Tāmaki Makaurau’ carries such weight. The mana is visible in the living pou that stand vigilant, affirming the declaration: ‘This is Tāmaki Ora.’

Honouring sacred and civic leadership

We acknowledge the sacred offerings of our ancestors, and those upheld by civic leaders across generations. This is Tāmaki Tūwatawata, a region of fortified identity and sacred altars. A land shaped by conflict, by terrain, by intention, and by abundance.

Therefore, what do these directions symbolise?

- They are enduring, long-standing pathways
- They are seasonal, cyclical, and purposeful
- They are strategic, resilient, and responsive

From these, traditions and directions emerge:

- Pathways of ancestral footsteps
- Waters of healing and prestige
- Waters of decay and renewal
- Waters of storm and challenge
- Waters that descend and penetrate
- Regional flow and reciprocity
- Centres of community and belonging
- Collective spaces of unity

Embedding Kawa in Contemporary Governance

Through these dimensions, we see the essence, the breath, and the outcomes of our protocols.

These are not newly invented customs, but inherited legacies entrusted to us, the people nurtured and sustained by Tāmaki Ora.

Sacred Direction be established, Origins be acknowledged, Tāmaki be affirmed.

Rārangi kōrero

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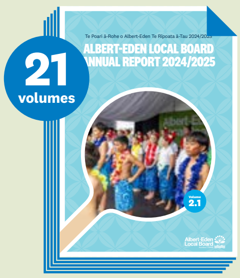
Annual Report 2024/2025 Volumes

1

Overview and service performance

An overview of the financial and non-financial performance of the group.



2

Local board reports

A collection of individual annual reports for each of the 21 local boards, reporting financial and non-financial performance.

3

Financial statements

The financial statements of the Auckland Council Group and Auckland Council for the year ended 30 June 2025.

4

Climate statement

A summary of the group's approach to climate-related risks and opportunities.

1

Whakataki

Introduction

About us

Auckland Council is the local authority that is responsible for local government decisions and responsibilities in the Auckland region and is the largest local authority in New Zealand.

The Auckland Council Group (the group) works to improve the daily lives of Aucklanders. The group includes Auckland Council, council-controlled organisations and Port of Auckland Limited. It provides a diverse range of activities, services, facilities and infrastructure to deliver positive outcomes for Aucklanders. This annual report explains:

- how we performed relative to the first year of our Long-term Plan 2024-2034
- what we did as the group to deliver activities and services for Aucklanders and help address the challenges facing our communities
- how we contributed to delivering the best possible outcomes for Aucklanders and the broader economy.

About this volume

This volume shows:

- key highlights in 2024/2025, including for Māori outcomes and climate change
- our performance, including a financial overview and the levels of service and performance measures across the council's groups of activities
- our organisation's structure and additional information, including feedback from Aucklanders and reporting requirements.

The Service Performance information is contained in Volume 1 of this annual report:

- Introduction:
  - Statement of compliance (page 6)
  - Bringing it all together - Our operating model (page 11)
- Part three: Groups of activities (pages 28 to 105)
- Part four:
  - Notes from the Public transport and travel demand management group of activity (pages 119 to 120)
  - Service performance judgements and assumptions (pages 122 to 123).

The Service Performance information for each of our 21 local boards is referred to as 'Our performance report', and is found in Volume 2.

Tauākī āheitanga me te kawenga

Statement of compliance and responsibility

The Governing Body and management of Auckland Council confirm that all the statutory requirements in relation to this annual report have been met, including those outlined in the Local Government Act 2002, Local Government (Financial Reporting and Prudence) Regulations 2014 and the Financial Markets Conduct Act 2013.

Responsibility

The Governing Body and management of Auckland Council Group accept responsibility for the preparation and completion of the annual report and the related assumptions, estimates and judgements.

The Governing Body and management accept responsibility for establishing and maintaining systems of internal control designed to provide reasonable assurance as to the integrity and reliability of financial and service performance, and climate reporting.

In our opinion, the annual report for the year ended 30 June 2025 presents fairly in all material respects:

- our financial performance, financial position, cash flows
- the funds from each source of funding
- the capital expenditure spent compared to budget
- our service performance by groups of activities and local board
- our consideration of climate-related risks and opportunities of the Auckland Council Group and Auckland Council.

Statement of compliance

- The service performance information in this report is compliant with the New Zealand generally accepted accounting practice (NZ GAAP).

The Governing Body adopted this Annual Report on 25 September 2025.

Wayne Brown
Mayor of Auckland
25 September 2025

Phil Wilson
Chief Executive
25 September 2025

Nā te koromatua

From the mayor

Delivering the Long-term Plan: our contract with Auckland

The year to 30 June 2025 marked the first year of our 10-year Long-term Plan 2024-2034. I've always said this plan is like a contract with Aucklanders - a commitment to deliver better outcomes for the region while living within our means. This annual report shows that we are doing just that.

Strong financial result

We continued to focus on value for money and exceeded our $66 million savings target and delivered the lowest average residential rates increase of any metro council in New Zealand. Our debt remain comfortably within prudential limits.

Record investment in Auckland

We invested $3.9 billion in Auckland - the highest capital programme in our history - focussed on where investment is needed most - on managing Auckland's growth and building resilience to the impacts of climate change.

This included major progress on the City Rail Link and Central Interceptor. We invested $1.2 billion in water infrastructure to ensure safe, reliable services, reduce wastewater overflows, and protect the environment and $1.5 billion in transport upgrades to improve access to public transport, reduce congestion and upgrade key travel routes.

Net debt increased to $14.1 billion to fund this record capital investment and is only 17.7 per cent of total assets of $79.7 billion.

The group took major steps in helping Auckland recover from the severe storms of early 2023. In a cost-sharing arrangement with government, we launched a property buy-out and grant programme for homes where peoples' lives could be at risk. These actions are helping make our city stronger and better prepared for future climate events.

Protecting our credit ratings and reforming Watercare

During the year, Watercare became financially independent - a key structural reform allowing it to borrow and invest without affecting the council's credit rating. It received its own credit rating (Aa3) from Moody's. The council's credit ratings were reaffirmed by both S&P Global (AA) and Moody's (Aa2) - a sign of confidence in our long-term financial management.

We also established the Auckland Future Fund, capitalised by the sale of our remaining shares in Auckland International Airport Limited. This fund creates a long-term revenue stream that helps reduce future pressure on rates and supports investment in infrastructure.

Better, faster, cheaper

We're focused on getting better value for every dollar we spend. That means fewer consultants, less duplication, and stronger financial discipline. Our Better Value programme is delivering savings and improving procurement and project delivery, and we're progressing Group Shared Services to cut costs and improve support functions across the group.

Reforming the group's structure

Major reforms are underway to improve accountability and performance. We integrated the functions of Eke Panuku and the economic development arm of Tātaki Auckland Unlimited into council, establishing new offices for urban development, economic development, and property. This is a critical first step to working better with external partners and delivering better value for Auckland.

▲ Mayor Wayne Brown and deputy mayor Desley Simpson with Minister of Finance, Nicola Willis visit the City Rail Link.

We also signed a new tripartite agreement with Port of Auckland and the Maritime Union - a joint commitment to better outcomes for Aucklanders, port workers and the port itself. It includes stronger commitments to health and safety, transparency, respect, and public access to parts of the waterfront. These are real, tangible changes.

And we expect legislation soon that will enable the council to take back control of Auckland Transport – something we've long advocated for.

These reforms signal a shift towards a council group that is more integrated, responsive, and focused on delivering value for Aucklanders.

Opening the Diwali Festival, October ▲

Protecting our environment

We continued to invest in programmes that protect and enhance our natural environment, including stormwater upgrades, climate resilience initiatives, and funding to restore our waterways.

Through partnerships and targeted spending, we're building Auckland's resilience to future weather events, while protecting the natural assets that make this region unique.

Strengthening our communities

At the heart of everything we do is our commitment to the people of Auckland. We delivered and maintained hundreds of local projects - from community facility upgrades to events that bring us together. The new Urban and Economic Development Offices will help us work more effectively with local boards, mana whenua, and community partners.

▲ Karanga Plaza Harbour Pool

We have also made progress on fairer funding for local boards, ensuring communities have the tools and resources to respond to their own priorities in meaningful ways and to take greater control over local decision-making.

Looking ahead

We're not out of the woods yet, but we are firmly on the right path. We've laid strong foundations. We are investing in the future, restoring financial strength, and making the council work better.

Thank you to my fellow councillors, local board members, staff, and most importantly, the people of Auckland, for helping us stay on track.

Wayne Brown
Koromatua
Mayor of Auckland

Nā te tumu whakarae

From the chief executive

I'm pleased to report that Auckland Council Group has delivered on our commitments to Aucklanders over the past 12 months.

This includes achieving early milestones in our Long-term Plan 2024-2034, supporting our communities of greatest need and investing to ensure our region is in good shape for future generations.

There's positive progress in strengthening the financial and physical resilience of Auckland, while providing programmes and services that make a difference for our communities.

Investing for growth

As the council, we know managing Auckland's growth is vital, particularly as we face meeting the needs of forecast population growth – another 200,000 more Aucklanders by 2034.

This rapid growth brings with it increased demand for our services and the infrastructure needed to support them for both current and future Aucklanders. The past year we set a new record for infrastructure investment, with $3.9 billion capital spend across the seven key areas we invest in (see page 12). This includes progressing and delivering key infrastructure like the water network and transport assets.

Continuing to invest in assets enables us to provide further activities and services at the heart of our local communities, such as parks, playgrounds, sports facilities and community buildings. We are also protecting and enhancing our natural environment by looking after Auckland's natural green spaces and unique environments, working alongside community groups to nurture, monitor and restore these areas.

Investing in water, transport and community facilities also supports the long-term productivity of the regional economy.

The year also marked continued recovery actions and responses to the severe storms that hit Auckland in early 2023, including a programme to buy-out properties where there is intolerable risk to life. This gives our communities resilience against future climate events.

Delivering everyday

Alongside the council group's investment spending, the year also saw significant increases in demand for services as our region grows. This saw increased usage of our transport network, rising demand for amenities such as water services to support housing growth, and increased visits to many of our community facilities, as well as increases in services like those to manage a growing dog population.

We provided Aucklanders with more of the services they need including:

- a capped $50 weekly public transport pass on all Auckland Transport buses, trains and inner harbour ferries to make public transport more affordable
- opening up the city centre waterfront to Aucklanders, including the new Karanga Plaza Harbour Pool
- enabling local boards to better respond to the needs of their communities by providing an increased range of different services that suit their diverse and changing communities (see Local council services page 87 to 95).

▲ Tui Glen playgound

In doing so we were also mindful of the need to provide our services with efficiency. We:

- found $84 million of savings across the council group, meaning that we were able to keep rates increases 3.1 per cent lower than they might otherwise have been
- introduced Better Value Projects – an in-house programme to review current, new and upcoming investments to ensure we are getting the best possible value for our ratepayers.

Financial sustainability

We have a clear commitment to financial responsibility, including targets to deliver value for money and exceed our savings goals. This year we've managed the books well and continue to focus on increased efficiency across the council group – whether that be smarter procurement for projects or leveraging our group shared services programme.

Revenue (which funds both capital investment and operating expenses) increased by 11 per cent, compared with a year earlier, and reflects several key factors.

The council has seen an increase in the number of rateable properties in Auckland, which has consequently lifted general rates income; we've had capital grants from central government for Risk Category 3 property buy-outs; and there have been good results from services like water and wastewater, port operations and consenting.

At the same time, operating expenditure increased 3 per cent. Our biggest increase was in depreciation costs from our expanding capital programme. Many group costs were also impacted by inflationary pressures.

Overall, we're managing our costs and debt levels as planned and have delivered the lowest average rates increase of any metro city in the country.

We're getting on with it

I would like to acknowledge that these results would not be possible without the support of excellent staff, collaboration with our elected members and the great relationship we have with our partners in the community. It is truly a team effort and I'm incredibly proud of the united approach we're taking as a council group.

Thanks to this support, we are well placed to continue to deliver for Aucklanders.

Phil Wilson
Tumu Whakarae
Chief Executive

▲ New housing in Northcote

Te whakatōpū – tā mātou tauira whakahaere

Bringing it all together – our operating model

Our integrated annual report shows how we use our resources to create value for Aucklanders, our employers, and our investors. As part of the Long-term Plan 2024-2034 (LTP), we reorganised the way we work into investment areas and have reflected this in our report.

Working by investment areas has helped us embed integrated thinking into our work and be more structured in the way we conduct that work. We have improved visibility, better monitoring, and clearer prioritisation around the allocation of our resources and better alignment with our strategic outcomes.

This new approach guides how we plan, deliver, monitor and report on the key priorities set out in the LTP so that we focus on achieving those outcomes.

The use of whakatauki (Māori proverbs) in this report further strengthens the connection between the resources we use for our activities, which are the heart of Te Kaunhiera o Tāmaki Makaurau, binding together the many strands of whakapapa, place, purpose and the people to achieve our outcomes.

- Greater clarity on the council's contribution to outcomes.
- Improved focus and accountability in the areas we invest in, enabling us to look at the long-term challenges for Auckland.
- Provides a cross-functional view of our activities, rather than as individual groups of activities.

2

Ngā mea whakaharahara o te tau 2024/2025

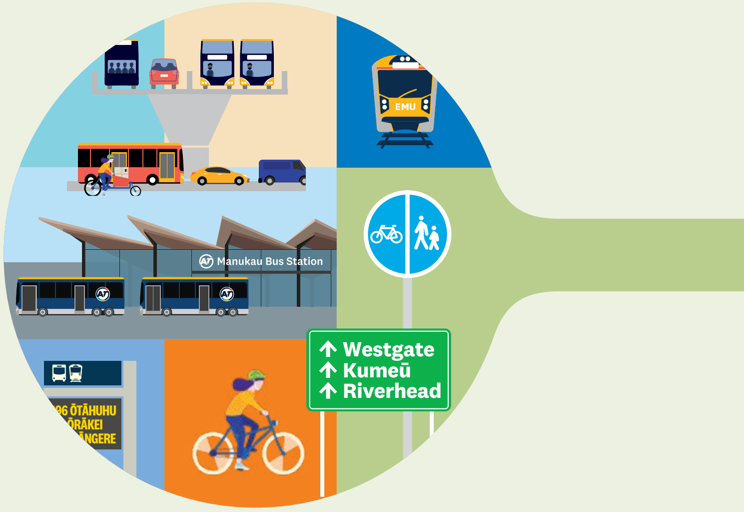
2024/2025 key highlights

This year was the first year of the Long-term Plan 2024-2034 (LTP). The LTP prioritises Auckland's physical and financial resilience by making the most of what we have, and targeting investment in areas where it is needed most or will have the highest impact.

Our LTP focus includes fixing and growing infrastructure and building our region's physical resilience – at a cost of $39.3 billion.

Our first year reflects this progress.

- Building the basics with much-needed investment in transport to fix roads and make public transport faster, more reliable and easier to use.
- Further investment in water infrastructure, while delivering a Making Space for Water programme to ensure our region is more resilient to flooding.
- Delivering for a vibrant city and town centres.
- Providing benefits for our natural environment from volunteer and community involvement in our programmes.
- Delivering community services for Aucklanders.
- Maintaining our investment in economic and cultural development and building the economy that Auckland needs to support future growth.



Highlights and achievements across our investment areas

Tūnuku

Transport

Providing an efficient, resilient, and safe transport system

- Constructed 49kms of new road and completed the largest road resurfacing programme (6.8 per cent of the total sealed road network).
- Trialled dynamic bus lanes on the Main Highway in Ellerslie and on Maioro Street.
- Started final testing and commissioning for the City Rail Link project, with successful train tunnel test runs since February 2025.
- Improved the train commute from Pukekohe to the city centre, with electrification of the line completed.
- More travel choices introduced with 5 million contactless payment trips and over 60,000 customers benefiting from the seven-day $50-fare cap.
- Significant progress constructing the Eastern Busway's Rā Hihi flyover.
- Engagement across the region on network optimisation projects and new rail bridges for Glen Innes, Takaanini and Te Mahia stations.

Read more in sections Roads and footpaths and Public transport and travel demand management.

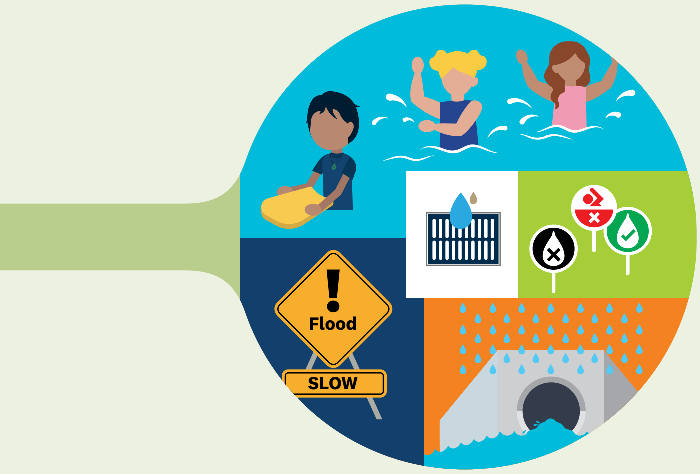
Wai

Water

Delivering safe, reliable and resilient water services

- Launch of the first Making Space for Water projects, significant progress on storm recovery and planning for increased flood resilience.
- Categorisation of flood affected properties and significant progress on property buy-outs.
- Supporting growth and improving reliability with record levels of investment in water supply and wastewater treatment infrastructure.
- Separation of Watercare's finances from Auckland Council to enable more investment without excessive pressure on water prices, complying with Local Water Done Well water reform requirements (for more information on Watercare see Volume 3, Section F8).
- Completion of the southern half of the Central Interceptor tunnel from Grey Lynn to Māngere Wastewater Treatment Plant to support growth and decrease wastewater overflows into nearby waterways and harbours. This investment unlocks a suite of additional projects with region-wide impacts.
- The Waterview Separation ($11m) project completion was delayed as a a result of a decision to review and adjust project scope to realised cost efficiencies and minimise community disruption by delivering additional works under the existing contract rather than as a standalone project. The original scope of works was delivered to schedule

Read more in sections Water supply, Wastewater treatment and disposal and Stormwater management.



Te taiao kua hangaia

Built environment

Planning, regulating, enabling and supporting quality growth and development

- Completion of Te Hā Noa linear park stages on Victoria Street between Elliot and Queen Streets, and Lorne and Kitchener Streets, transforming the street with widened footpaths, new seating and tree planting.
- Development of a website for tracking resource consents applications to increase transparency.
- Enabling development of 170 new dwellings on the previously owned council land.
- Adopted the Contributions Policy 2025 to align with the long-term plan infrastructure decisions and extend coverage of investments in priority areas, such as Drury, to beyond 2034.
- Engagement on the council's proposal to open the central wharves in downtown Auckland for more public use.
- Climate adaptation response planning along with hazard and risk definition and mapping, including dedicated people and community-based sustainability programmes.
- Submission of the Auckland Deal proposal in response to the Government's Regional Deals Framework.

Read more in sections Regional planning, Organisational support, Regulatory services and Urban regeneration and property management.

Te taiao māori

Natural environment

Protecting our natural environment

- Shifting from tags or bags to rates-funded refuse collection with successful changeovers in Waitākere, Papakura and the North Shore.
- Kauri protection upgrades continued and 95 per cent of kauri is in excellent health as identified in the Hunua Ranges Kauri Population Health Monitoring Survey.
- Provided community support through education and planning to better prepare for a changing climate, building their skills and understanding climate risks.
- Released 10 kiwi on Waiheke Island after being absent for over 100 years.

Read more in sections Environmental services, Regional community services and Waste services.

Te hapori

Community

Helping our communities thrive

- Libraries e-issues continued growing with a 14 per cent increase on the previous year. E-issues made up 34 per cent of total issues for the year.
- Karanga Plaza Pool opened in December 2025.
- Developed Emergency Readiness and Response plans with most local boards to help communities better prepare for and respond to emergencies.
- Opened Pukekohe adoption centre for dogs to reduce pressure on capacity at the Orewa, Henderson and Manukau shelters.
- Implemented the Local Alcohol Policy, which resulted in changes to operating hours for off-licence establishments.
- 85 per cent of local park users were satisfied with the overall quality of their parks.

Read more in sections Auckland Emergency Management, Regional community services, Regulatory services, Local council services, and Urban regeneration and property management.

Te whanaketanga ā-ōhanga, ā-ahurea hoki

Economic and cultural development

Growing visitor economy and economic development opportunities and provide access to regional facilities

- Progressed the local board-led plan for managing the North Harbour Stadium.
- Go Media Stadium welcomed over 500,000 ticketed attendees over the year supporting major sporting fixtures and live entertainment events.
- GridAKL celebrated its 10-year anniversary, generating $424 million in annual GDP contributions to Auckland's economy through its focus on innovation and entrepreneurship.
- Continued advocacy to central government on new funding tools for visitor attraction and economic development.
- Te Puna Creative Hub opened a multipurpose facility in Henderson, step one of a creative industries precinct.
- A successful Sail GP event was run in 2025 and secured again in Auckland for 2026.

Read more in sections Organisational support, Regional facilities and Economic development and destination.

Te kaunihera kua pai te whakahaeretia

Well-managed local government

Effective and efficient local government

- The $66 million 2024/2025 savings target has been exceeded.
- Successful establishment of the Auckland Future Fund which is designed to enhance the financial and physical resilience of Tāmaki Makaurau.
- Implemented changes to our CCO model by 1 July 2025 as they relate to Eke Panuku Development Auckland and Tātaki Auckland Unlimited (see Volume 1: Additional information, and Volume 3: Section F, Note F8).
- Established the Better Value Projects programme to ensure better value procurement and project delivery spend across the council group.
- Adoption of the Tāmaki Ora 2025-2027 Māori Outcome strategy and performance measures framework, following a review of the Māori Outcomes Fund and the Kia Ora Tāmaki Makaurau Māori Outcomes Framework
- Market conditions mean we did not meet our $33 million long-term plan asset sales target for 2024/2025. Instead, we achieved $14 million.

Read more in sections Investment, Regional governance, Organisational support and Council-controlled services.

Te ata o ngā tatauranga matua

Our key numbers at a glance

Capital investment

Building (or buying) assets such as roads, pipes and buildings that we use to provide services to Aucklanders.

This was around $700 million more than the previous year result ($3.2b).

$3.9 billion
Capex

Assets

The value of total group assets was $5.3 billion higher than a year earlier ($74.4b).

The ratio of net debt to total assets for the group was 17.7 per cent.

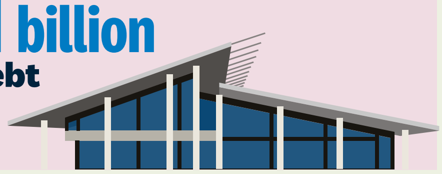
$79.7 billion
Total assets

Net debt

Borrowings used to help pay for new and upgraded assets, less the cash we hold.

Over the last year we borrowed an additional $1.3 billion to support our capital investment programme. In addition, there was a $500 million increase in the book value of our foreign currency current debt (which was fully hedged, meaning that we don't have to raise any more revenue to repay that amount).

$14.1 billion
Net debt



Revenue

Payments received (or due to receive) to pay for the cost of providing services to Auckland and to help support the capital investment.

This was around $800 million more than the previous year ($7.2b).

$8 billion

Operational expenditure

Costs of providing services and maintaining our infrastructure.

This was around $200 million more than last year ($6.5b), mainly due to higher depreciation costs from our expanding capital programme. We also managed rising costs in areas like salaries, building materials, and public transport, which were affected by changes in the market and increased demand for council services.

$6.7b
Opex

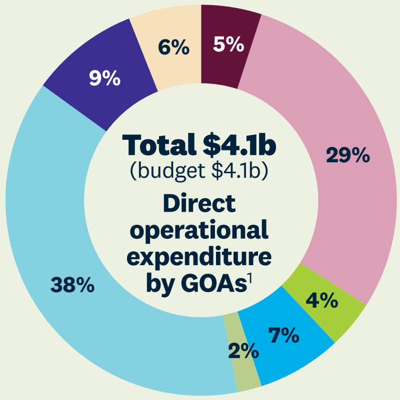
Thrive

Auckland Council group's vision of a Tāmaki Makaurau where Māori thrive has wellbeing at its centre. This year we delivered $14.35 million (91 per cent) on projects to improve outcomes for Māori in Tāmaki Makaurau. This follows the achievement of 96 per cent investment last year.

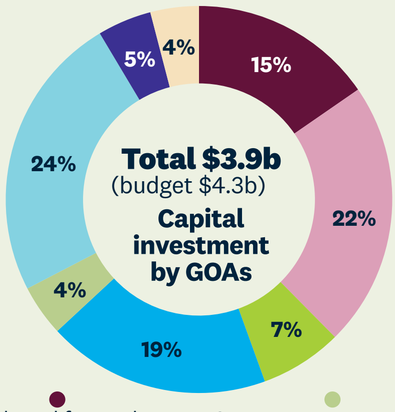
Key metrics

- **81 service performance measures achieved**
- **14 service performance measures substantially achieved** (target has not been met by a slim margin (+/-2%))
- **20 service performance measures not achieved**
- **1 service performance measure not measured**
- **1 no status performance measure**

Groups of activities (GOAs)



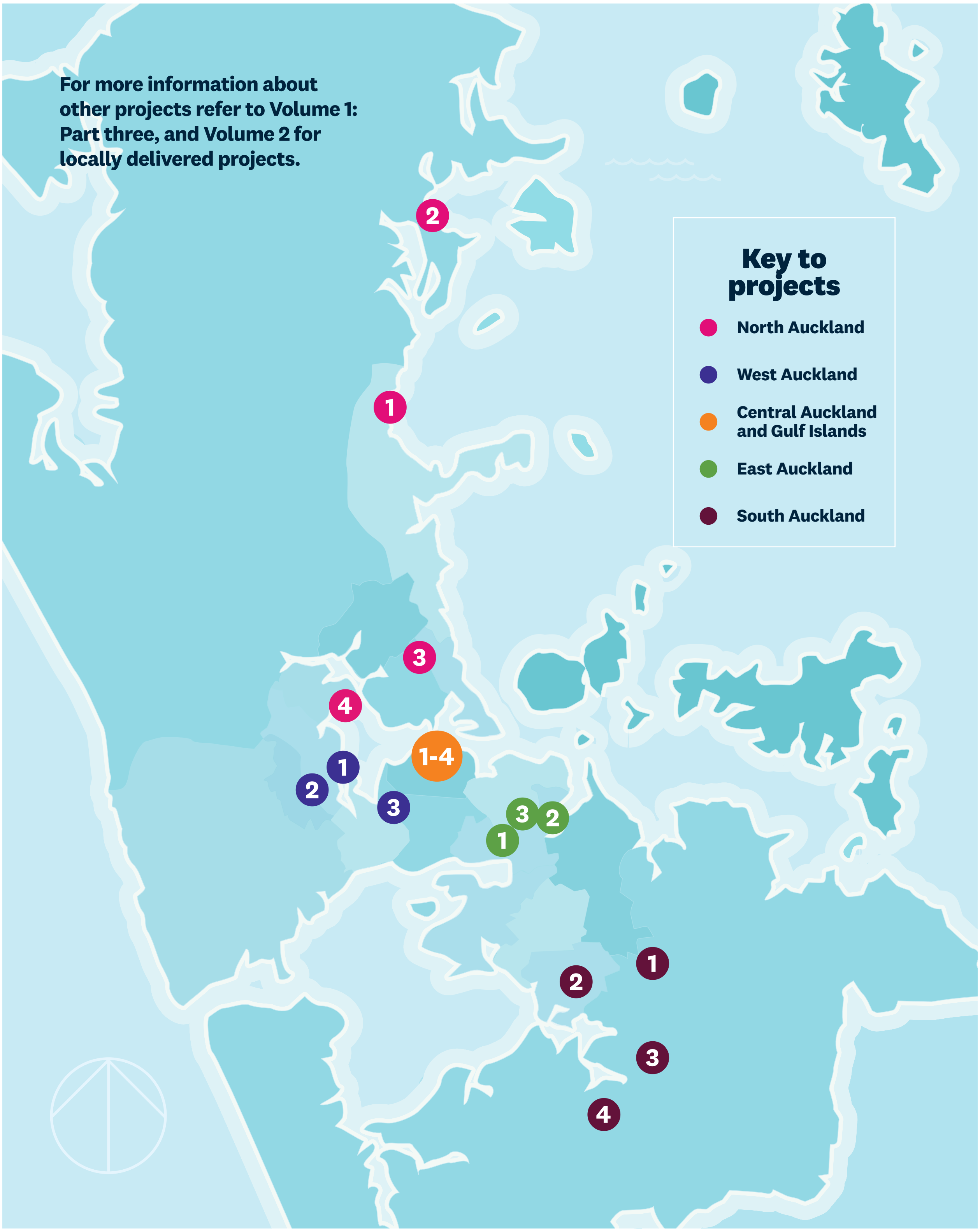
[1] Direct operational expenditure are costs involved in the day-to-day running of the organisation, excluding accounting and finance-related items such as depreciation, interest expenses, and changes in provisions.



- Roads and footpaths
- Public transport and travel demand management
- Water supply
- Wastewater treatment and disposal
- Stormwater management
- Regionally delivered council services
- Local council services
- Council-controlled services

Ngā kaupapa pūrawa matua kua koke i te tau 2024/2025

Our key capital projects progressed in 2024/2025



North Auckland

1. **Northern Seawall, Ōrewa Beach**
   To prevent erosion at the northern end of Orewa Beach – in progress.
2. **Mahurangi community building**
   Comprehensive renewal including library reconfiguration, toilet facilities and seismic strengthening – completed.
3. **Northern Busway**
   Upgrades to Rosedale Bus Station and corridor – in progress.
4. **Te Kori Scott Park, Hobsonville**
   Develop a sustainable sport park – in progress.

West Auckland

1. **Te Whau Pathway**
   Develop boardwalk connections – in progress.
2. **West Wave Aquatic Centre**
   Renew components in the main pool, leisure pool and recreation halls, including heating and ventilation systems, lighting, and changing rooms – in progress.
3. **Te Hono / Avondale Community Centre replacement**
   Development of an integrated library and community centre hub – in progress.

Central Auckland and Gulf Islands

1. **Central Library**
   Comprehensive interior building refurbishment including the renewal of mechanical services, lighting, furniture, fixtures and equipment – in progress.
2. **Leys Institute**
   The restoration, modernisation and seismic upgrading of the Leys Institute buildings, which include the library and community centre – in progress.
3. **Ponsonby Civic Space**
   Staged development of a civic park space at 254 Ponsonby Road, Te Rimutahi – completed.
4. **City Centre programme**
   Delivering on the outcomes of the City Centre Masterplan to create a vibrant, accessible and inclusive city centre that contributes significantly to the Auckland region – in progress.

East Auckland

1. **Eastern Busway**
   Pakūranga to Botany, including the completion of Rā Hihi flyover – in progress.
2. **Jubilee Bridge, Panmure**
   Comprehensive renewal to extend greenways and cycleways and install public art – completed.
3. **Michaels Avenue Reserve**
   Michaels Avenue Reserve Stage two – renewal of carparks and playspace – completed.

South Auckland

1. **Redoubt Road Reservoir**
   Expansion of treated water storage reservoirs to maintain security of supply and cater for growth – in progress.
2. **Nathan Homestead, Manurewa**
   Seismic retrofit and upgrade to community facility and café – in progress.
3. **Ōpaheke Sports Park, Papakura**
   Develop freshwater and wastewater system using the full Bellfield Encumbrance reserves fund - in progress.
4. **Develop neighbourhood parks, Franklin**
   Bremner Road (Drury), Glenbrook, Patumāhoe, Clarks Beach, Ngakaroa Reserve, Ray Fausett Reserve – in progress.

Region wide

Urban regeneration
Revitalising urban areas by improving the physical environment and stimulating the local economy to improve social wellbeing of the communities - in progress.

Land acquisitions for parks and open spaces
Acquiring land for a regional network of parks and open spaces to improve Aucklanders' quality of life, as well as make better use of the parks we already have - in progress.

City Rail Link
Work to transform Auckland's public transport system continues. With the construction work now largely complete, the project is focused on the systems, control, integration, testing and commissioning phases - in progress.

Central Interceptor
Watercare's supersized tunnel will reduce wastewater overflows into central Auckland waterways - in progress.

Ā mātou takohanga tauroa

Our long-term commitments

Māori outcomes

We are committed to delivering long-term value for Māori, grounded in the knowledge that when mana whenua and mataawaka thrive, all of Tāmaki Makaurau can thrive.

This year, we focused on strengthening relationships, listening deeply to Māori partners and acting on what we heard. Through Ngā Mātārae, our Māori Outcomes directorate, and in partnership with iwi and Māori communities, we are progressively realising the vision of a city where Māori can prosper and succeed.

Key progress included:

- the refresh of the Māori outcomes strategy and performance measurement framework
- implementation of our Mana ki te Mana engagement model
- reviewing the way that we invest through the Māori Outcomes Fund.

These efforts are laying stronger foundations for a more inclusive and accountable future for all Aucklanders.

Mana ki te Mana – Strengthened iwi engagement

The Mana ki te Mana model enables engagement across our mana whenua and mataawaka partners, holding iwi-specific Huinga Rangatira to identify priorities and elevate their role in the council's planning and investment. These priorities are now being shared across departments to support responsiveness and alignment, and will form a core part of departmental Achieving Māori Outcomes (AMO) plans.

This new model involved iwi-specific hui across the region, enabling mana whenua to share their priorities with us directly. These priorities are now informing council planning, resourcing, and programme design.

From Kia Ora Tāmaki Makaurau to Tāmaki Ora – A refreshed outcomes strategy and framework

The Kia Ora Tāmaki Makaurau framework was redeveloped to Tāmaki Ora 2025 – 2027: Māori Outcomes Strategy and Performance Measurement Framework (Tāmaki Ora) to introduce a clearer, more measurable structure focused on capacity, participation, delivery and impact. It empowers us to track progress on iwi priorities and supports internal accountability across the group.

This was developed in collaboration with iwi, mataawaka, Māori stakeholders and kaimahi. It was also informed by external and internal reports, including key reports from Houkura Independent Māori Statutory Board (Houkura) of He Waka Kōtuia Te Tiriti o Waitangi Audit 2024 (He Waka Kōtuia) and He Whenua Makaurau Schedule of Issues of Significance 2025 – 2030 (He Whenua Makaurau), as well as Māori submissions. This new framework better aligns with the Long-term Plan 2024–2034 and will drive more consistent delivery and reporting across the Auckland Council Group.

Improving understanding and application of Māori outcomes in the way we work

A continuing challenge is ensuring consistent application of Māori outcomes across such a large and diverse organisation. Different departments are at different stages, with some well advanced in embedding practice and others still developing confidence. To close this gap, we are supporting capability building through workshops, guidance material, and department-specific advice tailored to the needs of teams. Achieving Māori Outcomes (AMO) plans are being introduced to set clear accountabilities and to show how iwi priorities identified through Mana ki te Mana connect to departmental work programmes. At the executive level, we are strengthening leadership commitment and oversight to ensure Māori outcomes are part of everyday decision-making, not an add-on. In parallel, we are embedding Tāmaki Ora into planning cycles, creating consistency in how outcomes are understood and applied. Together, these steps build alignment, reduce fragmentation, and drive meaningful impact for Māori and wider communities.

Targeted investment – Māori Outcomes Fund delivery

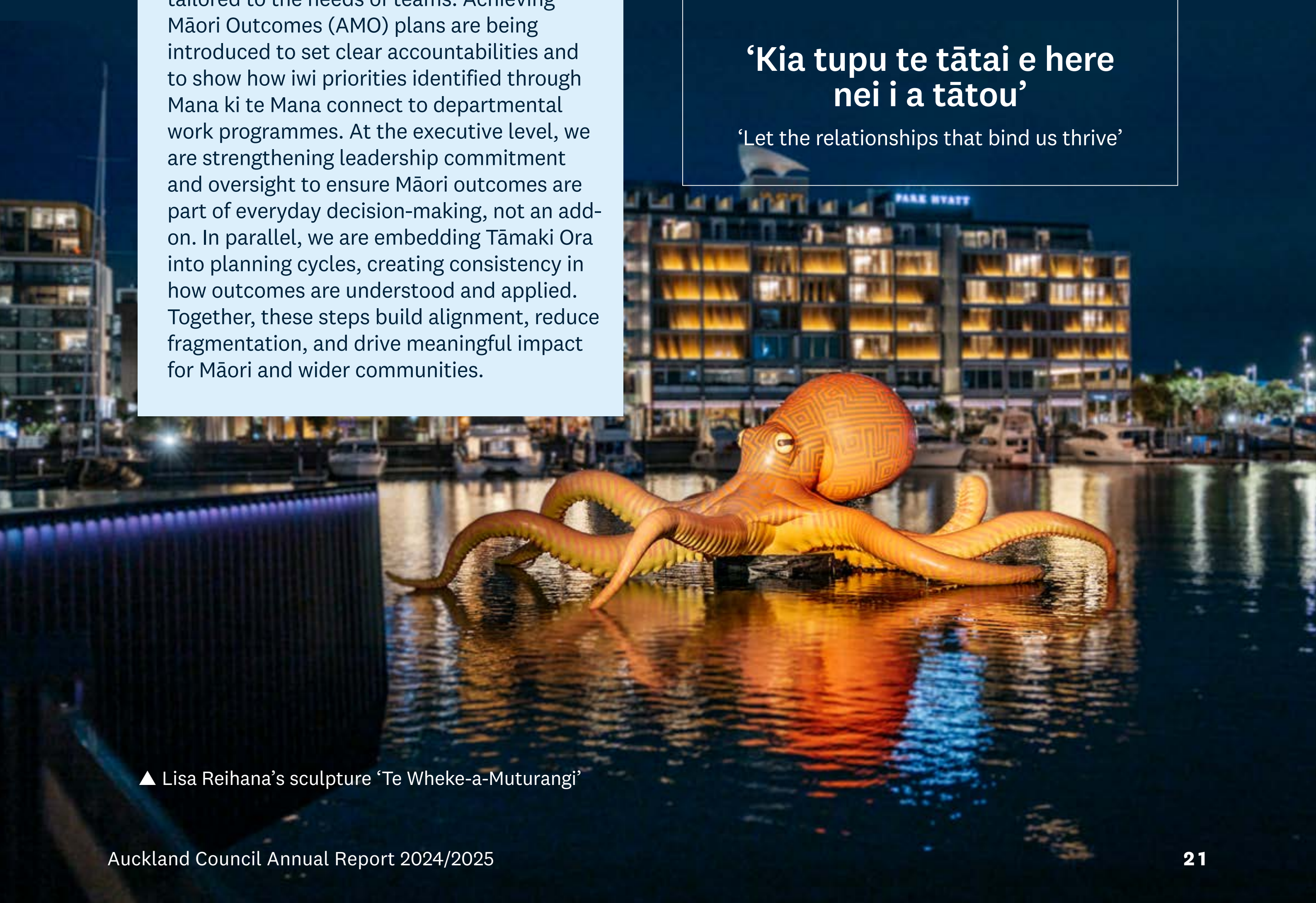
More than 40 initiatives were supported through the Māori Outcomes Fund in 2024/2025, including:

- marae infrastructure and resilience upgrades
- support and procurement for Amotai-registered Māori business
- kaupapa focused on capability uplift, cultural wellbeing and economic development.

Alongside delivery, a comprehensive review of the Fund was undertaken to ensure greater alignment with our communities' needs and the refreshed Tāmaki Ora framework. This review and the resulting changes to the Māori Outcomes Fund will focus on investment for impact, encourage co-funding of initiatives, reinforce accountability, and ensure Māori-led priorities continue to guide decisions and deliver meaningful outcomes for whānau and communities.

'Kia tupu te tātai e here nei i a tātou'

'Let the relationships that bind us thrive'



▲ Lisa Reihana's sculpture 'Te Wheke-a-Muturangi'

Climate change

Climate change is already affecting our region's environment, economy and communities. We are actively responding to these challenges, with a strong commitment to building resilience and reducing emissions.

Our plans and aspirations

The Auckland Council Group is responsible for plans and strategies to support the delivery of the Auckland Plan 2050. One of these plans is Te Tāruke-ā-Tāwhiri: Auckland's Climate Plan – the regional response to climate change. We have ambitious goals, such as:

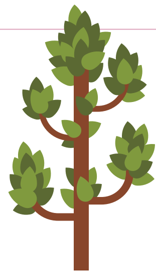
- reducing the region's greenhouse gas emissions by 50 per cent by 2030 and achieving 'net zero' emissions by 2050
- putting plans in place to adapt to the changing climate.

We are delivering a broad range of climate actions, which include:

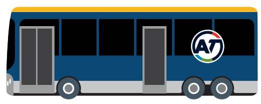
- the Making Space for Water programme, which aims to reduce flood risks and build climate resilience across Auckland
- reducing waste going to landfill
- increasing ngahere (forest)
- supporting Auckland's communities to become more resilient
- reducing our emissions in corporate and regional facilities by installing solar panels and phasing out gas boilers.

Read about the climate related statement in Annual Report Volume 4: Climate Statement 2024/2025.

Key achievements



- Over 45ha of tree planting was completed in 2024, under the 200ha urban ngahere (forest) programme. This includes planting funded by the council and by third parties.
- $372,150 in grants given to 27 community-led climate action projects.
- Completion of solar projects at Mt Smart stadium and nine other community facilities.
- Progressing flood resilience projects in Māngere East and Central, Rānui and Wairau.
- Two new bus routes and 17 bus route service upgraded across the region, including:
    - five in north Auckland
    - three in west Auckland
    - six in central Auckland
    - five in south Auckland.
- Implementing two new public transport schemes to get private vehicles off the road: $50 weekly public transport pass and the Fareshare scheme for organisations to help staff with commuting cost.



Supporting low carbon public transport

We are investing in more low carbon public transport options and future low carbon infrastructure through initiatives like the Climate Action Transport Targeted Rate funding.

Four new frequent bus services are now available in the northwest, Upper Harbour, Beach Haven and the southern isthmus crosstown route. These areas now have low carbon bus services available every 15 minutes on weekdays from 7am to 7pm. Continued investment in electric buses has resulted in more Aucklanders travelling in low-carbon forms of transport. The investment in low-carbon transport options will help reduce regional greenhouse gas emissions and road congestion.

Case study

Alnwick Pond Project cuts carbon and restores habitat

The Alnwick Stormwater Pond in Warkworth plays a vital role in:

- managing stormwater for the surrounding residential areas
- protecting local waterways by treating stormwater
- controlling flows to reduce stream erosion.

Over time, the sediment build-up reduced the pond's capacity, reaching nearly 50 per cent capacity in 2024.

We have started a project to renew the pond to increase its capacity and treat more water. This will improve water management, the natural environment and reduce carbon emissions.

Enhanced biodiversity

This project was originally commissioned to improve water treatment, however it also delivered significant biodiversity benefits. The renewal of the 1340m^2 pond area improved water quality and habitat for aquatic life.

Before works began, over 55 eels and several blackbird nests were successfully relocated. We also improved the fish passage, enabling fish to move freely in and out of the pond.

Other surrounding wildlife also benefited from more than 2,650 native trees planted around the pond's edges.

Reduced CO_2 emissions

We used sustainable design and a nature-based approach to reduce energy intensive construction methods while enhancing long-term resilience. This included using low-carbon concrete pipes, coconut matting and coir logs for soil stabilisation.

Waste minimisation

We also repurposed the dredged sediment on-site, saving around 4,500kg of carbon emissions, and removed over 600t of sediment with:

- more than 400t repurposed as planting material
- 200t used for pond embankments.

We diverted a further 75t of sediment from landfill by distributing it over land with 200t of aggregate from another completed Healthy Waters project in Hōteo.

Contribution to Auckland Council's sustainability goals

Overall, the actions taken to reduce greenhouse gas emissions have directly supported Te Tāruke-ā-Tāwhiri: Auckland's Climate Plan.

Other benefits include contributing to:

- reduced energy intensive construction methods
- improved long-term resilience.
- Auckland's Waste Minimisation Plan by saving waste from going to landfill
- our Urban Ngahere (forest) Strategy by planting 2,650 native plants.

▼ Alnwick Pond Project in progress

3

Te tirohanga whānui ki tā mātou whakahaere mahi

Performance overview

Overview of our performance

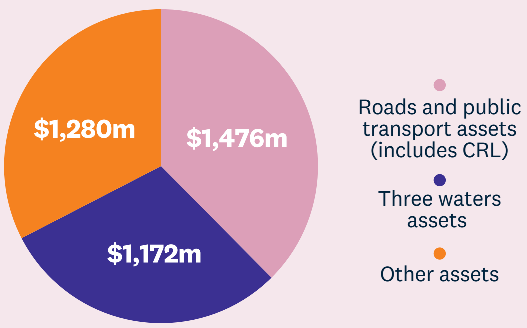
This year we made significant progress to improve the financial and physical resilience of Auckland, while continuing to provide valuable services for Aucklanders. It was an excellent first year of progress in delivering on our ambitious 10-year Long-term Plan 2024-2034 (LTP).

We invested a record $3.9 billion in our capital programmes for the future of Auckland

Our capital investment programme included key infrastructure like the water network and transport assets, with the focus on investment where it is needed most to manage growth.

For more information, read Part two: 2024/2025 key highlights.

91% **of budget ($3.9b of $4.3b)**



Our key areas of investment were:

- $1.5 billion on transport related assets to improve access to public transport, reduce congestion and upgrade key routes. We also advanced the City Rail Link, which is now in its final commissioning phase.
- $1.2 billion on clean water, wastewater and stormwater assets including Watercare's supersized Central Interceptor tunnel that was partially commissioned during the year
- $1.3 billion on other assets such as upgrades to sports facilities, community buildings, park and playgrounds.

The capital investment included repairs and rebuilding related to the weather events of 2023, as well as a programme to buy-out properties where there is intolerable risk to life.

We bought 667 Risk Category 3 properties this year

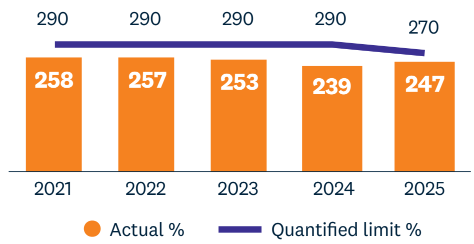
We spent $731 million on property buy-outs for those with an unacceptable risk to human life. This makes Auckland safer and more resilient. Central government contributed 50 per cent of these costs ($356 million) which we recorded as grants and subsidies revenue.

Our debt levels remained stable

We use debt to spread the cost of assets over the generations that will benefit from them, and we took on new debt to help fund our capital projects.

247%

debt to revenue ratio
(239% last year)



Our group net debt of $14.1 billion at 30 June 2025 was $159 million higher than budget. This was due to an increase in the book value of our fully hedged foreign currency debt, largely offset by capital investment that was $0.4 billion below budget. Group debt to revenue ratio (including Watercare) was 247 per cent which is in line with the 250 per cent projected for 2024/2025 and below our limit of 270 per cent.

AA S&P Global

Aa2 Moody's

The council's credit rating from S&P Global Ratings and Moody's Investor Services were reaffirmed at AA and Aa2 respectively, both are on a 'Stable' outlook.

On 1 July 2025, Watercare became financially independent from Auckland Council and now manages its own borrowing. However, the council continues to support Watercare's treasury operations to help ensure a smooth transition and ongoing financial stability (for more information on Watercare see Volume 3, Section F8).

Watercare received its first credit rating, an Aa3 credit rating from Moody's Investor Services.

The ratings agencies noted that while New Zealand's local government sector is under pressure, Auckland Council has maintained a sustainable approach to managing its debt levels. They noted the financial strength of the council included experienced financial management, exceptional liquidity, diverse funding sources and a growing partnership with central government.

Port of Auckland forecast dividend payment to Auckland Council:

$45m

Result
Target $37.5m

Our revenue for the year was

$8b

$95 million higher than budget

We fund our services and parts of our capital investment through various sources of revenue.

This was partly driven by an increase in vested assets[1], including a $230 million asset transfer from New Zealand Transport Agency Waka Kotahi (for the old State Highway 1 between Puhoi and Warkworth).

Building consents and resource consents together with strong results from inspections, licenses and permits also contributed to the revenue result.

This is partially offset by revenue from grants and subsidies such as central government contributions to infrastructure projects. In total this was $1.6 billion, $139 million lower than budget. This was mainly due to the funding constraints as a result of the 2024-2027 National Land Transport Plan and Auckland Transport's lower than budgeted capital delivery.

The percentage of building consent applications processed within 20 statutory working days.

82.5% Result
Target: 100%

We have set up the Auckland Future Fund to support our financial position. The fund provides a valuable additional source of revenue for the council, which will reduce how much the council relies on rates to fund our plans. Read more about this on page 56.

Our operating expenditure was

$6.7b

$533 million higher than budget

We continued to deliver services that our communities rely on and maintain our cultural and leisure facilities.

We have to pay to deliver services for Aucklanders, such as collecting waste and recycling, paying bus service providers, maintaining and keeping our facilities and venues open, supporting community activities and services, and providing administrative support for our activities.

We also ensure compliance for high-risk alcohol and food premises with 100 per cent of D or E grade premises re-visited within 20 or 10 working days, and all high-risk alcohol premises visited within the year.

While our direct operating costs were on budget this year, at $4.1 billion, our overall operating costs exceeded budget by $533 million. This was driven by a combination of increases to provisions ($414 million), higher depreciation[2] ($108 million), and higher finance costs ($29 million). The provision increase was primarily due to a higher number of storm-affected properties that we expect to buy out, a cost we need to recognise this year. The higher depreciation was due to more vested assets received and revaluations of our assets.

The total waste to landfill per year (kg per capita):

673kg

Result

Target: 803kg

1. Vested assets represent the value of assets like parks, roads and other infrastructure we receive from third parties.
2. Depreciation is a non-cash expense that represents the cost of replacement and renewal of assets over time. When applied to intangible assets, such as information technology programs, it is known as amortisation.

Looking ahead

We delivered well on the first year of our LTP and set a strong foundation for the future. We remain committed to deliver for and with Māori and to support Aucklanders to prepare for the impacts of climate change. We're focused on becoming a more efficient council that delivers value for money for Aucklanders and we're investing to support a growing city—one that's better prepared for the impacts of climate change and is built to thrive for generations to come.

Te pūtea mō te urupare āwhā
Storm Response Fund

Since the Storm Response Fund was approved in June 2023, we've made its activities part of our everyday work to deliver the supported programmes.

The Storm Response Fund was outlined in the 2023/2024 Annual Budget as $20 million dollars of operational expenditure for "proactive and reactive responses so we are better prepared for future storm events".

We delivered $17.4 million across the four funding packages in 2024/2025 to support resilience, which was $4.3 million more than the previous year. The remainder is accumulated to ensure we have funding to respond to and prepare for future events.

Highlights for the year

Package 1

Proactive maintenance and monitoring of our stormwater, road and parks assets to monitor more at risk locations

($4 million)

Completed 52,636 catchpit inspections (nearly 9,000 more than the previous year).

Completed over 5,700 educational visits to high-risk properties to identify and resolve compliance issues (more than twice than the previous year), resulting in 1,000 identified breaches of stormwater legislation.

Package 2

Strengthening Auckland Emergency Management (AEM)

($6.9 million)

Purchased resources and storage for rapid deployment at Civil Defence Centres (clothing, bedding, inflatable beds, and essential household items).

Improving hazard data through a drone-pilot for flood warning systems.

Identified 63 community hubs and marae in Auckland Emergency Management Local Board emergency plans, for future response and recovery capacity.

Package 3

Provide people with better and targeted information

($5.2 million)

Delivered high resolution climate projections to inform infrastructure planning and co-funded study about implications of Cyclone Gabrielle on Auckland.

Boosted community understanding of climate change and risk through:

- developing a readiness campaign with Auckland Emergency Management
- 44 community and youth-led projects
- Climate Ready neighbourhoods in West Auckland (more than 40 groups).

Package 4

Improved capital works coordination and land use planning

($1.3 million)

Completed region-wide assessment of satellite images before and after the Cyclone Gabrielle to identify what influences resilience, and to inform land-related decisions and policy development.

Commenced Tāmaki Makaurau Climate Change Risk and Impact Assessment.

He kupu whakataki mō ngā tōpūtanga mahi

Performance by Groups of activities

We continued to invest in infrastructure and provide core services for Aucklanders, while building a stronger and more resilient region.

We will outline key activities and projects, and report against our performance measure targets. This year, our focus is on key 'material' projects and not the detailed smaller projects. Each group of activity includes their statements of service provision. The funding impact statements are contained in Volume 3.

This is the first year of the new Long-term Plan 2024-2034 (LTP) performance measures. Our overall performance shows:

81 per cent of our service performance measures were achieved or substantially achieved (95 of 117)

69 per cent of our service performance measures were achieved (81 of 117)

Sixteen out of 22 activities[1] achieved over half of their targets. Six activities achieved 100 per cent of their targets.

12 per cent of service performance measures were substantially achieved (14 of 117)

Ten activities had measures that substantially achieved their target. Regulatory services, Roads and footpaths and Local community services activities had the highest number of these, with three and two, respectively.

17 per cent of service performance measures were not achieved (20 of 117)

Thirteen activities had measures that did not achieve their target. These were primarily focused on Regulatory services, which did not achieve 50 per cent of their targets (four of which have a statutory 100 per cent target).

While not achieving their 100 per cent target, two of these measures achieved their highest results since 2019/2020. A third achieved a result of 96.4 per cent, just missing the target of 100 per cent. Additionally, nine of the 14 measures within Regulatory services have improved on their previous year's results.

1 per cent of service performance measures were not measured (one of 117)

This measure is within the Stormwater management group of activity.

Group of activity	Achieved	Substantially achieved	Not achieved
Roads and footpaths	6	2	1
Public transport and travel demand management	7	1	1
Water supply	16	1	1
Wastewater treatment and disposal	5	0	1
Stormwater management	5	0	1
Regionally delivered council services	24	8	12
Local council services	10	2	2
Council controlled services	8	0	1
TOTAL (117)[2]	**81**	**14**	**20**

Key

● **Achieved**
Target has been met or exceeded

● **Substantially achieved**
Target has not been met by a slim margin (+/-2%)

● **Not achieved**
Target not achieved

● **Not measured**

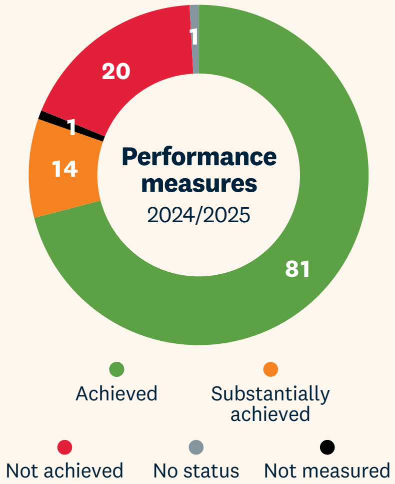
● **No status**

▲▼ Result favourable compared to prior year

▲▼ Result unfavourable compared to prior year

1. This includes Third party amenities and grants activity, which has no performance measures.
2. This total includes one measure which has the status of 'Not measured', and one measure that does not have a status.

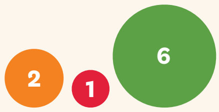
Summary and highlighted performance measures by Group of Activity



Roads and footpaths

Percentage of the sealed local road network that is resurfaced (page 32)

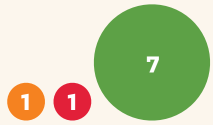
Result 2024/2025: 6.8%
Target 2024/2025: 6.5%
Result 2023/2024: 6.1%



Public transport and travel demand management

Total public transport boardings (millions) (page 36)

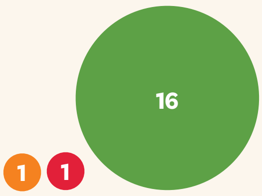
Result 2024/2025: 88.8M
Target 2024/2025: 95.9M
Result 2023/2024: 86.8M



Water supply

Median response time for resolution of urgent call-outs: from the time that the local authority receives notification to the time that service personnel confirm resolution of the fault or interruption (hours) (page 40)

Result 2024/2025: 3.1 hours
Target 2024/2025: ≤ 5 hours
Result 2023/2024: 3.9 hours



Wastewater treatment and disposal

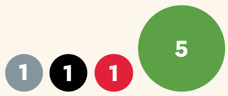
Attendance at sewerage overflows resulting from blockages or other faults: median response time for attendance – from the time that the territorial authority receives notification to the time that service personnel reach the site (minutes) (page 45)

Result 2024/2025: 77 mins
Target 2024/2025: ≤ 75 mins
Result 2023/2024: 84 mins

Stormwater management

The number of flooding events that occur and the associated number of habitable floors affected per 1000 properties connected to Auckland Council's stormwater network (page 51)

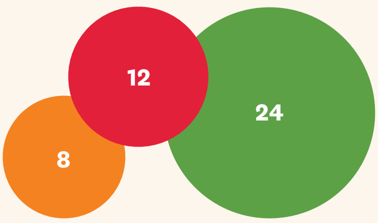
Result 2024/2025: ≥ 1 per 1000 properties
Target 2024/2025: < 1 per 1000 properties
Result 2023/2024: < 1 per 1000 properties



Regionally delivered council services

Percentage of high-risk consents monitored (page 84)[1]

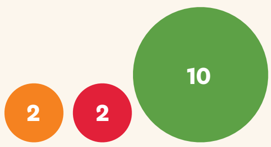
Result 2024/2025: 34%
Target 2024/2025: 40%
Result 2023/2024: 32.7%



Local council services

The customers' Net Promoter Score for Pools and Leisure Centres (page 90)

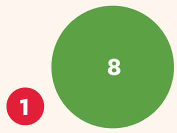
Result 2024/2025: 29
Target 2024/2025: 37
Result 2023/2024: 23



Council-controlled services

The contribution to regional GDP from major events and business events attracted or supported (page 105)

Result 2024/2025: $89.3M
Target 2024/2025: $61M
Result 2023/2024: $142.8M



For more information about these highlighted measures were chosen, refer to the Service performance judgements and assumptions section on pages 122 to 123.

1. A modified audit opinion was issued on the statement of service performance with respect to this performance measure. For details on this please refer to page 82.

Ngā huarahi me ngā ara hīkoi

Roads and footpaths

Auckland Transport (AT) is a council-controlled organisation that works to continuously improve, invest in and manage the transport system so Aucklanders can travel to the places they want, safely and reliably, in a way that meets their needs.

The transport infrastructure we manage and maintain includes assets like roads, streets and footpaths. We aim to provide a well-performing network to support Auckland's growth and resilience, and respond to its challenges, including:

- recovery from the 2023 weather events
- managing congestion
- reducing emissions
- improving safety, cycling and travel times – especially for public transport.

Delivering projects to optimise traffic flow at peak times

Changing how roads are used at different times of the day is key to moving more people in the existing network. One priority is creating more bus and transit lanes which provide less congested routes for vehicles that carry more people. We are also using dynamic lanes to adjust lane directions to keep roads clear for the majority of traffic on key routes at peak times.

This year, 5kms of new vehicle lanes were constructed for buses, goods vehicles and vehicles with two or more occupants. Examples of dynamic lanes are:

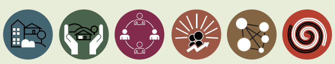
- a trial dynamic bus lane on the Main Highway in Ellerslie
- dynamic bus lane and corridor improvements on Maioro Street.

These lanes went live in August 2025.

'Ko ngā Tapuae me ngā Takutai o Tāmaki.'

'The sacred pathways and waterways of Tāmaki (Traversed by the Ancients).'

RELATED AUCKLAND PLAN OUTCOMES



Improved traffic flow and reduced waiting time for public transport was supported by:

- 45 new key intersections fitted with 'bus booster' technology
- 20 new intersections fitted with 'advanced detection' camera technology.

Our investment

CAPEX	OPEX
$605m	$205m

Summary of performance measures

Highlighted performance measures:

▲ Percentage of the sealed local road network that is resurfaced (page 32)

▼ The change from the previous financial year in the number of fatalities and serious injury crashes on the local road network, expressed as a number (page 32)

Not achieved	Substantially achieved	Achieved
1	2	6

The number of measures has decreased from 11 to nine through the Long-term Plan 2024-2034. Some measures have moved to Public transport and travel demand management.
For more information on how these highlighted measures were chosen please refer to the Service performance judgements and assumptions section on pages 122 to 123.

Repaired 91 per cent of flood-damaged sites

We expect to complete works on the Flood Recovery Programme in June 2026 which is sooner than planned. This year, 176 sites were completed, bringing the total to 734 slips repaired from the damage of severe weather events in 2023.

Level crossing removals

There are 42 level crossings in Auckland that need to be removed and we are working with the government to enable this over the next 10 to 30 years.

Two level crossings were closed at Homai Station and replaced with an accessible ramp to provide safer access. Engagement on three station access bridges to replace pedestrian level crossings was completed for Glen Innes, Takaanini and Te Mahia Stations with construction to follow in December 2025.

Expanding bike hubs and cycleways across communities

Bike Hubs in communities make it easier and cheaper for people to fix and maintain their bikes. AT opened four new bike hubs in Grey Lynn, Manukau, Forrest Hill and Manurewa, bringing the total to 12 bike hubs across the network. Cycleway infrastructure includes 12.1kms of new cycle paths in the past year, including the opening of Pt Chevalier to Westmere, and sections of Glen Innes links.

Asset renewals, resilience and adaptation

We continued to improve the way we maintain and upgrade the city's transport infrastructure including roads, berms, footpaths, road signs and traffic lights to achieve more with limited funding.
During the year, 49kms of new road was constructed and 438kms of road was resurfaced or rehabilitated across the region (over 400kms in the previous year). This represents 6.8 per cent of the local road network, above the Long-term Plan 2024-2034 target of 6.5 per cent.

Road safety programme

This programme delivered 36 infrastructure projects this year, aimed at preventing serious injuries or deaths on our roads. This included:

- improved signage, surface treatments, road markings and lighting at 19 locations
- 34 school safety projects completed, with an additional eight to be delivered

- signalised crossings, pedestrian refuge islands and raised pedestrian crossings installed at 10 locations
- ongoing road safety behaviour change initiatives delivered in partnership with NZ Police.

Things we are keeping an eye on

Our activities can have negative impacts on the social, economic, environmental and cultural wellbeing of communities, such as:

- injuries and accidents on the roads
- faster wear and tear due to climate change
- carbon emissions
- run-off sediments
- traffic disruptions.

We work to minimise these impacts.

Other key projects and milestones

- Local board priority: 42 projects completed from July 2024 to end of June 2025 as part of the three-year programme (third year of the Local Board Transport Capital Fund).
- The new 94-metre Milldale Bridge over State Highway 1 was opened. The bridge connects Milldale to surrounding communities, providing easy access to local amenities and supporting growth in the area.
- The Regional Land Transport Plan 2024-2034 was endorsed in July 2024. It outlines the funding requirements and priorities for the next three years.

Contributing to Māori outcomes

- Te Kia Ora Marae: a new carpark was completed through close collaboration with the marae, improving access and parking facilities.
- Manurewa Marae Wānanga (learning forums): a series of community-led learning delivered, including engagement programmes about Learners, Restricted and Full Licensing, and other road safety programmes, grounded in Māori tikanga and kaupapa.
- Te Whakatuwheratanga o Te Kia Ora Marae (Marae Opening) was supported by AT's guidance to facilitate the safe movement of whānau through the carparks and between event locations.
- 2.96 per cent of AT's total procurement spend was with Māori-owned business.

Roads and footpaths performance measures

KEY Achieved | Substantially achieved | Not achieved | Not measured

Provide safe local roads, footpaths and cycle ways for pedestrians, cyclists, public transport users and drivers

Deaths and serious injuries on the road network[1]

Between 1 July 2024 and 30 June 2025 there were 611 Deaths and Serious Injuries (DSIs) on the Auckland road network. The number is provisional as traffic crash reports can take up to three months to investigate and enter into the Crash Analysis System (CAS).
538 of these DSIs were on the roads AT is responsible for. These do not include state highways.

Achieved	Target	Result
2025	**No more than 630**	**611**
2024	New measure	594

The change from the previous financial year in the number of fatalities and serious injury crashes on the local road network, expressed as a number[2]

Our result for this performance measure has reduced by 59, compared to a target reduction of nine. As we continue to deliver safety improvements with our partners to drive downward pressure on DSI, we expect there to be upward pressure from external factors such as increased total travel on the network (measured in vehicle kilometres travelled) as well as normal statistical variation (which can be around 5-10 per cent) which may impact our ability to meet the target.

Achieved	Target	Result
2025	**Reduced by 9**	**January 2024-December 2024: 495[3]**
2024	Not applicable[4]	January 2023-December 2023: 554[3]

The average quality of ride on a sealed local road network, measured by smooth travel exposure[5]

Substantially achieved	Target	Result
2025	**83%**	**82%**
2024	Not applicable[4]	83%

Road maintenance standards (ride quality) as measured by smooth travel exposure (STE) for all sealed rural roads[5]

Rural road conditions were affected by heavy rainfall and other weather factors during 2024/2025. Further work on resurfacing and rehabilitation is needed to reach the target.

Substantially achieved	Target	Result
2025	**92%**	**91%**
2024	88%	84%

Road maintenance standards (ride quality) as measured by smooth travel exposure (STE) for all sealed urban roads[5]

Achieved	Target	Result
2025	**81%**	**81%**
2024	78%	83%

Percentage of the sealed local road network that is resurfaced

AT completed 3,806,711m² of road resurfacing and restoration in 2024/2025. This is 6.8 per cent of the 56,292,128m² total sealed road network area.
This work includes:

- 10.6km of pavement restoration
- 99.9km of asphalt resurfacing
- 327.3km of chip sealing.

This is the largest resurfacing programme completed since the 2016/2017 financial year.

Achieved	Target	Result
2025	**6.50%**	**6.8%**
2024	7.0%	6.1%

The percentage of footpaths within Auckland that fall within the level of service or service standard for the condition of footpaths that is set out in AT's Asset Management Plan (AMP)[6]

Achieved	Target	Result
2025	**95.0%**	**96%**
2024	95.0%	96%

Proportion of road assets in acceptable condition[7]

	Target	Result
2025	**95%**	**76%**
2024	92.0%	76.4%

Classification criteria for acceptable road conditions have been revised. Previously, roads were considered acceptable as long as they were not classified as being in 'very poor' condition, and 'poor' was considered acceptable. This has changed to both 'very poor' and 'poor' not being considered acceptable. This new classification applies to both the current and prior year result, however it was not noted in the prior year Annual Report. The current year result shows that 76 per cent of sealed roads are in acceptable condition, compared the prior year result of 76.4 per cent which shows that there has been some deterioration of the road network overall.

With the increase in funding levels in the 2024 Regional Land Transport Plan (RLTP 2024-2034), AT aims to improve and broaden the prioritisation process for road maintenance. This includes a more proactive approach to starting actions in line with available funding. In addition, the condition of Auckland's roads is now assessed nationally under NZ Transport Agency Waka Kotahi's (NZTA) 'consistent condition data collection' programme. NZTA provides updated road condition data to AT every year for arterial (major) roads which make up 20 per cent of the network, and every two to three years for all other roads which make up 80 per cent of the network.

Percentage of customer service requests relating to roads and footpaths which receive a response within specific timeframes[8]

	Target	Result
2025	**85%**	**91%**
2024	85.0%	88.0%

1. This measure covers all public roads including state highways and motorways.
2. The local road network falls under Auckland Transport's jurisdiction and includes all public roads excluding motorways and state highways.
3. Auckland Transport revised their reporting for this measure in 2023/2024, to report against results from the financial year, rather than the preceding calendar year. If this result was reported on a financial year basis (July 2024 to June 2025), the result would have been 538. We continue to report against a calendar year target as set in our LTP 2024-2034. The result for the previous financial year (July 2023 to June 2024) was 522.
4. These measures were presented without targets in the Long-term Plan 2021-2031, for the Long-term Plan 2024-2034 targets have been added.
5. Smooth Travel Exposure (STE) is a customer outcome measure indicating 'ride quality'. It is a standard NZTA measure and is an indication of the percentage of vehicle kilometres travelled on a road network with roughness below a defined upper threshold level. The threshold varies depending on the traffic volume band and urban/rural environment of the road. A higher percentage means more roads offer a smooth ride, calculated using standard industry methods. The result for this measure is based on data from traffic counts and roughness surveys.
6. As defined in Auckland Transport's asset management plans. They can be found at this website: https://at.govt.nz/about-us/transport-plans-strategies/asset-management-plan.
7. Roads identified as being in 'very poor' condition were automatically prioritised for repairs in the year they were assessed as such. This approach was initially developed in response to historically lower funding levels, which did not allow for the repair of all roads in poor and very poor condition.
8. Specified time frames: one hour for emergencies, two days for high priority incident investigations, and three days for normal priority incident investigations. Of the high priority incidents, 11 per cent had a stricter response requirement of four hours (safety-related faults) and 52 per cent had a reduced response timeframe of one day (Pothole Promise: high-volume roads), resulting in an overall reduced response rate. A response commences from the time that the contractor is notified and stopped when the fault is made safe and/or repaired. Customer service request volumes reflect all individual submissions, including multiple entries associated with a single fault.

Ngā tikanga kawe pāhihi/
ngā tikanga aro hāereere

Public transport and travel demand management

Auckland Transport (AT) manages, maintains and develops the public transport network in Auckland.

This includes:

- the public transport rail network (rail track is owned and maintained by KiwiRail)
- bus services
- ferry services
- projects to support the City Rail Link (CRL).

AT aims to make travelling around Auckland more efficient, convenient and sustainable.

We have continued to invest in improving the customer experience and support growth, while aiming to reduce carbon emissions from our bus, train and ferry services.

We now have 42 frequent bus routes operating across the region, with 750,000 customers within a 10-minute walking distance.

The recently introduced new North West bus network, including the Western Express, exceeded expectations and delivered more than 5 million passenger trips in its first year in November 2024. It was expected to reach 3.5 million trips at this time.

The CRL project is in its final testing and commissioning phase with tunnel test runs underway since February 2025

Preparations are underway for the CRL opening in 2026, including new electric trains to enable more frequent services. We are expanding our train fleet with 23 new three-car electric trains, bringing the total to 95 units, to meet increasing demand and provide Aucklanders with more frequent rail services with more capacity. This will mean more trains, more often – making it easier for people to travel.

‘Ko ngā waka eke noa hou o Tāmaki-tua-tini.’

‘The modern modes of conveyance of Tāmaki’s multitudes.’

RELATED AUCKLAND PLAN OUTCOMES

Improved train commute from Pukekohe to the city centre

In February 2025, after more than two years, the electrification of the line between Papakura and Pukekohe was completed. This provides a quieter journey from Pukekohe to the central city, without the need to transfer at Papakura.

Our investment

CAPEX	OPEX
$871m	$1,172m

Capex includes $218m investment in CRLL

Summary of performance measures

Highlighted performance measures:

- ▲ Total public transport boardings (millions) (page 36)
- ▲ The percentage of the total public transport cost recovered through fares (page 36[1])
- ▲ Number of cycle movements past 26 selected count sites (page 37)

NOT ACHIEVED		ACHIEVED
1	1	7
Not achieved	Substantially achieved	Achieved

The number of measures has increased from five to nine through the Long-term Plan 2024-2034. Some measures have moved from Roads and footpaths, and a measure has been added for public transport punctuality.
For more information on how these highlighted measures were chosen please refer to the Service performance judgements and assumptions section on pages 122 to 123.

[1]This measure should be ‘public transport operating cost recovered through fares’ refer to Volume 1, pages 36-37.

New ways to pay makes public transport more convenient

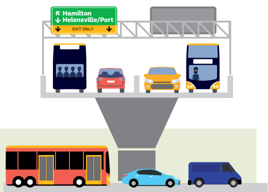
We made it easier for people to travel on public transport using 'contactless payments'. This allows users to tag-on and tag-off AT buses, trains and ferries using credit cards, contactless debit cards or digital cards on smart devices (phones and accessories), in addition to their AT HOP-cards. Since its launch in November 2024, almost 5 million trips were made this year using contactless payments.

Ensuring safety for bus drivers

Public transport safety continues to be a priority. We installed 238 bus driver safety screens by the end of June 2025, with plans to upgrade 80 per cent of the fleet with screens by the end of June 2026.

Eastern Busway's flyover Rā Hihi (Sun's rays)

The Eastern Busway is an important piece of the rapid transit network to give Aucklanders quicker, easier and direct public transport choices. Construction is underway to extend the corridor from Pakūranga to Botany, with the new flyover nearing completion.



Eastern Busway flyover

- Project start March 2024
- Rā Hihi to open in October 2025
- Project completion expected in 2027

Construction for the Rā Hihi flyover began in March 2024. It now spans Tī Rākau Drive at the busy SouthEastern Highway intersection, with the bridge deck fully constructed and all 136 concrete beams installed. Once complete, Rā Hihi will carry cars, freight and buses and is expected to potentially halve congestion in the area and improve travel times.

Auckland's first fully electric ferry started water testing in June 2025

Auckland's current ferry fleet is ageing, with more than half of its vessels set to reach their 'end-of-life' within the next decade.

Electric ferries offer a cleaner, quieter and more reliable alternative to old diesel-powered vessels, thanks to their lightweight carbon-fibre composite structure, which are made to last for over 30 years.

This is one of the projects partly funded by the Climate Action Transport Targeted Rate (CATTR) programme which provides access to efficient, low-carbon public transport and focusses on safe, well-connected walking and cycling options. This year, 44 new zero-emission buses were added to the fleet, with 225 now operating in Auckland.

Case study

More travel choices

Great public transport gives Aucklanders more travel choices and new initiatives transform how people move around our city.

In July 2024, we introduced the seven-day $50-fare cap. This means no matter how often a customer travels on Auckland's buses, trains or inner harbour ferries in a given week, they will not pay more than $50 if they tag on and off with their AT HOP card.

More than 60,000 customers benefited from this scheme to date.

"It's made it easier to budget because I can now be confident I won't spend more than $50 a week on public transport. Once I've hit the cap, any extra travel I do in that week is essentially free," says Liam, one of our customers.

The fare cap makes it easy for public transport users to budget and it rewards those who travel frequently.

Things we are keeping an eye on

Our activities can have negative impacts on the social, economic, environmental and cultural wellbeing of communities, such as:

- reduce the need for light vehicle trips
- disruptions from works
- hazards in work areas.

We work to minimise these impacts.

Other key projects and milestones

- Expansion of the 'Fareshare' scheme, options for employers to cover part of their employees' public transport costs, a benefit that is exempt from fringe benefit tax.
- AT worked with KiwiRail to minimise disruptions from planned rail closures providing buses to replace impacted train services.
- AT provides and manages 25 Park and Ride facilities at public transport interchanges along the rapid and frequent transit network and some ferry terminals.
- Eke Pahikara – Henderson: delivered a community bike activation, weaving together Māori mātauranga and safer rider practices through a Te Ao Māori lens, utilising Te Reo Māori, in partnership with Ae Ka Taea e Koe.

Public transport and travel demand management performance measures

KEY Achieved · Substantially achieved · Not achieved · Not measured

Provide public transport services and travel demand management

Total public transport boardings (millions)[1]

Not achieved

	Target	Result
2025	**95.9m**	**88.8m**
2024	107m	86.8m

After strong growth in the first half of the year, passenger numbers plateaued in the second half of the year. The main factors limiting growth in passenger numbers are:
- ongoing hybrid working
- loss of confidence in the rail network due to the KiwiRail Network Renewal programme.

Despite more unique customers using public transport (approximately 600,000 users each month, compared to around 420,000 before COVID-19), people are travelling less. Train travel still has the lowest recovery rate of all modes of transport at around two-thirds of its 2019 level, while bus and ferry passenger numbers are closer to their 2019 levels. Also, rail line closures in 2024 reduced passenger numbers by an estimated 580,000.
We updated our passenger number forecasting model for 2025/2026 because the original projection was no longer relevant. The original projection:
- assumed a higher starting base with full recovery from COVID-19
- made no allowance for hybrid working
- assumed a fully available rail network.

The percentage of services that start according to schedule[2]

Substantially achieved

	Target	Result
2025	**98%**	**96.2%**
2024	New measure	94%

Although reliability is slightly below target, this year's result is considerably higher than the previous year, which was still impacted by the bus driver shortage.
Additional KiwiRail renewal and maintenance works led to an improvement in rail track infrastructure performance, which improved rail reliability this period.
Ferry reliability was disrupted by cruise ships, but management through the season led to limited planned cancellations and reinstating services where possible if cruise ships arrived earlier.

The percentage of public transport trips that are punctual[3]

Achieved

	Target	Result
2025	**88%**	**90%**
2024	96%	88%

This measure was revised in 2023/2024 to calculate punctuality at both first and last stop (previously only first stop and excluded cancelled services which are included in the measure above). This measure also no longer includes cancelled services as they are included in the measure above. The result for the previous year based on this revised methodology was 88 per cent, which improved to 90 per cent in 2024/2025. AT closely monitored and managed performance throughout the year, in addition to the delivery of service changes to address issues.

The percentage of passengers satisfied with public transport services[4]

Achieved

	Target	Result
2025	**85%**	**92%**
2024	85-87%	90%

Our latest on-board satisfaction result of 92 per cent of passengers satisfied with their latest trip reflects a steady increase in contributing metrics: 'Satisfaction with service reliability' and 'Satisfaction with the Public Transport System".
Service reliability satisfaction has continued to improve, up to 84 per cent in the final quarter of the year - the highest levels since 2017, and an increase of almost 10 per cent since June 2023. Overall public transport system satisfaction has similarly increased since a low-point of 70 per cent in June 2023, now up to 78 per cent.

The percentage of the total public transport cost recovered through fares[5]

Achieved

	Target	Result
2025	**30%**	**33.5%**
2024	36-41%	31%

Even though fewer people than expected used public transport in 2024/2025, we still achieved our target because of:
- lower operating costs
- annual fare increase in February 2025
- targeted recovery actions like addressing fare evasion and reviewing underused bus routes.

Average AM peak period lane productivity across 32 monitored arterial routes[6]

By June 2025, the rolling 12-month average of AM peak arterial road productivity decreased from 29,244 in April to 29,131 by June 2025. This decrease was mostly due to:
- lower travel demand during the multiple public holidays in April and June
- higher network congestion levels on non-holiday weekdays compared to the same period last year.

Despite seasonal fluctuations, productivity remained above the annual target.

	Target	Result
2025	**28,000**	**29,131**
2024	34,000	29,051

Proportion of level 1A and 1B freight network operating at Level of Service C or better during the inter-peak[7]

The rolling 12-month average of freight network level of uncongested network remained steady at 86 per cent, consistently exceeding the set target throughout the past quarter. May, being one of the busiest months of the year, reliably met the target, while April and June exceeded it. The sustained performance above target indicates continued efficiency in freight movement across the network.

	Target	Result
2025	**85%**	**86%**
2024	90%	86%

Number of cycle movements past 26 selected count sites[8]

12.1km of cycle infrastructure was completed in the past year, including the opening of Pt Chevalier to Westmere, and sections of Glen Innes links. There is also ongoing investment within communities to help support cycling growth (such as adult cycle skills, Bike Hubs, Bike to Sports activities).

	Target	Result
2025	**3.45m**	**3.5m**
2024	4.047m	3.35m

Operational greenhouse gas emissions, including public transport (baseline 2021/2022)[9]

In 2024/2025 operational emissions increased by 8 per cent to 100,511 tCO_2e compared to the 2021/2022 baseline of 93,117 tCO_2e, attributable to the rebound in public transport. This was an increase of 1 per cent less than 2023/2024, largely driven by the electrification of public transport.

	Target	Result
2025	**10% increase**	**8% increase**
2024	New measure	9% increase

1. Through the LTP, the target for this performance measure has been reduced. People are travelling less so our forecasting numbers for this year and the coming year have been updated.
2. The purpose of this measure is to formalise the capture of cancelled services reporting, and to assist the measure below with this measure focusing on first stop and the below focusing on both first and last stop. Reliability (start according to schedule): Reliability is defined as a percentage of reliable operated services out of all scheduled services. A reliably operated service is defined as a scheduled service that operated by the intended mode and departed the first stop within -0:59 min and +9:59 min of the scheduled start time. A service that was not operated will not have an actual departure time and will count as an unreliable service. Both are calculated as a 12-month average, weighted by mode (number of services by bus, train, and ferry).
3. Through the LTP, the target for this measure has been reduced compared to the previous year. This measure has been revised to include both first and last stop, so the target has been lowered for the current year. Punctuality is defined as a percentage of punctual operated services out of all operated services, and weighted by patronage. A punctual operated service is defined as a scheduled service that operated by the intended mode, and both (1) departed the first stop within -0:59 min and +4:59 min of the scheduled start time and (2) arrived at the last stop no later than +4:59 min of the scheduled arrival time. The final result is a 12-month average, weighted by patronage.
4. The AT Satisfaction Survey is an in-person physical survey. This is a demographically represented survey across all three modes of public transport. The sample size is 12,555 in total (7,383 for bus, 3,051 for ferries, and 2,121 for trains). The survey has a collective margin of error of +/-0.9%.
5. The intended wording for this measure is “The percentage of the total public transport operating cost recovered through fares”. It has been incorrectly noted in the Long-term Plan 2024-2034. Farebox recovery measures the contribution passenger fares make to the operating cost of providing public transport services. The measure calculates farebox recovery in accordance with NZ Transport Agency guidelines.
6. Road productivity is a measure of the efficiency of the road in moving people during the AM peak hour (7:30am – 8:30am) and is measured in people-km/hour/lane. It is measured as the product of number of motorised vehicles (cars, buses, and trucks), their average journey speed and average vehicular occupancy per lane in one hour. It is measured across 32 defined arterial routes (refer to LTP 2024-2034 Volume 2, page 231 for the full list of routes). Traffic volume data is source from SCATS (Sydney Coordinated Adaptive Traffic System) loop detectors with vehicle occupancy based on historical averages for individual monitored routes.
7. The monitored freight network is the Future Connect Strategic Freight Network Levels 1A and 1B within the urban area. Level of Service is measured by median speed as a % of the posted speed limit. LoS C or better = >50%. Inter-peak is defined as 9am – 4pm.
8. Auckland Transport uses the specific sites to monitor cycle movements: The full list of sites can be found in the Long-term Plan 2024-2034, Volume 2, Page 231. Note: some trips may be counted more than once across the cycle network. Micromobility devices are not captured at our count sites.
9. To read about this note, please refer to Additional information, ‘Notes from the Public transport and travel demand management group of activity’ on pages 119 to 120.

Ngā putunga wai

Water supply

Watercare Services Limited (Watercare) is New Zealand's largest water utility. It supplies safe, reliable and efficient water services to Auckland homes, businesses and communities.

We collect, treat and distribute water from 29 water sources, including the Waikato and Hōteo Rivers, 15 underground aquifers and 12 dams. We operate:

- 20 water treatment plants
- 100 service reservoirs
- 87 pump stations
- over 9,830km of water pipes.

More than 60 per cent of Auckland's drinking water comes from dams in the Hūnua and Waitākere Ranges.

Increasing water network capacity for growing communities

We installed two new bulk water supply points on Pukekohe East Road and two new watermains at Glenbrook. More water will be distributed through the network and support current communities and future growth in Pukekohe, Buckland and Glenbrook.

Building more resilient infrastructure

The Pukekohe Water Treatment Plant was commissioned back into service, after it was severely damaged in the 2023 weather events. The upgraded treatment plant has been future-proofed to reduce flood risks and has a more efficient chlorine-dosing system.

Managing stable water supply during summer droughts

In March 2025, Auckland's dam levels dropped below 60 per cent in the Hūnua and Waitākere Ranges catchments. We activated our Drought Management Plan to prepare Aucklanders for a period of drought.

'He Wai-tī, he Wai-tā. He Wai nō Rēhua, he Wai-matā.'

'Waters fresh, tidal waters. Tides from the west, and glistening waters.'

RELATED AUCKLAND PLAN OUTCOMES

A proactive operational response and strong communication helped to manage Auckland's water demand and the supply dams began to recover during April's rainfall.

Our investment

CAPEX	OPEX
$270m	$145m

Summary of performance measures

Highlighted performance measures:

- ▼ Median response time for resolution of urgent call-outs: from the time that the local authority receives notification to the time that service personnel confirm resolution of the fault or interruption (hours) (page 40)
- ▼ Compliance with Taumata Arowai Quality Assurance Rules D3 – Residual disinfection (chlorine) water quality. The extent to which the local authority's drinking water supply complies with Drinking Water Quality Assurance Rules 2022 D3 (page 41).

NOT ACHIEVED — ACHIEVED

Not achieved	Substantially achieved	Achieved
1	1	16

The number of measures has increased from 12 to 18 through the Long-term Plan 2024-2034. A significant number of measures have been added due to new legislation.

For more information on how these highlighted measures were chosen please refer to the Service performance judgements and assumptions section on pages 122 to 123.

Protecting the water supply

Slightly raised levels of arsenic were detected in the Waikato River and at the Waikato Water Treatment Plant in November 2024. This led to a ‘multi-agency incident response’, including communication, extensive sampling and reduced production. All samples taken after the first sample complied with the maximum acceptable value under New Zealand’s Drinking Water Standards for the presence of arsenic.

Auckland’s first permanent non-potable filling station helped ease demand on the city’s drinking water supply

This station, located in Māngere, draws and stores water from a bore and can be used for commercial non-drinking use, such as cleaning, irrigation and washing away dust.

Financial separation

Watercare’s financial separation from Auckland Council was completed, supported with a shared treasury operation. This enabled Watercare to raise debt, backed by an Aa3 credit rating from Moody’s. This will be used to finance forecast investment in water supply and wastewater infrastructure over the next decade, as well as to repay prior borrowings to Auckland Council, which is required under the terms of the separation (for more information on Watercare see Volume 3, Section F8).

Things we are keeping an eye on

Our activities can have negative impacts on the social, economic, environmental and cultural wellbeing of communities, such as:

- increased water takes, particularly during dry periods
- the impacts that large infrastructure projects have on the environment, such as sediment run-off
- disruption from construction or maintenance, such as outages.

We work to minimise these impacts.

Other key projects and milestones

- North Harbour 2 Watermain Duplication programme: progressing contracts.
- Waikato Water Treatment Plant Expansion 2 programme: in early planning stage.
- Huia Water Treatment Plant upgrade: geotechnical investigations underway.
- Redoubt Road Reservoir Expansion: in design phase.
- Water Network Assets programme: completed replacement of 650m ageing watermain pipes in Remuera.
- Waikōwhai watermain: completed pipe laying and pressure testing. This upgrade supports the Kāinga Ora housing development and will cater for current and further growth in the Waikōwhai/ Mount Roskill area.
- Ardmore Water Treatment Plant Renewals: progressing replacing the cladding of the plant buildings.
- The leak management programme: 9,700km surveyed this year (32,700kms surveyed since the beginning of proactive leak deduction). This helped to find 1,375 leaks this year (16,800 leaks since the start of the programme).

Case study

Huia 1 watermain

We completed the new 15.5km-long Huia 1 watermain in April 2025, after six-years of construction across seven central and western suburbs.

The old pipeline was built in the 1940s and was nearing the end of its life. The replacement pipeline improves the water supply for the communities from Titirangi to Gillies Avenue in Epsom. Its 914mm diameter also provides capacity for future growth.

This $115m project was delivered under budget (approved budget was $143.5 million), saving almost $30m through good planning and design in the later stages of the project, including the reduced traffic management costs.

▲ Installation of one of the final pieces of pipeline.

Water supply performance measures

KEY: Achieved | Substantially achieved | Not achieved | Not measured

We provide Aucklanders with a reliable supply of safe water

Compliance with the Drinking Water Quality Assurance Rules 2022 from its Small Waters 'network' systems measured by the number of non-compliance notices received from Taumata Arowai[1]

Healthy Waters has received no non-compliance notices for its Small Waters network.[2]

Achieved

	Target	Result
2025	**0**	**0**
2024	0	0

Median response time for attendance for urgent call-outs: from the time that the local authority receives notification to the time that service personnel reach the site (minutes)[3]

Achieved

	Target	Result
2025	**≤60 mins**	**40 min**
2024	≤60 mins	43 min

Median response time for resolution of urgent call-outs: from the time that the local authority receives notification to the time that service personnel confirm resolution of the fault or interruption (hours)[3]

Resources were stretched in the previous year following the 2023 weather events. Additionally, outstanding issues relating to the floods were resolved this year in the attempt to be better prepared for future flooding events. Due to this, the median response time has improved by 21 per cent as a greater focus was applied on improving resourcing and resolving urgent water related callouts.

Achieved

	Target	Result
2025	**≤5 hours**	**3.1 hours**
2024	≤5 hours	3.9 hours

Median response time for attendance for non-urgent callouts: from the time that the local authority receives notification to the time that service personnel reach the site (days)[3]

Achieved

	Target	Result
2025	**≤5 days**	**0.8 days**
2024	≤5 days	0.8 days

Median response time for resolution of non-urgent call-outs: from the time that the local authority receives notification to the time that service personnel confirm resolution of the fault or interruption (days)[3]

Achieved

	Target	Result
2025	**≤6 days**	**1.0 days**
2024	≤6 days	1.0 days

The total number of complaints received by the local authority about any of the following:
a) drinking water clarity
b) drinking water taste
c) drinking water odour
d) drinking water pressure or flow
e) continuity of supply
f) the local authority's response to any of these issues expressed per 1000 connections to the local authority's networked reticulation system

Achieved

	Target	Result
2025	**≤10**	**7.9**
2024	≤10	7.8

The percentage of real water loss from the local authority's networked reticulation system[4]

Watercare calculates its leakage based upon the IWA (International Water Association) water loss calculation. The calculation involves estimates for both volumes produced and utilised. *Water loss result is with 95 per cent confidence limits of +/- 10%.

Achieved

	Target	Result
2025	**≤13%**	**12.8%**
2024	≤13%	12.4%

The average consumption of drinking water per day per resident within the territorial authority district (litres)[5]

Weather conditions were variable as a dry nine months and very wet three months caused significant changes to dam levels across the year.

	Target	Result
2025	**253 litres**	**257 litres**
2024	256 litres	252 litres

Compliance with Taumata Arowai Quality Assurance Rules – Bacterial water quality. The extent to which the local authority's drinking water supply complies with Drinking Water Quality Assurance Rules 2022[6]

There are nine water supplies in the Auckland Region. They are all 100 per cent compliant with bacterial water quality requirements.

	Target	Result
2025	**100%**	**100%**
2024	New measure	100%

Compliance with the Water Services (Drinking Water Standards for New Zealand) Regulations 2022 – Bacterial water quality. The extent to which the local authority's drinking water supply complies with Drinking Water Standards for New Zealand 2022

There are nine water supplies in the Auckland Region. They are all 100 per cent compliant with bacterial water quality requirements.

	Target	Result
2025	**100%**	**100%**
2024	New measure	Not measured

Compliance with Taumata Arowai Quality Assurance Rules – Protozoal water quality. The extent to which the local authority's drinking water supply complies with Drinking Water Quality Assurance Rules 2022[6]

There are nine water supplies in the Auckland Region. They are all 100 per cent compliant with protozoal water quality requirements.

	Target	Result
2025	**100%**	**100%**
2024	New measure	100%

Compliance with the Water Services (Drinking Water Standards for New Zealand) Regulations 2022 – Protozoal water quality. The extent to which the local authority's drinking water supply complies with Drinking Water Standards for New Zealand 2022

There are nine water supplies in the Auckland Region. They are all 100 per cent compliant with protozoal water quality requirements.

	Target	Result
2025	**100%**	**100%**
2024	New measure	Not measured

Compliance with Taumata Arowai Quality Assurance Rules T3 – Chemical water quality. The extent to which the local authority's drinking water supply complies with Drinking Water Quality Assurance Rules 2022 T3[7]

The result for this measure is 100 per cent as the below issue relates to Drinking Water Standards New Zealand (DWSNZ), rather than Drinking Water Quality Assurance Rules (DWQAR).
One elevated arsenic sample at Waikato WTP (Water Treatment Plant) due to geothermal activity in the catchment. All councils along the Waikato River were affected. Watercare responded promptly with adjustments to treatment processes. No further exceedances were detected.

	Target	Result
2025	**100%**	**100%**
2024	New measure	100%

Compliance with Taumata Arowai Quality Assurance Rules T3 – Cyanotoxins Water quality. The extent to which the local authority's drinking water supply complies with Drinking Water Quality Assurance Rules 2022 T3[7]

	Target	Result
2025	**100%**	**100%**
2024	New measure	100%

Compliance with Taumata Arowai Quality Assurance Rules D3 – Residual disinfection (chlorine) water quality. The extent to which the local authority's drinking water supply complies with Drinking Water Quality Assurance Rules 2022 D3[7]

	Target	Result
2025	**100%**	**97%**
2024	New measure	99.82%

Residual disinfection compliance was not fully achieved due to some samples having FAC (Free Available Chlorine) ≤ 0.1 mg/L chlorine or in some zones less than 85 per cent of the samples were ≥ 0.2 mg/L. Some of the 40 distribution zones were at times not compliant with this measure each month for the year. Only 43 residual chlorine results out of 11,247 samples (0.38 per cent of the total) did not meet the residual chlorine target of 0.2mg/L. This equates to 99.62 per cent of samples meeting the required measure for the year.

Where we recorded non-compliant samples, we took prompt action and there was no risk to public health as confirmed by Wai Comply[8] in their independent assessments.

Compliance with Taumata Arowai Quality Assurance Rules D3 – Microbiological water quality. The extent to which the local authority's drinking water supply complies with Drinking Water Quality Assurance Rules 2022 D3[7]

	Target	Result
2025	**100%**	**100%**
2024	New measure	100%

The result for this measure is 100 per cent as the below issue relates to Drinking Water Standards New Zealand (DWSNZ), rather than Drinking Water Quality Assurance Rules (DWQAR). DWSNZ specify a Maximum Acceptable Value (MAV), whereas DWQAR only specify the number of samples to be taken. The council also complies with D3.29 Microbiological Rules. On 23 November 2024, 5 E coli colony-forming units (cfu) per 100ml were detected in a water sample at Balmoral Road, Maungawhau, Auckland zone, sampled on 22 November 2024. On 18 February 2025, 1 E coli cfu per 100ml was detected in water sample Walker Service Reservoir (Northern network), sampled on 17 February 2025. Investigations proved with a high degree of confidence that these two detections were most likely caused by environmental contamination of samples and not representative of water quality in the supply.

Compliance with Taumata Arowai Quality Assurance Rules D3 – Disinfection by-products water quality. The extent to which the local authority's drinking water supply complies with Drinking Water Quality Assurance Rules 2022 D3[7]

	Target	Result
2025	**100%**	**100%**
2024	New measure	100%

Compliance with Taumata Arowai Quality Assurance Rules D3 – Plumbosolvent metals water quality. The extent to which the local authority's drinking water supply complies with Drinking Water Quality Assurance Rules 2022 D3[7]

	Target	Result
2025	**100%**	**100%**
2024	New measure	100%

1. The information about the old rules (DWSNZ) can be found at: https://www.taumataarowai.govt.nz/assets/Uploads/Rules-and-standards/DWSNZ-2005-revised-2018.pdf Further details about the new standards (DWQAR) can be found at: https://www.taumataarowai.govt.nz/drinking-water-suppliers-and-operators/for-drinking-water-suppliers/ways-to-comply/drinking-water-quality-assurance-rules Taumata Arowai introduced new Drinking Water Quality Assurance Rules (DWQAR) from 14 November 2022. The reporting against it started from 1 January 2023.
2. Healthy Waters has a few sites where the existing treatment is not adequate to ensure consistently compliant water. Taumata Arowai are aware of these, and as Auckland Council has a plan in place, they have not been given non-compliance notices. These sites have permanent signage informing users that the water must be boiled before consumption. Further upgrade works in quarter four have reduced these site numbers.
3. An urgent call-out is one that leads to a complete loss of supply of drinking water. A non-urgent call-out is one where there is still a supply of drinking water.
4. This measure tracks unexplained water losses as a percentage of total water produced. These losses are calculated by deducting water sales volumes and allowable unbilled water usage from the total volume of water produced. Water sales data is highly dependent on actual meter readings being fully collected for a rolling 12 months. Non-revenue water includes leaks (real water losses), water used for firefighting and operational use like flushing. Portions of our non-revenue water are also attributed to meter inaccuracy at our bulk supply points and theft. However, leaks are the biggest contributor to our non-revenue water figures. Water loss result is with 95 per cent confidence limits of +/- 10%.
5. A Department of Internal Affairs (DIA) mandatory measure relating to demand management. Careful management of the demand for water is an important component of integrated water resources management to ensure that demand does not exceed capacity, that water is allocated efficiently, and that productivity is maximised. Results have been calculated using average population estimated derived from Statistics NZ's year-end figures, adjusted for an estimate of the population connected to our metro and non-metro networks. The current year result was calculated under a different basis than the prior year, specifically the population projection was updated to 2025. The new methodology has not been applied to the comparative prior year result, and had it been applied the comparative result would likely be higher.
6. These measures are required by Taumata Arowai Water Quality Assurances Rules. The council also complies with T3 Protozoal and Bacterial assurance Rules. These measures replace the previous drinking water standards measures referred to in the DIA mandatory measures.
7. These measures are required by Taumata Arowai Water Quality Assurances Rules.
8. For more information on Wai Comply please visit their website: https://www.waicomply.co.nz/

Ngā tikanga tiaki me te tuku wai para

Wastewater treatment and disposal

Watercare provides safe and reliable wastewater services for Aucklanders, carefully collecting, treating and disposing of wastewater.

Every day, we collect over 400 million litres of wastewater and manage:

- 18 treatment plants
- 561 pump stations
- 8,889kms of pipes.

We work to meet safety standards and also protect the health of the environment, including Auckland's coasts, estuaries and harbours.

The Central Interceptor tunnel project will help to reduce stormwater and wastewater overflows and create a better environment

The southern half of the 16.5km wastewater tunnel went live in February 2025, improving the resilience of our wastewater network. This was followed by the completion of the main tunnel construction, which will be fully commissioned in 2026. The project will further help to reduce stormwater and wastewater overflows into our waterways, once the Herne Bay Collector is completed.

The work on Ōrākei Main Sewer continues

We completed stage one of the Ōrākei Main Sewer rehabilitation, which included relining the section of sewer damaged in 2023. The impacted area in the nearby carpark was backfilled and reinstated. Stage two of the project is underway, including relining a 1.6km section of the sewer from close to the Parnell Train Station to the end of Logan Terrace. This will extend the life of the sewer by 100 years.

'Kia para te huarahi ki te wai ao ki te ao mārama.'

'Let us pave a way toward healthier waters and greater understanding.'

RELATED AUCKLAND PLAN OUTCOMES

Our investment

CAPEX	OPEX
$732m	$276m

Summary of performance measures

Highlighted performance measures:

- Attendance at sewerage overflows resulting from blockages or other faults: median response time for attendance – from the time that the territorial authority receives notification to the time that service personnel reach the site (minutes) (page 45)
- The total number of complaints received by the territorial authority about any of the following:
  a) sewerage odour
  b) sewerage system faults
  c) sewerage system blockages
  d) the territorial authority's response to Issues with its sewerage system expressed per 1000 connections to the territorial authority's sewerage system (page 46).

NOT ACHIEVED	ACHIEVED
1	5

Not achieved | Achieved

The number of measures has not changed through the Long-term Plan 2024-2034 process and remains at six.

For more information on how these highlighted measures were chosen please refer to the Service performance judgements and assumptions section on pages 122 to 123.

Flood recovery programme expected to be completed by the end of 2025

We have almost completed the $80 million flood recovery works, repairing and rehabilitating the extensive damage to our assets and networks from the 2023 weather events. These works included:

- reinstating flood-damaged treatment plants
- repairing landslips in our supply catchments
- restoring permanent wastewater connections to about 200 properties.

Infrastructure upgrades to increase capacity of wastewater services across the region

A 5km-long pipeline between Warkworth and Snells Beach Wastewater Treatment Plant was completed as part of a regional programme to improve wastewater services in Warkworth, Snells Beach and Algies Bay.

The wastewater upgrade at Judges Bay, Parnell delivered a new underground wastewater pump station and two wastewater main pipes at Judges Bay Road and Cleveland Road. These infrastructure upgrades will increase the capacity of the local wastewater network and reduce wet weather overflows at Judges Bay.

Tunnelling for a new harbour outfall has started at Clarks Beach, south-west Auckland. The outfall, together with the upgraded wastewater treatment, will support the projected population growth and improve the quality of the Manukau Harbour with significant benefits for the community and environment.

Case study

Wellsford Wastewater Treatment Plant upgrade on track for completion by mid-2026

Wellsford is expected to be home to around 5,000 people by 2052 – more than double its current population. The existing wastewater treatment plant has to be upgraded to cater for growth and allow for future expansions in the area.

The upgrade is progressing well, with the essential infrastructure now in place. Its upgraded processes will produce high-quality treated wastewater and:

- improve the quality of the treated wastewater
- meet stricter incoming resource consent requirements
- support population growth in Wellsford and Te Hana, increasing the treatment plant's capacity to about 3,200 people.

▲ Wellsford water treatment plant

Things we are keeping an eye on

Our activities can have negative impacts on the social, economic, environmental and cultural wellbeing of communities, such as:

- disruptions from wastewater operations
- necessary use of hazardous materials and chemicals for sanitation
- blockages and overflows in the wastewater system
- discharge of treated water.

We work to minimise these impacts.

Other key projects and milestones

- Northern Interceptor Integration: works for connecting the Rosedale Wastewater Treatment Plant to Stage 1 of the Northern Interceptor are underway
- Puketutu Island: progressing surface landscape design
- Point Erin Tunnel and Tawariki 2nd Shaft and Kelmarna Collector projects: construction works in progress, as part of the Western Isthmus Water Quality Improvement Programme
- South Auckland Wastewater Servicing: design is in progress for Hingaia Wastewater Servicing Scheme, and Paerata Wastewater Servicing project is currently in the feasibility phase.

Wastewater treatment and disposal performance measures

KEY ●○○○ Achieved ○●○○ Substantially achieved ○○●○ Not achieved ○○○● Not measured

We collect and treat Auckland's wastewater in a safe and sustainable way

The number of dry weather overflows from the territorial authority's sewerage system, expressed per 1000 sewerage connections to that sewerage system[1]

Achieved	Target	Result
2025	**≤5**	**0.6**
2024	≤5	0.5

Compliance with the territorial authority's resource consents for discharge from its sewerage system measured by the number of:
a) abatement notices
b) infringement notices
c) enforcement orders
d) convictions received by the territorial authority in relation to those resource consents

Achieved	Target	Result
2025	**a)≤2 b)≤2 c)≤2 d)0**	**a) 0 b) 0 c) 0 d) 0**
2024	a) ≤2 b) ≤2 c) ≤2 d) 0	a) 0 b) 0 c) 0 d) 0

Compliance with the territorial authority's resource consents for discharge from its Small Waters onsite wastewater systems measured by the number of:
a) abatement notices
b) infringement notices
c) enforcement orders
d) convictions received by the territorial authority in relation to those resource consents

Achieved	Target	Result
2025	**a) ≤3 b) ≤3 c) ≤3 d) 0**	**a) 0 b) 0 c) 0 d) 0**
2024	a) ≤3 b) ≤3 c) ≤3 d) 0	a) 0 b) 0 c) 0 d) 0

Attendance at sewerage overflows resulting from blockages or other faults: median response time for attendance – from the time that the territorial authority receives notification to the time that service personnel reach the site (minutes)[2]

Not achieved	Target	Result
2025	**≤75 mins**	**77 mins**
2024	≤60 mins	84 mins

Overflows are triaged as either a P1 or P2 response. P1 is for overflows going into a waterway or affecting multiple properties. A P1 response is on site within 60 minutes. A P2 response is for all other overflows. A P2 response is on site with 240 minutes (4 hours). Both P1 and P2 responses contribute to the result of this measure. Auckland traffic and large-scale weather events pushed the result slightly beyond the target this year. However, improvements such as having more service responders available and having a wider geographical spread to enable faster response times has caused an improved result compared to last year.

Attendance at sewerage overflows resulting from blockages or other faults: median response time for resolution – from the time that the territorial authority receives notification to the time that service personnel confirm resolution of the blockage or other fault (hours)[2]

Achieved	Target	Result
2025	**≤ 5 hours**	**3.1 hours**
2024	≤5 hours	3.4 hours

Greater focus was applied to improving the results for these measures this year. A number of improvements have been noted in the measure above.

The total number of complaints received by the territorial authority about any of the following:
a) sewerage odour
b) sewerage system faults
c) sewerage system blockages
d) the territorial authority's response to issues with its sewerage system expressed per 1000 connections to the territorial authority's sewerage system

Most of the long-term work following the severe weather events of 2022/2023 has now been completed. This, together with improved weather conditions, has helped reduce the number of complaints received this year.

	Target	Result
2025	**≤50**	**16.1**
2024	≤50	19.56

1. The number of wastewater overflows from our network during dry weather is a measure of the network's capability to meet current demand. The result for the year was 0.60 dry-weather overflows per 1,000 connections which is under the target of five or fewer.
   This measure includes overflows that occur during dry weather from any part of the wastewater network that enters a waterway (directly or indirectly through the stormwater network). Dry-weather overflows are generally caused by incorrect disposal of fats, oils and grease. Wet-wipes flushed down the wastewater network also lead to blockages in the pipes resulting in wastewater overflows. We continue to educate the public on what not to flush down the toilet, through our social media channels, customer newsletters and the media.
2. Sewerage overflow means sewage that escapes a territorial authority's sewerage system and enters the environment.

▲ An engineer stands in front of pumps which send Watercare's Central Interceptor tunnel flows to treatment plant.

Te whakahaere wai āwhā
Stormwater management

Our focus is on flood resilience while supporting growth in the region.

We also continue to improve water quality in Auckland's harbours and waterways, working with Watercare on wet weather overflow solutions, and with Auckland Transport for reduced pollutants in the stormwater discharge from our transport network. We work alongside our iwi partners and communities, with the support of local boards to deliver the best solutions to local stormwater management problems and supporting community preferences wherever possible.

Frequent heavy rain and flooding have shown that we need to change how we manage stormwater. We have taken a new approach to respond to this challenge, which addresses both population growth and the effects of climate change, while also considering the needs of our diverse communities.

Programmes like the Water Quality Targeted Rate and Making Space for Water are becoming part of how we do things every day. This work will continue to focus on:

- working with the natural and built environment
- reducing our environmental impact through sustainable design, construction, and maintenance
- partnership with Māori and local communities.

This year our focus remained on recovering from the severe weather events in 2023. This requires catchpit cleaning, stream maintenance, repairing critical pipes, renewing assets, unblocking streams and culverts, and remediating significant outfall erosion.

We are expanding the capacity of our stormwater network to reduce flood risk - with pipe upgrades and natural solutions like blue-green networks and overland flow path management. This is supported by flood intelligence tools - such as the flood viewer website and hotspot monitoring cameras to help Aucklanders understand their risks and enhance flood resilience.

'Ahakoa te mūmū te āwhā. Rapua ake he tomo tika mō Parawhenuamea.'

'Even though the storm is roaring, seek a proper passage for Parawhenuamea.'

RELATED AUCKLAND PLAN OUTCOMES

Our investment

CAPEX	OPEX
$169m	$101m

Summary of performance measures

Highlighted performance measures:

▼ The number of complaints received about the performance of the stormwater system per 1000 properties connected to Auckland Council's stormwater system (page 51)

▲ The number of flooding events that occur and the associated number of habitable floors affected per 1000 properties connected to Auckland Council's stormwater network (page 51).

NOT ACHIEVED — ACHIEVED

Not achieved	Not measured	No status	Achieved
1	1	1	5

The total number of measures has increased from six to eight through the Long-term Plan 2024-2034. For more information on how these highlighted measures were chosen please refer to the Service performance judgements and assumptions section on pages 122 to 123.

Major pipe upgrade near Port of Auckland to reduce the risk of underground pipe collapse

An extensive project to improve 400m of pipes around the port was completed in November 2024. This multi-stage project reduced the risk of an underground pipe collapse and future proofed the network to reduce risk to significant public infrastructure including the Britomart / Waitematā train station. The project was recognised for its excellence by winning Stormwater Project of the Year at the 2025 Stormwater Conference.

Advancing stormwater asset monitoring across the region to identify network risks

The Making Space for Water programme has enabled the council to accelerate the delivery of tools and studies that improve our knowledge of how the stormwater network performs under different conditions. We installed 50 cameras across the region to remotely monitor critical stormwater assets and an additional 50 cameras will be installed in 2025/2026. We have also used Lidar (Light Detection and Ranging) technology to map 382m^2 of land and waterways and produce detailed models of the natural and built stormwater assets. This helps to identify network risks and enhance flood resilience across Auckland.

WasteMINZ award for the 'Best initiative to reduce waste or redesign products'

Healthy Waters' innovative five-step waste management process is reshaping how construction projects tackle waste by reporting waste as a contractual requirement. This ensures accountability from day one, identifying the waste and opportunities to divert it from the landfill in contractors' Waste and Carbon Management Plan. The council's reporting portal was custom-built to streamline data collection and enable real-time insights, along with a launch of a digital platform for exchange and repurposing of construction materials.

We are tracking and reporting on our practices to ensure carbon and waste reduction efforts are effectively monitored. Our designers report on carbon savings, and contractors use Healthy Waters tools to monitor emissions and waste diversion. Low carbon concrete was incorporated into two major Healthy Waters projects at Greville Road and College Hill, saving over 64 tonnes of CO_2e — equivalent to 32 Auckland–Sydney return flights. Waste minimisation actions saw 11,829 tonnes of material diverted across 31 projects — equivalent to 4.7 Olympic-size swimming pools.

Case study

Māngere blue-green network project

In response to the severe weather events in 2023, the council identified Māngere as a priority area to improve stormwater management. A business case for projects at Te Ararata Stream and Harania was approved in July 2024, and the project began in May 2025.

Our mana whenua partners and the affected communities at Māngere supported accelerating the consenting processes to keep the project moving at pace, which enabled us to reduce flood risk sooner. A stakeholder advisory group has been established to maintain community support and keep residents informed about the significant road closures around Walmsley Road bridge.

This also provides an opportunity for people to be involved in a transformative project through collaborative design and social engagement.

The Māngere blue-green network project is estimated to reduce flood risk for 525 properties, help keep people safe, protect jobs and support community wellbeing — a key responsibility of the council. This $54 million project is co-funded by central government and is expected to be completed in October 2026.

▲ Site blessing with elected members and mana whenua April 2025

▼ Walmsley Road bridge upgrade concept design at Te Ararata Stream

Things we are keeping an eye on

We maintain social, economic, environmental and cultural wellbeing of communities by ensuring our investment decisions respond to external factors like:

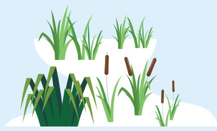
- impact of regulatory changes in 2025/2026 on our stormwater operations, including stream and overland flow path management and how we respond to growth challenges
- the stormwater network issues caused by extreme weather
- older infrastructure, which requires proactive monitoring to reduce risks
- the cost-benefit outcomes of stormwater projects, where we apply Better Value Projects framework to our projects to achieve best outcomes.

Other key projects and milestones

- Greville Road emergency pipe renewal: completed. This project has been shortlisted for a number of infrastructure awards including Building Nations Infrastructure Decarbonisation award.
- Waterview Separation Stage 1: completed
- Beach Haven Road emergency pipe renewal: completed.
- Emergency pipe renewal at 26 Wellpark Avenue Westmere: completed.
- Freeland Reserve flooding mitigation: completed.
- Flood Viewer application: received over 790,000 views with an estimated 1 in 4 visits resulting in the user making changes to their property. Recognised in the NZ Spatial Excellence Awards for 'Community Impact'.

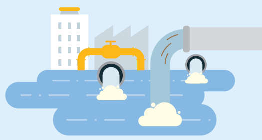
46 major projects delivered, 24 more underway

2,200m of pipes or waterways renewed



1,340m² of ponds and wetlands restored

Network upgrades protecting 20 properties from habitable floor flooding and 163 properties from nuisance flooding



Six water treatment facilities have been brought into compliance with Taumata Arowai standards

Water quality treatment installed to provide for an additional 514ha of catchment area

Stormwater treatment performance measures

KEY ● Achieved ● Substantially achieved ● Not achieved ● Not measured

Manage stormwater network to minimise risks of flooding and improve water quality

The major flood protection and control works that are maintained, repaired and renewed to the key standards defined in the local authority's relevant planning documents (such as its activity management plan, asset management plan, annual works program or long-term plan).

Status: Not measured

	Target	Result
2025	**N/A**	**N/A**
2024	N/A	N/A

Auckland Council does not currently have a relevant asset or works that qualify for this measure. Results will be reported in future financial years as applicable.

The proportion of time that a reference set of beaches are suitable for contact recreation during the summer swimming season (1 November to 30 April)[1,2]

Status: Achieved

	Target	Result
2025	**85.5%**	**85.7%**
2024	83%	86%

The result is similar, but slightly lower (0.3 per cent) to the previous three summers as there have been no substantial changes to the methods of providing water quality information for the 84 reference beaches used to calculate this result. The measure is standardised so that underlying water quality can be compared year-to-year, factoring out the variability in rainfall and using the same 84 beaches as reference. Improvements to water quality take time to show in the results as enough samples must be collected to confirm there is an improvement. When confirmed, we re-calibrate the models accordingly.

The proportion of time that a reference set of beaches are suitable for contact recreation during the summer swimming season (1 November to 30 April) (Actually experienced result)[2,3]

	Target	Result
2025	**N/A**	**84.5%**
2024	New measure	86%

This measure supports the measure above, and does not have a status as it does not have a target. The result for 2024/2025 is lower than last summer due to the impact of the cyanobacteria blooms recorded at several beaches during the 2024/2025 summer. Water quality alerts for the cyanobacteria blooms were issued for Algies Bay, Kawakawa Bay, Surfdale and Sunkist Bay, which collectively reduced the result. This measure reflects the real-life experience of Aucklanders and is not standardised for year-on-year comparison, meaning it will vary substantially each summer period according to the amount of rainfall received, the addition of new beaches into SafeSwim[4], the performance of the stormwater and wastewater networks, and the occurrence of water quality issues.

Auckland Council stormwater compliance with resource consents for discharge from its stormwater system, measured by the number of:
a) abatement notices; and
b) infringement notices; and
c) enforcement orders; and
d) convictions, received in relation those resource consents

Status: Achieved

	Target	Result
2025	**a) 0 b) 0 c) 0 d) 0**	**a) 0 b) 0 c) 0 d) 0**
2024	0	0

Healthy Waters has received no abatement notices, infringement notices, enforcement orders or convictions / prosecutions in 2024/2025. In December 2024, a formal warning was issued by Auckland Council Environmental Monitoring to Healthy Waters and a construction contractor for a procedural error which was quickly remedied to become compliant.

The number of complaints received about the performance of the stormwater system per 1000 properties connected to Auckland Council's stormwater system

Status: Achieved

	Target	Result
2025	**< 3 per 1000 properties**	**1.27 per 1000 properties**
2024	< 3 per 1000 properties	2.46 per 1000 properties

The result reflects the relatively low rainfall experienced during much of the financial year, and the resulting lower-than-average number of service requests received. This outcome was further supported by enhanced proactive monitoring and maintenance activities funded through the Making Space for Water programme.

The percentage of response time during storms to close stormwater manholes within three hours

Attendance to surcharging manholes continues to be the highest health and safety priority. 684 of the 717 Priority 1 Manhole Emergency requests for service received were attended to with a 1-hour response time (95 per cent). 143 surcharging manholes were found to be occurring of which only 5 were not responded to within the 3-hour expectation.

	Target	Result
2025	**90%**	**99.3%**
2024	90%	98%

The number of flooding events that occur and the associated number of habitable floors affected per 1000 properties connected to Auckland Council's stormwater network[5]

Modelling indicates that over 2,400 habitable floor flooding incidents occurred during Cyclone Tam (18–19 April 2025). The sequence of short duration thunderstorm events saw approximately 25 per cent of urban Auckland experience a greater than 1-in-10-year flood event, particularly central Auckland suburbs. Proposed Making Space for Water blue/green network projects in Te Auaunga, Whau, Meola-Epsom and Cox's Creek will alleviate some flooding in these areas, but are subject to feasibility review and future funding.

	Target	Result
2025	**< 1 per 1000 properties**	**≥1 per 1000 properties**
2024	< 1 per 1000 properties	< 1 per 1000 properties

The median response time to attend a flooding event, measured from the time that Auckland Council receives notification to the time that service personnel reach the site (hours)[6]

50 requests for service describing active habitable floor flooding were reported of which 45 were attended to within 2 hours. We continue to treat property flooding as a priority and continue to work with our maintenance contractors to ensure there is adequate resourcing during and after extreme storm events.

	Target	Result
2025	**< 2 hours**	**0.80 hours**
2024	< 2 hours	0.85 hours

1. This measure reports a standardised result for the 84 sample set of beaches set by the Safeswim programme in 2017. The standardised result shows underlying change in water quality that can be compared from year to year, by accounting for variability that occurs due to new beaches being added to the programme and variation in rainfall from year to year. It tracks changes in water quality through the scenario of what water quality would have been like in 2017 if we had the stormwater network we have today. Recreational activities are those that bring people physically into contact with water, such as swimming. Safeswim water quality models take account of rainfall, wind, tide, sunlight and beach type. It is built using high-frequency targeted sampling on top of historical monitoring results spanning over 20 years at some sites and are underpinned by the best available meteorological data reported based on 84 beaches that have been selected as key by Safeswim.
2. Beaches are determined to be suitable for contact recreation based on guideline values published by the New Zealand Government or the Environmental Protection Authority (Australia). The threshold used for faecal bacteria (i.e., enterococci < 280 cfu/100mL) in the white and black box models was specified in the Microbiological Water Quality Guidelines for Marine and Freshwater Recreational Areas published by the Ministry for the Environment and Ministry of Health in 2003 (Microbiological water quality guidelines for marine and freshwater recreational areas | Ministry for the Environment). The threshold for the Water Quality Index (< 16) in the criteria models was published by the Environmental Protection Authority in Victoria, Australia (Water quality forecast ratings | epa.vic.gov.au).
3. This result is an 'actually experienced' result, and best reflects what the public will have experienced in the financial year. It is directly affected by external factors such as weather events and wastewater overflow and is calculated from all beaches currently in the Safeswim programme (130 sites in 2025). The included set of beaches may change from year to year.
4. For more information on Safeswim please refer to their website: https://safeswim.org.nz/
5. There are significant limitations in producing a result for this measure as it is based on observed rainfall and modelled habitable floor flooding predictions to estimate the number of habitable floors that may have been flooded. Council uses a region-wide model to provide a result due to limitations in its ability to know about every incident that occurs, though the model will exaggerate the estimated incidents during localised and short duration events, such as that experienced during Cyclone Tam (18-19 April 2025). The model assumes that of the total habitable floors in the Auckland region, 9,600 habitable floors would be flooded in a regionwide 1-in-10-year flood event and 16,000 would be flooded in a region-wide 1-in-100-year flood event. The urban piped network is designed to cope with 1-in-10-year events and anything above that would be expected to exceed the capacity of the pipe and activate secondary networks. A standard assumption in this type of modelling is that the Average Recurrence Interval (ARI) of the runoff is the same as the ARI of the rainfall. 2023 modelling estimated Auckland to have 525,000 total habitable floors, which is assumed to still be current as it is expected that any new dwellings built in the meantime have been built without a habitable floor flooding risk. The model uses pre-2023 property data and the estimates do not yet factor in the removal of 1,200 flood risk properties through the storm recovery flood buyout scheme, co-funded by Crown. Healthy Waters (AC) has only been made aware of 150 habitable floor incidents during the financial year.

Event	Scale of event	Number of habitable floors flooded (modelled estimate)	Number per 1000 properties
18-19 April 2025	1-in-100-year event (1% AEP)	2,454	4.44

6. All requests for service describing a flooding emergency concerning a house, garage, basement or commercial property are included in the measure. The result does not include flooding events reported only to Fire & Emergency New Zealand or instances of flooding that were reported to the council afterwards as flooding investigations. Arrival time must be supported by GPS evidence for attendance to a flooding event to be considered as within service level agreement (SLA).

Ngā ratonga kaunihera ka tukuna e ngā rohe

Regionally delivered council services

We deliver services across the Auckland region to provide:

- **great neighbourhoods**
- **safe buildings and eating places**
- **thriving town centres, parks and public spaces.**

These services are mainly funded through rates and contribute to a well-managed, resilient, and sustainable Auckland—supporting public safety, environmental protection, regional growth, and vibrant communities.

We also provide support to the mayor and councillors in governing Auckland for the benefit of ratepayers, residents and businesses.

Regionally delivered council services include:

- **Auckland Emergency Management (AEM)**
- **Investment**
- **Environmental services**
- **Regional community services**
- **Regional governance**
- **Regional planning**
- **Waste services**
- **Third party amenities and grants**
- **Organisational support**
- **Regulatory services.**

‘Ka whai hua te āwhina i te wā e tū ana ngā ratonga ā-rohe, me ngā ratonga ā-takiwā o Tāmaki Makaurau.’

‘To be of service helps when local and regional services across Tāmaki Makaurau are in place.’

RELATED AUCKLAND PLAN OUTCOMES

Our investment

CAPEX	OPEX
$944m	$1,547m

Summary of performance measures

Highlighted performance measures:

- ▲ Number of native plants planted (page 60)
- ▲ The number of library items checked out (including renewals and e-items) (millions) (page 65)
- ▲ Percentage of high-risk consents monitored (page 84)[1]
- ▲ The quantity of domestic kerbside refuse per capita per annum (kg) (page 74)
- ▲ The percentage of building consent applications processed within 20 statutory working days (page 83).

NOT ACHIEVED — ACHIEVED

Not achieved	Substantially achieved	Achieved
12	8	24

The number of measures has decreased from 50 to 44 through the Long-term Plan 2024-2034. A number of measures were removed from the Environmental services and Regional community services. A measure was added in the Organisational support.

For more information on how these highlighted measures were chosen please refer to the Service performance judgements and assumptions section on pages 122 to 123.

1. This measure has received a modified audit opinion. For details on this please refer to page 82.

Tokonga mate ohotata o Tāmaki Makaurau

Auckland Emergency Management (AEM)

We work with emergency services and other organisations to ensure effective coordination of civil defence and emergency management within Auckland. Our teams actively monitor, prepare and provide information to empower and support Aucklanders to be ready to respond to and recover from emergency events.

In our first year of delivering the Auckland Civil Defence Emergency Management Group Plan, and with the support of our agency partners, we successfully met our initial targets. This sets a strong foundation to continue building a more resilient, prepared and connected region. This year, we focused on:

- increasing our emergency support staff volunteers
- raising public awareness of hazard risks
- supporting our communities with practical tools and resources to prepare them for emergency events
- building the capacity and capability of our New Zealand Response Teams.

570 Auckland Council Emergency Support (ACES) staff ready to respond

This year, the ACES staff pool has grown to almost 570 members, with an overall increase of 114. This increase is the result of exercises, engagements and over 60 multi-level training courses.

We developed a five-year strategy to strengthen and grown our emergency response. The strategy includes annual targets and recruitment plans to help grow our emergency response capacity.

'Mā te ringatini te whenua tapu o Makaurau e manaaki. Mā te atua te tikanga.'
'Let the collective care for the sacred land of Auckland. Let the divine guide the customs.'

Multi-agency welfare exercise to test setup of Civil Defence Centres across the region

Our ACES staff and over 34 partner agencies from across the country took part in 'Exercise Manaaki', in May 2025. This was the largest emergency relief welfare exercise ever held in Aotearoa / New Zealand.

We opened seven Civil Defence Centres across the region and set up the Emergency Coordination Centre (ECC) and the Auckland Welfare Coordination Group to practice processes and procedures to support communities and coordinate emergency relief during a severe weather event.

Auckland Emergency Management team in action ▲

New fleet strengthens AEM capability

We added eight specialised vehicles and three catering trailers to our emergency response fleet. This has further strengthened our capacity to support Aucklanders during events like flooding, especially in remote and rural areas.

AEM hosted inaugural Community Civil Defence Emergency Management Forum

This highly successful forum was attended by the Minister for Emergency Management. The forum brought together volunteers and community and emergency management agencies to connect, share ideas and improve emergency readiness for frontline organisations and the wider community.

Storm Response Fund

This year, we used the Storm Response Fund to improve the capability and capacity of response teams across Tāmaki Makaurau.

Funding was directed towards key areas including:

- fleet and equipment upgrades
- volunteer recruitment and onboarding
- providing personal protective equipment
- delivering training and exercises
- community preparedness initiatives.

This contributed to a more capable, well-resourced volunteer workforce that is now better positioned to:

- respond to a wide range of emergency events
- support community resilience across the Tāmaki Makaurau.

Auckland Emergency Management fleet ▼

Case study

Local boards adopt emergency readiness and response plans

In times of crisis, local communities play a vital role in emergency response. This year, we worked with 20 local boards to develop tailored Emergency Readiness and Response (ERR) plans to help communities better prepare for and respond to emergencies. The work with the remaining Aotea/Great Barrier Local Board is planned for completion early next year.

Each plan identifies the area's top hazards and provides practical tips on how to:

- reduce risks
- prepare for emergencies
- know what to do and where to go during evacuations
- manage the recovery process.

The plans were developed through consultation with community groups, faith-based organisations, experts and key agencies. They reflect local needs and lessons learned from the 2023 severe weather events.

Printed copies are available in libraries and community centres. There are also digital versions and tools, like the new civil defence centre map, on AEM's updated website.

Other key projects and milestones

- AEM provided valuable supplies and resources using the Local Preparedness Storm Fund to help strengthen emergency readiness for 61 local Community Emergency Hubs, community groups and marae.
- Kia Rite, Kia Mau (Be prepared, hold fast) sessions delivered to almost 3,000 students to teach them how to prepare for emergencies using a Māori worldview.
- A comprehensive programme of response exercises was delivered, including:
  - Exercise Ngā Āwhā: practising ECC's severe weather responses.
  - Operation Waitākere: a two-day severe weather exercise on Auckland's west coast, testing Auckland's New Zealand Response Teams (NZ-RTs) on challenging terrain, with 130 participants from partner agencies.
- We will continue to support and encourage the National Emergency Management Agency and the Ministry of Education to work together to provide appropriate learning around emergency management.

Things we are keeping an eye on

Hazards (for example, extreme weather, volcano, fog, tsunami and other environmental hazards) can have negative impacts on the social, economic, environmental and cultural wellbeing of communities. In responding to emergencies caused by these hazards, we work to minimise these impacts.

Emergency Management System reform: Two national initiatives are underway to strengthen how New Zealand manages the risk of emergencies:

- new legislation to replace the Civil Defence Emergency Management (CDEM) Act
- Emergency Management System Improvement Programme (EMSIP) to apply 15 high-level recommendations from the government inquiry into the response to the North Island Severe Weather Events (NISWE). We have provided comprehensive feedback to the National Emergency Management Agency on both initiatives.

Auckland emergency management performance measures

KEY: Achieved; Substantially achieved; Not achieved; Not measured

Provide leadership in building resilience and responding to emergency and lead recovery

The percentage of Aucklanders who are prepared for an emergency[1]

Not achieved

	Target	Result
2025	**71%**	**66%**
2024	65%	64%

Performance increased slightly from 65 per cent in December 2024 to 67 per cent in June 2025 (most recent survey). All measures contributing to this combined score improved slightly, including:

- understanding the actions to take during an emergency
- having conversations with family and friends
- have or having access to necessary emergency items
- having a household emergency plan.

Notably, more vulnerable communities including younger residents, Māori, Pasifika and Asian residents reported feeling better prepared for an emergency event. These groups have historically felt less prepared or confident in emergencies, so this improvement is encouraging and may reflect the impact of recent emergency events and ongoing outreach efforts.

The percentage of Aucklanders that have a good understanding of the types of emergencies that could occur in Auckland[1]

Substantially achieved

	Target	Result
2025	**82%**	**80.5%**
2024	75%	83%

Performance increased significantly from 79 per cent in December 2024 to 82 per cent in June 2025 (most recent survey). The following factors may have contributed to the increase in this score:

- prominence of weather-related risks: Heavy rainfall and flooding in March to April 2025, including ex-Cyclone Tam
- recency effect: Slightly more residents reported being impacted by emergencies which may have raised awareness of risk
- increased emergency preparedness communication: The adoption of Emergency Readiness and Response Plans by 19 local boards in late 2024, with a major public rollout in February 2025
- stabilising economic pressures: Lower inflation since late 2024 may have reduced immediate financial pressures, allowing residents to re-engage with broader community concerns like being more prepared for an emergency.

1. The Auckland Emergency Preparedness Survey is covered by Auckland Council's Service performance judgments and assumptions and is carried out every six months in June and December. The average of both surveys is used as the result. This survey had a sample size of 4,136 and a margin of error of 1.52%. Further information on these can be found on pages 122 to 123.

Te haumitanga
Investment

Our investments play an integral part in Auckland's economy and its growth. We aim to invest our funds effectively to achieve the best financial outcomes for the council.

Our major investments include 100 per cent of the shares in Port of Auckland (POAL) and the Auckland Future Fund (AFF). AFF performance information for the quarter ending March 2025 can be found on our website[1].

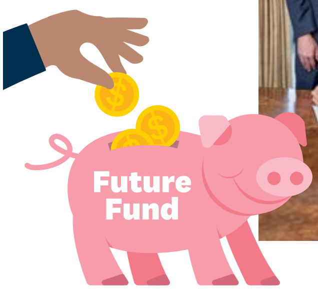
Establishment of the AFF

The Auckland Future Fund was established in September 2024 as part of the Long-term Plan 2024-2034 (LTP). The fund will create long-term wealth for the Auckland region and protect the value of financial investments across generations. The fund will also deliver revenue to help provide services and infrastructure, and reduce reliance on rates to fund them.

Capitalising the AFF

The AFF sold Auckland Council's remaining shares in Auckland International Airport Limited on 4 December 2024. The shares were sold for $8.08 per share (worth over $1.31 billion).

▶ Auckland Future Fund - Board signing the trust deed



This exceeded the expected $7.89 per share (after transaction costs), set out in the LTP. Because the actual net proceeds were $30.65 million higher than projected in the LTP, the size of the fund at establishment was higher than budgeted by the same amount.

'He tahua nui kei te Whare Wharau.
He tahua roa ki te whenua Makaurau.'
'A great treasury is in the Whare Wharau.
A long-standing wealth lies in the land of Auckland.'

The value of the Auckland Future Fund on 30 June 2025 was $1.31 billion.

AFFs annual distribution to Auckland Council

A distribution of $38.43 million was paid to the council for the period 9 December 2025 to 30 June 2025, which is 13.9 per cent higher than forecasted in the LTP ($33.74 million).

POAL delivers a strong financial and operational performance to support Auckland's growth

Container volumes reached nearly 900,000 TEU (20-foot equivalent units) representing a 4.6 per cent increase from the previous year. The cruise sector had fewer ship calls with 117 visits, but passenger numbers held strong with over 330,000 passengers transiting through the port. The vehicle trade reflected a slower economy and, while construction materials were down, bulk commodities to support the energy sector were strong. Cost management control, pricing and increased operational efficiency led to a strong result for the year. Total revenue for the year was $392.6 million - an increase of 16.1 per cent from the previous year. The underlying net profit rose to $85.4 million - a 54.6 per cent increase year-on-year.

POAL paid $45 million in dividends during the 2024/2025 financial year and has declared a final dividend of $27.0 million to be paid in September 2025. The council uses these proceeds mainly to fund operations.

In June 2025, POAL sold its shares in Marsden Maritime Holdings Limited, following its acquisition by a consortium. At the council's request, the POAL board approved the payment of a special dividend of $45 million to the council. The council has resolved to use these proceeds to further capitalise the AFF.

1. The Auckland Future Fund quarter three report can be found at this link: https://new.aucklandcouncil.govt.nz/content/dam/ac/docs/plans-projects-policies-reports-bylaws/misc/aff-quarterly-report-2024-2025-q3.pdf

Case study

Sustainability-linked bond

The council has a well-established sustainable finance programme and has issued several green bonds. We use the proceeds of our green bonds to finance projects or assets intended to deliver positive environmental benefits. However, not all sustainability objectives fit into traditional 'use of proceeds' financing structures, but we still wanted to support them with sustainable finance.

In 2024/2025, we launched a new initiative, a sustainability-linked bond, linked to a target of planting one million native trees in regional parks by the end of 2027. If we don't meet this planting target, rather than making additional payments to investors, we will pay a donation to organisations supporting restoration of native ngahere (forests) across the region.

With this novel structure, whether we manage to complete the planting or not, Aucklanders will still benefit from the improvements in local biodiversity and climate resilience that accelerated native ngahere restoration will provide.

Planting day, Henderson

Investment performance measures

KEY ●○○○ Achieved ○●○○ Substantially achieved ○○●○ Not achieved ○○○● Not measured

Manage long-term finances sustainably and maximise returns on Council's investment[1]

Port of Auckland forecast dividend payment to Auckland Council[2]

We met the target before POAL declared a special dividend.
Auckland Council received a total dividend of $45m from POAL's profits—this includes the final dividend for the 2024 financial year and the interim dividend for 2025.
On 26 June, POAL confirmed it will pay a $45m special dividend following the sale of its shareholding in Marsden Maritime Holdings. We have excluded this special dividend from the performance result, as it does not relate to POAL's business.

●○○○	Target	Result
2025	**$37.5m**	**$45m**
2024	New baseline	$40m

1. This Level of Service statement was incorrectly noted in the LTP 2024-2034. It has been correctly noted for this annual report.
2. Forecast refers to the target dividend payments that were set during the LTP 2024-2034. The result for this performance measure is an actual rather than a forecast.

Ngā ratonga ā-taiao

Environmental services

We deliver programmes and services, and empower Aucklanders, to improve the state of our natural environment and take climate action for the benefit of current and future generations.

This year, we delivered projects across Auckland to help strengthen biosecurity and build the resilience of our communities and environment. They are funded by the:

- Natural Environment Targeted Rate
- Long-term Plan 2024-2034 climate package
- Storm Response Fund
- General rates.

Our work is focused on:

- coordinating responses to biosecurity threats, such as highly pathogenic avian influenza, caulerpa seaweed and freshwater golden clam
- large-scale pest control operations across the region, enabling native species and ecosystems to flourish
- providing specialist technical advice on biodiversity, biosecurity and climate action
- helping communities build skills to lead climate and conservation action
- supporting marae-led initiatives for climate resilience
- developing rangatahi-led (youth-led) environmental leadership
- engaging rangatahi in conservation and sustainability initiatives.

▲ Caulerpa rāhui signage at Aotea / Great Barrier Island

'Me he mea ka toitū te taiao o Tāmaki. Ka toitū hoki āna tāngata.'
'If the environment of Tāmaki endures, so too will its people.'

A key challenge was a reduction in external funding for the community-led conservation and climate action support. We helped to find alternative funding sources for community-led action and provided practical tools, grants and technical advice.

Growing our partnership to build more resilient communities

We continued to grow our partnerships with mana whenua with a focus on place-based action with iwi/hapū. Our partnerships with iwi, community groups and rangatahi networks aim to:

- deliver sustainable environmental outcomes
- empower future leaders
- ensure communities are equipped to take action for climate resilience and the natural environment.

We also supported the successful delivery of 110 local board-funded environmental and climate projects.

Enabling Māori-led climate resilience and rangatahi environmental leadership across the region

Building climate resilience and developing rangatahi leadership is being enabled through support for Māori-led initiatives. We have worked with seven marae to develop taiao (environment) plans that guide actions to future-proof infrastructure, taonga (treasured) species and cultural heritage.

We are supporting 20 rangatahi Māori to build their knowledge and leadership skills which help them lead climate and environmental initiatives.

Pest eradication project on Kawau Island

In May 2025, we began work towards eradicating wallabies and possums from Kawau Island to help restore the rich biodiversity on the island.

At 2,058ha, Kawau Island is set to become New Zealand's largest inhabited pest-free island, providing a vital link between Tāwharanui Regional Park and nearby pest-free islands. This project is supported by:

- Ngāti Manuhiri
- the local community
- central government
- New Zealand Nature Fund.

Waimaringi / Fairy Falls Track upgrade completed

We supported the reopening of Waimaringi / Fairy Falls Track in the Waitākere Ranges, following a careful redesign in partnership with Te Kawerau ā Maki.

We replaced ageing boardwalks and stairs, added bridges and re-routed paths to allow public access, while protecting a grove of 1,000-year-old kauri trees near the falls. We also installed gravel surfacing and upgraded hygiene stations to reduce the risk of kauri dieback disease. Funded by the Natural Environment Targeted Rate, these upgrades enable visitors to return to this iconic destination.

Hūnua kōkako protection bolstering Maungatautari population in Waikato region

Te Ngāherehere o Kohukohunui / Hūnua Ranges is one of the only two mainland habitats with over 500 kōkako. This thriving environment is the result of 30 years of conservation efforts, volunteer contributions, and increased pest control funded by the Natural Environment Targeted Rate.

Supported by Ngāti Paoa, Ngāti Tamaoho, Ngāi Tai ki Tāmaki, Ngāti Tamatera and Ngāti Whanaunga, we translocated the first of 20 kōkako from the Hūnua Ranges to Sanctuary Mountain Maungatautari. This is the first time the kōkako from Hūnua will contribute to another recovery project.

Other key projects and milestones

- Biodiversity management: the first-ever regional conservation status report for birds was published, strengthening how we prioritise species surveys, pest control and other conservation management and research initiatives across the region.
- Natural Environment Targeted Rate: funded significant community-led pest control on Waiheke Island which enabled the return of 10 kiwi to the island.
- Regional Pest Management Plan 2030-2040: completed public consultation on 'Let's Protect Our Environment' to inform the future plan.
- Te Ngāherehere o Kohukohunui / Hūnua Ranges Kauri Population Health: published a monitoring survey in partnership with Ngāi Tai ki Tāmaki, Ngāti Tamaoho, Ngāti Whanaunga, and Ngāti Tamaterā, finding over 95 per cent of surveyed trees are in excellent health.
- Community support: education and planning provided to support 1,500 community members and 6,000 rangatahi in building their skills and understanding of climate risks so they can be better prepared for a changing climate. This included activities such as:
  - wetland restoration
  - installing rainwater tanks
  - alternative food growing systems.

Case study

Empowering communities to restore nature: The Tū Mai Taonga case

We are transforming how environmental protection and climate action is delivered by putting communities at the heart of the solution. We recognise that locals hold deep knowledge of their environment, and our work is designed to:

- empower community leadership
- develop strong partnerships with mana whenua
- build skills through training, mentoring and funding.

This year, we funded 144 community-led conservation initiatives to deliver large-scale natural environment conservation activities across the region. We also funded 103 community-led climate projects.

Tū Mai Taonga on Aotea/Great Barrier Island is an initiative led by mana whenua Ngāti Rehua Ngāti Wai ki Aotea, which aims to eliminate pest animals that harm our native species, and to restore native biodiversity.

Through our funding support we have empowered the Tū Mai Taonga team to maintain a network of over 2,000 pest control devices and 90 monitoring cameras on the island. The team has employed 30 local people and is becoming one of Aotea/Great Barrier Island's largest employers. The project also provides:

- weekly training for field teams to build skills
- support for staff to gain workplace qualifications
- opportunities to reconnect people with their whenua, making it an environmental, social and economic success.

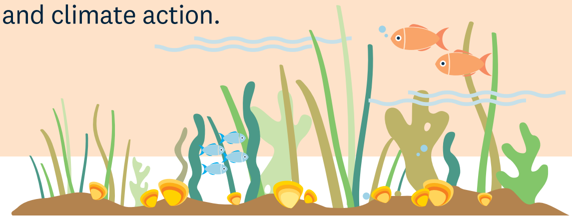
Setting a trap on Aotea / Great Barrier Island ▲

Things we are keeping an eye on

A healthy environment is critical for climate resilience and supporting the social, economic and cultural wellbeing of Aucklanders.

Pressures on our natural environment continue to increase with climate change and the arrival of new pests and pathogens, while external funding for environmental protection has diminished.

We work to prevent and minimise climate, pest and pathogen impacts, and secure alternative funding sources for community-led conservation and climate action.



Environmental services performance measures

KEY: Achieved | Substantially achieved | Not achieved | Not measured

Protect and provide access to distinctive and unique environments through regional parks

The proportion of kauri areas, managed by council, with site-based mitigation in place to reduce the spread of kauri dieback disease[1]

A significant number of kauri sites that the council manages are now protected by upgraded tracks, hygiene stations and fencing or compliance measures. This year, we completed 16 track upgrades and installed fencing to prevent access to several closed tracks.

Achieved	Target	Result
2025	**99.7%**	**99.9%**
2024	99.7%	99.7%

Number of native plants planted[2]

Winter 2024 was a very successful planting season. Good weather made it easier for most of the council's planting projects to plant more than their target. The 10-year carbon sequestration (process to capture and store carbon dioxide from the atmosphere) project planted almost three times more plants than its target for this year. This was due to third-party external funding from NZ Transport Agency Waka Kotahi which allowed O Mahurangi Penlink to carry out mitigation planting at Long Bay Regional Park.

Achieved	Target	Result
2025	**595,000**	**792,005**
2024	545,000	614,309

Proportion of the total area of priority native habitats on regional parks with pest plants being effectively controlled towards, or managed below, target densities for biodiversity protection.[3]

We controlled 2,245ha of regional parkland for environmental weeds, including over 1,000ha of highest priority native habitats. The withdrawal of a supplier for key sites reduced the area we could control this year. New priority areas at Waharau and Te Arai were added. The programme is progressing well, with a total of six parks now with areas where we are maintaining very low densities of pest plants.

Not achieved	Target	Result
2025	**52.9%**	**49%**
2024	51%	48%

Protect, improve and minimise risks to the natural environments and cultural heritage

The proportion of rural mainland Auckland with possum populations at or below target densities for biodiversity protection[4]

We carried out possum control in:

- northwest Waitākere Ranges
- north of Te Ngāherehere o Kohukohunui / Hūnua Ranges
- the east coast from Ōrewa to south of Warkworth
- prioritised council parks.

Community-led possum control on private land continues to deliver good results over large areas. In coming years we plan to put more emphasis on managing a wider range of pest animals at our highest priority sites. This means we will carry out possum control in fewer areas.

Substantially achieved	Target	Result
2025	**39%**	**38.5%**
2024	30%	39%

Number of Aucklanders engaged in living low carbon lifestyles in lowering emissions or building climate resilience.[5]

	Target	Result
2025	**73,000**	**80,826**
2024	68,500	74,795

The results demonstrate the continued and growing interest from Aucklanders in taking part in community-led climate action enabled through grants, programmes, workshops and local board projects.

The percentage of schools engaging in sustainability action programmes[6]

	Target	Result
2025	**57%**	**63%**
2024	60%	65%

We have delivered above target due to:

- an increase in school visits to 'Experience Centres'
- school communities taking part in climate resilience projects, enabled through additional funding from Storm Response investment.

The result also demonstrates an ongoing commitment from schools to engage in Auckland-specific environmental and sustainability action programmes offered by the council.

Number of species-led projects being delivered on Hauraki Gulf islands for the purpose of maintaining or achieving eradication of pest plants or pest animals[7]

	Target	Result
2025	**9**	**9**
2024	10	9

The council is leading, or is a key funder of, several projects to eradicate or keep pests from islands in the Hauraki Gulf. Examples include eradicating stoats from Waiheke Island in partnership with Te Korowai o Waiheke, and rats from the Broken Islands in partnership with Tū Mai Taonga. After many years of planning, we are working towards eradicating wallabies and possums on Kawau Island.

Provide opportunities for communities to lead and deliver their own initiatives

Number of indigenous plants and animals regionally vulnerable to extinction under active management[8]

	Target	Result
2025	**98**	**114**
2024	98	114

There are 448 different native species that we know are at risk of extinction in Auckland. These native species include bats, birds, lizards, frogs, freshwater fish and plants.

To protect these native species and stop them becoming extinct, we carry out a range of management actions, including pest control. 114 vulnerable native species are now protected enough to survive at one or more sites in the region. This is three more species than last year. Two of these new species are native plants that we are now managing through weed control or by moving them to a safer site. The other new species is an endangered fish on Aotea / Great Barrier Island.

1. The time it takes to process consents is measured according to Ministry of Business, Innovation & Employment, IANZ (International Accreditation New Zealand) and Ministry for the Environment guidelines as to the correct application of the Building Act 2004 and the Resource Management Act 1991 about when timing starts and stops. Links to more information on these guidelines can be found at these links. MBIE: https://www.building.govt.nz/building-officials/bca-accreditation/detailed-regulatory-guidance/7-perform-building-control-functions/granting-refusing-to-grant-issue-building-consent BCA: https://www.building.govt.nz/building-officials/bca-accreditation/detailed-regulatory-guidance/checklists. MfE: https://environment.govt.nz/assets/Publications/Files/discount-on-administration-charges.pdf
2. Planting seasons are based on calendar year, with winter planting taking place between April – October. Results are presented based on the financial year in which the planting season ends.
3. Priority native habitats are a minimum suite of sites identified as requiring the restoration and maintenance of ecological integrity in order to maintain the greatest number and most diverse range of Auckland's indigenous ecosystems and sequences. Priority native habitats are otherwise known as Biodiversity Focus Areas. Native habitats are defined as the indigenous ecosystem types described in Singers et al., 2017, Indigenous terrestrial and wetland ecosystems of Auckland. Sufficient control is where control is resulting in a trajectory to zero density of pest plants at the site over time. The timeframe across which zero density can be achieved will vary across sites, dependent on the pest plants present, their infestation level and age class.
4. Excluded from the result is the possum control we undertake in 5,750ha in the Waikato region, adjacent to the Hūnua Ranges Regional Park, to protect our park land.
5. The result for this measure is calculated as the total number of people engaged in living low carbon lifestyles through the following: Participants in community climate programmes, events, grants, workshops, youth programmes, local board projects, and Aucklanders who utilise council self-help climate action tools and resources.
6. Results are calculated using an engagement scale between 0-3 where 0-no contact from schools, 1-one-way communication, 2-low engagement, responds to email and carries out some sustainable activity and 3- highly engaged/ collaborative with frequency communication e.g. whole school engagement in sustainability. The result is based on the number of schools engaged at both the rating levels 2 and 3.
7. Species-led projects are projects that target single or multiple species. This includes both site level pest control projects and projects that manage pest pathways to prevent species re-invading those islands from which they have been eradicated.
8. 448 plants, birds, freshwater fish, lizards, frogs, and bats are currently considered 'vulnerable to extinction' in the region through a review of national and regional data and expert knowledge (invertebrates, fungi, lichen, and non-vascular plants and marine species have not been assessed and are therefore out of scope for this measure).

Ngā ratonga hapori ā-rohe

Regional community services

We provide community services, programmes and maintain facilities to enable connected, healthy and strong communities.

This includes work with:

- regional parks
- library services
- cemeteries
- community and social innovation
- grants to support arts and culture, events and sport and recreation.

We delivered a wide range of community services, events and grants to meet the needs of our diverse communities, including:

- citizenship ceremonies with around 23,000 candidates become New Zealand citizens this year
- ANZAC Day services, with more than 70 services across the region in 2025
- caring for a collection of over 400 public artworks.

Through our library services, arts and culture programmes, park events and activities, we provide a sense of belonging and encourage participation through connection, play and learning.

'Mehemea e ora ana ngā ratonga mō te hapori, ka pai ake ōna tāngata.'
'If the services for the community are thriving, its people will be even better.'

Expanding wellbeing through inclusive services

Our mobile libraries promote literacy, inclusion and connection across the region. This year we made 69,180 visits, including rural areas, social housing, prisons and rehabilitation programmes.

We also saw the number of our active library memberships return to pre-COVID-19 levels, up around 3 per cent from last year, to 411,000.

The Manaaki Tangata hub was launched in partnership with Eke Panuku and Māori Wardens ki te Tonga to support the wellbeing of vulnerable, homeless people by providing them a space to have a shower, food and store some of their belongings.

Strengthening community safety through local empowerment

We helped around 100 community groups set up locally-led crime prevention and anti-social behaviour initiatives through 50 Business Improvement Districts. This impactful first step was enabled by the Proceeds of Crime funding, and the next steps will deliver more city centre safety enhancements and a robust training programme to support capability building for frontline staff and community partners.

Celebrating community, culture and connection in Tāmaki Makaurau

We enabled community and civic events across Tāmaki Makaurau, including:

- 90 Matariki Festival events, held from 7 June to 13 July 2025
- connecting diverse communities with the rich taonga (treasures) and stories from our collections at our libraries, introducing a new board game lending collection to enable Aucklanders to borrow popular tabletop games.

Fostering creative careers and cultural pride through strong partnership

The 'Stand Up Stand Out' programme helped 1,600 rangatahi (youth) in music and dance across 46 Auckland schools, celebrating emerging artists to a national recognition. With strong partnerships and showcases, the programme helped to nurture talent, spark cultural pride and launch creative careers.

Pasifika Mai from Avondale College, Roskill Youth Zone, Stand Up Stand Out ▲

Connecting communities – Te Whau Pathway

The Te Whau Pathway project strengthens community pride and kaitiakitanga (guardianship) of the Whau River through collaboration between the council, Auckland Transport, local boards, mana whenua and environmental trusts.

The work from State Highway 16 to Roberts Field is 75 per cent complete. The full pathway will connect neighbouring suburbs and link two harbours via Green Bay and provide:

- recreational opportunities for locals and tourists
- sustainable travel alternatives
- support the local economy.

▼ The award-winning sculpture 'Hand Down' will be permanently relocated to the Edible Garden

Community outreach at the Botanic Gardens

The Botanic Gardens saw a significant number of visitors during our events:

- the Matariki Festival Day, celebrating cultural diversity through kapa haka, music and whānau activities in partnership with Ngāti Tamaoho, attracting around 5,000 attendees
- the ninth Sculpture in the Gardens exhibition, which featured 15 large-scale works along a 1.5km trail, had attracted 368,000 visitors over three months.

Te Whau Pathway in construction ▲

World-class conservation

Our regional parks continued to deliver exceptional conservation and biodiversity outcomes, including:

- translocating 20 North Island brown kiwi from Tāwharanui Peninsula to Mount Tamahunga, Big Omaha
- introducing native birds hihi and tīeke to Shakespear Regional Park
- welcoming a new takahē chick (a critically endangered native New Zealand bird species) at Tāwharanui
- discovering a rare Raukawa gecko
- 150,000 trees planted across our parks through 50 community planting days.

▶ A hihi chick on Tiritiri Matangi. Image credit: Hihi Conservation Charitable Trust

Case study

Project Gigawatt enabled renewable energy to community facilities

We look for innovative ways to reduce operational costs while demonstrating environmental leadership across our community facilities. The challenge is to find and apply renewable energy solutions that deliver immediate savings and long-term sustainability benefits for ratepayers, as energy costs rise.

Last year, project Gigawatt installed solar panels across community facilities, generating a combined 609kW of clean electricity.

Mahurangi East Library and Community Centre at Snells Beach and Allan Brewster Leisure Centre at Papatoetoe can now produce their own renewable energy with solar systems, generating a combined 217MWh of energy every year.

Solar panels also benefit communities with lower operational costs at their local facilities, while excess power exported to the grid creates additional revenue. The 25-year solar panel warranties:

Alan Brewster Leisure Centre ▲

Mahurangi East Library and Community Centre ▲

- ensure sustained environmental and financial benefits
- support the council's Low Carbon Action Plan
- deliver practical climate action to residents.

Other key projects and milestones

- Sport and Recreation Facilities Investment Fund: 18 applications supported ($13.6 million).
- Regional Arts and Culture Grants Programme: 46 diverse arts organisations received grants to deliver events and activities across Tāmaki Makaurau (total of $1,331,869), such as Te Ao Hou (The New World) by Massive Theatre Company.
- Hūnua Regional Parks: celebrated 30 years of successful pest control (see Environmental services on page 57).
- Education programmes: provided hands-on experience of life on a working farm at Ambury Regional Park for around 3,535 Auckland school children in 2024/2025.

Things we are keeping an eye on

We are working to minimise negative impacts on the social, economic, environmental and cultural wellbeing of communities from:

- needs of Auckland's diverse population and changing customer preferences, including a shift toward digital services, and flexible community spaces
- challenges of aging community facilities
- partnerships that deliver community services
- outcomes from grants programmes.

Regional community services performance measures

KEY Achieved Substantially achieved Not achieved Not measured

Protect and provide access to distinctive and unique environments through regional parks

The percentage of regional parks, facilities and spaces meeting maintenance quality standards.[1]

Results stem from strong collaborative relationships between our staff and contractors. Regular communication and established partnerships provide constant visibility over performance, enabling early identification of potential issues before they impact service delivery or become audit findings. When challenges arise, existing relationships facilitate quick, collaborative problem-solving, ensuring consistent audit outcomes.

	Target	Result
2025	**80%**	**91.3%**
2024	New measure	93.9%

Enable a range of choices to access community services and recreation opportunities

The amount of playable hours per year at soil based sporting and recreational facilities

Over the last year, weekend availability at recreational facilities remained high at 98 per cent available and weekday (training) availability at 96 per cent. A drier summer and warmer 2024 winter contributed to increased sportsfields availability compared to the previous year

	Target	Result
2025	**90%**	**96%**
2024	New measure	93%

The number of library items checked out (including renewals and e-items) (millions)

Total issues have exceeded expectations, showing a 3 per cent increase compared to last year. While physical issues have remained steady, e-issues continue to increase, now accounting for 34 per cent of all total issues (5.8 million) and 14 per cent higher than the previous year.

	Target	Result
2025	**15.7m**	**16.9m**
2024	18.4m	16.44m

The percentage of regional park visitors satisfied with the overall quality of their visit[2]

With a 91 per cent satisfaction rate, regional parks continue to perform well. This result reflects consistently high-quality visitor experiences across our natural destinations and the value of our regional parks.

	Target	Result
2025	**92%**	**91%**
2024	96%	93%

1. Maintenance quality standards are defined through SOP (Standard Operating Procedures) and asset maintenance contracts. These standards are monitored by staff who have received specialised training and are audited through a quality process to ensure consistent scoring.
2. Results for these measures are sourced from the Customer Experience Monitor Survey. More information on this survey and its judgments can be found on page 121 of this document.

Te mana hautū ā-rohe

Regional governance

We give advice and support to the mayor, councillors, and council-controlled organisations to help them make good decisions and govern effectively.

We strengthened regional governance by:

- supporting the delivery of governing body and committee meetings
- progressing a major technology upgrade
- improving the quality of advice given to elected members.

We also delivered targeted development training for elected members and council staff to ensure our people, systems and processes can support effective regional decision-making.

Meetings and workshops

We managed 618 meetings and workshops for the Governing Body, totalling 896 hours and 41 minutes.

We provided end-to-end support from preparing agendas to delivering meetings. This includes providing governance advice to enable elected members to carry out their decision-making responsibilities effectively and transparently.

Governance technology upgrade

We progressed a major upgrade to the technology that supports our meetings and political reporting. We have used the current system since 2010, and it is no longer fit-for-purpose.

This year, we secured a new vendor and integrated software. These will improve governance capabilities and deliver greater value to elected members, staff and the public.

Quality advice

We supported the Chief Executive's focus on quality advice by setting standards on concise, transparent and clear reports. We also delivered training for 372 kaimahi (staff). We provided elected members with 44 development opportunities. We also developed cross-council advisory competencies and redesigned the Kura Kāwana programme – a three-year development programme to support elected member induction and development for the upcoming electoral term as governors and decision-makers.

'Ka ora te mana ā-rohe i te kounga o ōna hononga me ngā pārongo ka riro.'
'Healthy regional governance is only as strong as the quality of its relationships and information it receives.'

Case study

Celebrating Auckland - Guangzhou collaboration: strengthening ties and showcasing Māori innovation

On 27 May 2025, we hosted a roundtable discussion forum with a local government delegation from Tianhe District, Guangzhou, building on the momentum of the 35th anniversary of the Auckland–Guangzhou sister city relationship celebrated in 2024. The roundtable aimed to strengthen ties and explore collaboration in technology, trade, innovation and Māori business.

Māori technology firm Ara Journeys, working in AI, robotics and immersive tech, and Ngahere Communities, specialising in e-commerce and agri-tech, shared their ambitions to build partnerships in Asia. CEO of Ara Journeys Amber Taylor described it as an honour to represent Māori technology innovation at the roundtable.

Deputy district head Duan Dehai welcomed future cooperation in trade, education, culture and technology.

The roundtable strengthened city-to-city ties, gave Māori businesses a global platform and built foundations for future collaboration. This shows how strategic coordination and cross-agency effort can deliver high-impact outcomes with limited resources.

Things we are keeping an eye on

We are working to minimise negative impacts on the social, economic, environmental and cultural wellbeing of communities from:

- quality of advice we provide to elected members to make critical decisions
- low public engagement and low voter turnout
- policies and services.

Regional governance performance measures

KEY ● Achieved ● Substantially achieved ● Not achieved ● Not measured

Lead Council Group response to partnership and participation of Māori in decision making and deliver Māori outcomes

Percentage of Capacity Grant funding delivered to mana whenua

We spent $3 million of the $3.9 million budget. Three mana whenua entities had offers for capacity funding during the year, but these were not signed by 30 June 2025.

Not achieved	Target	Result
2025	**90%**	**78%**
2024	New measure	90%

The number of mana whenua and mātāwaka marae that received support[1]

Support was provided through a number of funding and grant programmes including, 24 through the Marae Infrastructure Programme & Cultural Initiatives Fund, one from Auckland Transport, six for Whakaoranga Marae, seven for Resilient Marae, four from Mātātahi Taiao, one from Climate Capacity and eight from local board grants.
The total when taking into account those marae who received support from several funding or grant programmes and not double counting is 30.

Achieved	Target	Result
2025	**22**	**30**
2024	22	22

Support effective governance, provide quality advice and advocate for Auckland's interests

The percentage of LGOIMA and Privacy Act decisions made and communicated within statutory timeframes

Not achieved	Target	Result
2025	**95%**	**80.6%**
2024	95%	72%

This year, we received 46 per cent more LGOIMA (Local Government Official Information and Meeting Act) and Privacy Act requests compared to the previous year. A number of high-profile issues such as dog access to popular public parks, stadium issues including moving the speedway from Western Springs, and flood recovery disputes contributed to increased requests. However, we have improved our ability to meet statutory timeframes through a range of improvements and changes applied across the team.

Key initiatives include:
- review of processes and allocation of resources
- trialling the use of AI to optimise LGOIMA-related workflows.

These efforts have positively impacted response times and overall efficiency.
One ongoing challenge in meeting timeframes is the involvement of multiple departments in handling requests, and a multilayered sign off and approval process which can cause delay. This is currently under review to streamline the process.

Engage with Aucklanders to have their say, participate in decision-making and stay informed

Number of live engagement projects on the AKHYS website, jointly or solely run by Auckland Council[2]

The number of community engagement projects varies depending on the organisation's work schedule. We exceeded our target in 2025 due to increased visibility of the benefits of community engagement and the 'AK Have Your Say' platform. 2025 is also an election year. This can drive activity as elected members or kaimahi (staff) may look to resolve issues before the end of elected terms.

Achieved	Target	Result
2025	**50**	**59**
2024	New measure	61

1. Support is in the form of direct funding or assets provided to marae to build capacity of the marae to support Māori community wellbeing, and the focus of the delivery is centred on the marae. There are 33 marae that are eligible to receive this support. Any activity where funding is given to the marae and where the activity builds the capacity of the marae to support Māori community wellbeing and the focus of the delivery is centred on the marae.
2. This measure only includes projects on the 'Auckland Have Your Say' (AKHYS) website that are solely or jointly run by Auckland Council. This does not include engagement projects that are not listed on the website. The number of projects present on the AKHYS website represents Aucklanders' opportunities to have their say on the council decisions. A higher number of engagement projects represents an increased number of decisions which are open for public input.

Te whakamahere ā-rohe
Regional planning

We plan for Auckland's growth to:

- **achieve quality compact outcomes so Auckland's communities can thrive**
- **ensure there is sufficient residential and business development capacity over the longer-term (30-years and more)**
- **efficiently integrate land use and infrastructure planning and funding.**

The Future Development Strategy 2023–2053 is Auckland's spatial plan that sets the high-level vision for accommodating urban growth over the long term. It identifies strategic priorities to inform development-related decisions including those of the council. This strategy aims to shape Auckland's future urban form by applying a quality, compact approach to growth. It seeks to make the most of the opportunities provided by our major infrastructure investments and to generate thriving communities.

Forthcoming new legislation is likely to change the way council undertakes spatial planning for Auckland. This means a replacement of the existing Future Development Strategy is likely to be needed. Future work will need to understand how Auckland is likely to grow over the next thirty years.

'Mēnā kāore te rohe e whakamahere, kei te whakarite ia ki te whakatūraru i te oranga ā mua o ōna tāngata.'
'A region that fails to plan is planning to jeopardise the future wellbeing of its people.'

This includes how to accommodate growth in the way that makes the best use of the opportunities presented by major infrastructure investments such as the City Rail Link.

Adoption of Auckland's Southern Rural Strategy

In May 2025, the council adopted a strategy to guide growth and development in Auckland's southern rural area over the next 30 years. The strategy aims to balance competing pressures in the rural south to ensure that growth occurs in a manner that supports liveable communities, rural production and resilience.

Reviewing the Auckland Unitary Plan

The council's strategic direction informs and guides the Auckland Unitary Plan, Auckland's Planning rulebook. This year, the council began a scheduled review of the Auckland Unitary Plan under section 35 of the Resource Management Act. Progress is on track to complete this in early 2026. Findings are already informing plan changes and supporting the future statutory review under upcoming replacement legislation.

▼ Te Hā Noa / Victoria Street expansion

Preparing a plan change to address intensification and natural hazard management for Auckland Council

The strategic direction set out in the Future Development Strategy has also shaped our responses to major plan changes that have regionally significant impacts for accommodating growth across Auckland. The council successfully submitted for a change to the Resource Management Act (RMA) to take a revised approach to managing intensification in Auckland together with strengthening the management of development in locations of high natural hazards risk. This change to the RMA has enabled for the council to prepare a plan change as an alternative to the ongoing Plan Change 78 that since 2022, has been progressing through public hearings. The council will decide in September 2025 whether it will proceed with the current Plan Change 78 or withdraw and replace this plan change with its alternative approach to intensification and natural hazards management.

Implementing the City Centre Masterplan

Implementation of the City Centre Masterplan is an example of how local investment programmes can help to achieve our strategic vision.

In alignment with the City Centre Masterplan, the City Centre Programme delivered projects funded by (in part or fully) the City Centre

Targeted Rate (CCTR). These projects contribute to:

- increasing the capacity, efficiency and safety of travel
- enabling infrastructure for growth
- improving the attractiveness, safety, resilience and vibrancy of the city centre.

Te Hā Noa / Victoria street expansion

In April 2023, we began work on Te Hā Noa, the area between Elliott and Kitchener streets. This expands on the work already underway for the City Rail Link on Victoria Street between Federal Street and Elliott Street.

We have now completed two sections of Te Hā Noa – Elliott Street to Queen Street and Lorne Street to Albert Park. We will start work on the mid-section of Victoria Street from Queen Street to Lorne Street in 2026, once Watercare completes Midtown wastewater upgrades at the Queen Street intersection.

Midtown Regeneration Programme

We continued to lead the management of the midtown programme. This includes a comprehensive development response approach to support residents and businesses impacted by construction.

In 2024/2025, the Midtown Small Business Support Programme supported more than 130 retail, hospitality and services businesses.

Key initiatives included:

- access to a dedicated business connector specialist
- providing annual micro-grants
- a focus on positive customer experiences
- support for extended outdoor dining.

Lunar New Year street activation ▼

High Street improvements

Between July and October 2024, we ran an in-depth community engagement process to find out what people who visit, live and work in High Street — and the wider Auckland community — want for the future of the street. Their feedback guided the development of three design ideas. These range from small improvements to a full street upgrade. We will ask for more public feedback in mid-2025.

Lunar New Year and the festive season

The City Centre Activation and Placemaking Programme aims to attract more visitors and support businesses in the city centre. The 2025 Lunar New Year festival in the city centre was a vibrant, contemporary pan-Asian celebration, which highlighted the diverse range of Asian-owned retail and hospitality businesses across the precinct.

During the Christmas season, we set up the new Te Manaaki giant Christmas tree in Te Komititanga and the popular Christmas Pavilion in Aotea Square. The pavilion hosted many performances and was part of a range of festive events.

Things we are keeping an eye on

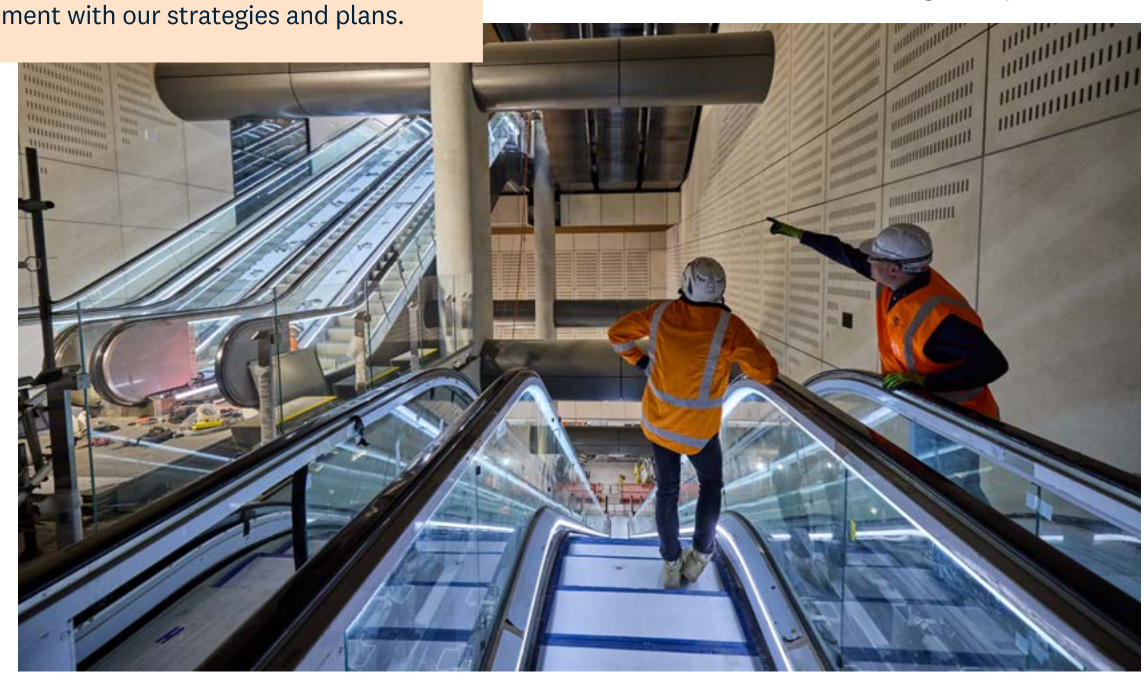
We are working to minimise negative impacts on the social, economic, environmental and cultural wellbeing of communities, from:

- growth and development, such as poor quality housing, inadequate infrastructure and lack of open spaces
- environmental degradation
- inefficient use of the transport network
- emerging government policies
- alignment with our strategies and plans.

Other key projects and milestones

- Auckland is intensifying along the rapid transit network: in the last 12 months, 25 per cent of all dwellings consented were within 1,500m catchments of rapid transit stations. Most of these consents were for more intensive housing types such as apartments or townhouses.
- Auckland Intensification Plan Change (Plan Change 78): city centre provisions became operative in June 2025. The council will make further decisions on Plan Change 78 in September 2025.
- Karanga-a-Hape Station Neighbourhood: improvements to the transport network and streets around the Karanga-a-Hape Station are underway.
- City Centre Bus Improvement Project: construction is currently underway. The first stage of this project is the Wellesley Street bus improvements between Queen Street and Albert Street.
- Waitematā Station (Britomart) plaza and Tyler Street upgrade: the final stage is in progress to develop high-quality public spaces surrounding the CRL's Waitematā Station. The construction for the new plaza behind Britomart and the redevelopment of Tyler Street into a shared space started in July 2024.

Karanga-a-Hape Station ▼



Regional planning performance measures

KEY Achieved / Substantially achieved / Not achieved / Not measured

Integrate land use and infrastructure planning and regulate development through consenting process

The percentage of Auckland Unitary plan changes and notices of requirement processed within statutory timeframes

All 13 decision notices during the 2024/2025 year met the statutory timeframe of the Resource Management Act (RMA).

Achieved	Target	Result
2025	**100%**	**100%**
2024	100%	100%

Transform City Centre and regenerate urban centres in locations with significant land holdings

Percentage of annual spend against annual budget for projects funded by the City Centre Targeted Rate

Overall delivery was above target for 2024/2025, despite some construction delays. The lower-than-forecast capital spend was successfully managed within the City Centre Targeted Rate programme portfolio by increasing delivery through the Activation and Placemaking programme (OPEX). This shift responded to an increased focus on initiatives that attract and retain people in the city centre. Key highlights of this increased focus included Matariki celebrations, Midtown Street Parties, NZ Music Month, the Lunar New Year programme, Christmas in the city centre, and ongoing activations at Te Komititanga.

Capital delivery in 2024/2025 was notably impacted by external factors, including works by City Rail Link, Watercare, and Auckland Transport.

Achieved	Target	Result
2025	**80%**	**91.7%**
2024	80%	91%

Protect, improve and minimise risks to the natural environments and cultural heritage

Percentage of state of the environment monitoring completed[1]

All sites have been monitored as planned and in accordance with national standards.

Achieved	Target	Result
2025	**Sustain baseline**	**100%**
2024	New measure	New measure

1. The baselines for the state of the environment monitoring completed were set based on data from the 2023/2024 financial year. They were: Overall (average) – 78 per cent, Air (quality) – 70 per cent, Terrestrial biodiversity – 80 per cent, Freshwater (hydrology, quality & ecology) – 77 per cent, Marine (water quality, ecology, sediment & coastal processes) – 71 per cent, Soil (quality) – 90 per cent. The result for this measure is the number of sites monitored in accordance with national standards across each programme as a percentage required for RMA planning and consenting (as determined by internal or external expert review) – air quality, soil quality, hydrology, water quality, freshwater ecology, terrestrial biodiversity, coastal ecology and sedimentation, and coastal processes.

Ngā ratonga para

Waste services

We are committed to taking care of the environment by:

- **providing waste management and resource recovery services**
- **managing the Waitākere Resource Recovery Park**
- **developing a network of community recycling centres across the region.**

Supporting local waste minimisation projects with our Waste Minimisation and Innovation Fund (WMIF)

The WMIF provides $500,000 per year to fund and support innovative projects that reduce waste. In 2024/2025, 24 per cent of the fund was provided to Māori organisations, initiatives, which support sustainable and culturally grounded practices for communities across the region. These promote:

- composting
- reusable nappies
- zero-waste education.

This year, we have progressed towards a zero-waste Tāmaki Makaurau by:

- diverting more than 24,000t of food scraps from landfill to help reduce emissions and produce renewable energy
- setting up a rates-funded rubbish collection service to simplify the weekly waste collections and pushed for stronger national laws on waste and litter
- supporting careful relocation or deconstruction of storm-affected homes to keep waste out of landfill

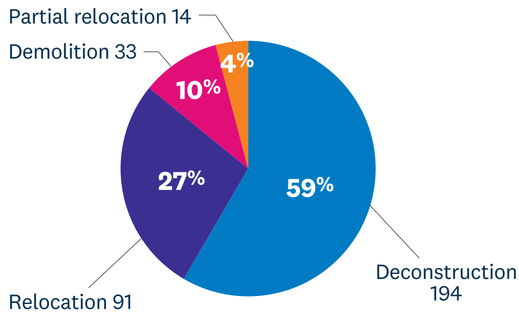
'Me tere tātou ki te kore para, kei waiho te kawa hei kai mā Tāmaki tāngata.'
'Let us hasten zero waste, lest bitterness be the legacy Aucklanders taste.'

- upgrading the Tipping Point Community Recycling Centre in Henderson to save more materials, support local jobs and help people learn about waste
- launching a new Waste Minimisation and Management Plan to guide our work through to 2030, including a proposed trial of fortnightly rubbish collections.

Relocation and deconstruction of storm-affected houses

Construction and demolition waste is the biggest contributor to landfill. We are testing ways to reuse materials and reduce waste to landfill. Since April 2024, nearly 300 storm-affected homes have been relocated or deconstructed, with only 33 needing to be demolished.

Removal method for storm-affected houses



New Waste Minimisation and Management Plan (WMMP) for 2024 to 2030

The WMMP is at the centre of our 'Zero Waste by 2040' vision for Tāmaki Makaurau / Auckland. Approved in October 2024, the plan outlines our key priorities for action and investment over the next six years. We are committed to reduce residential waste and waste generated by the Auckland Council Group.

One of the main priorities of the WMMP is to trial a fortnightly rubbish collection service. Subject to public consultation, the trial will involve 10,000 households. It aims to find out how changing from weekly to fortnightly rubbish collections will affect waste reduction and costs.

Case study

Upgraded community recycling centre supports in sustainability, innovation and local impact

We have upgraded the Tipping Point Community Recycling Centre (CRC) at Waitākere Resource Recovery Park operated by McLaren Park and the Henderson South Community Trust. The centre now repairs and restores more goods and materials for reuse, helping to reduce the amount of waste sent to landfill.

The Tipping Point CRC is part of our Resource Recovery Network. This network is set to increase to 21 CRCs and two resource recovery parks to help reduce waste and support a circular economy.

A new construction and demolition hub was set up at the centre to collect surplus building materials. This hub provides for people and businesses to donate or buy building materials for reuse, that would otherwise end up in landfill.

Creating a stronger and more connected community with education

This is also a place where the community can learn about recycling, get involved, and contribute to sustainability efforts. It gives jobs to local people and contributes proceeds to support local projects, including youth programmes. This makes the community stronger and more connected.

We used a 'smart' way to erect new buildings at the park. We reused materials and used some building tricks. For example, instead of digging deep and expensive foundations on the old landfill land, we built on a special gravel base, saving money and showing how we can build in ways that are better for the planet.

Teams from Tipping Point, Waiōrea CRC, the Youth Studio, and McLaren Park Henderson South came together to celebrate the new site ▲

Things we are keeping an eye on

We are working to minimise negative impacts on the social, economic, environmental and cultural wellbeing of communities from:

- organic and inorganic waste
- illegal dumping and public bins
- increase in truck fires and safety of truck drivers
- discarded batteries and devices which pose fire, water and other environmental risks
- costs of rubbish collection and disposal.

Other key projects and milestones

- Regional Rates Funded Refuse Project: near completion. Simplifying rubbish disposal with weekly rubbish collections for Waitākere, North Shore, Papakura and Franklin. Most customers selected smaller, lower-cost bins, helping reduce waste and support sustainability.
- Food scraps service: over 48,000t of food scraps diverted from landfill to the Ecogas facility in Reporoa, since we introduced the service in 2023. In the last year, we helped to reduce 15,900t of carbon emissions, which is similar to taking 4,700 cars off the road for an entire year.
- Advocacy for impactful legislation: submitted feedback on the government's consultation about changes to laws around waste and litter, which could change the way we manage and reduce rubbish. We included technical knowledge, evidence and the views of mana whenua, local boards and feedback from Aucklanders through our WMMP consultation.

Ecogas facility in Reporoa won this year's WasteMINZ industry award for Best Resource Recovery or Value Recovery Initiative

Waste services performance measures

KEY ● Achieved ● Substantially achieved ● Not achieved ● Not measured

Manage the collection and processing of household waste and minimise waste to landfill

Total waste to landfill per year (kg per capita)

Total waste to landfills is declining with less being sent to municipal landfills at Redvale, Whitford and Hampton Downs. This may reflect reduced construction activity or shifts in disposal practices influenced by changes to the waste levy.

Achieved	Target	Result
2025	**803kg**	**673kg**
2024	751kg	787kg

The quantity of domestic kerbside refuse per capita per annum (kg) [1]

Expanding the rates-funded rubbish service across the region has increased the amount of waste collected by the council. It also helps us better estimate how many people use the council bin collection service compared to private collections. We will continue to refine this data and use it to provide a more accurate result for this performance measure.

Substantially achieved	Target	Result
2025	**130kg**	**131kg**
2024	110kg	126kg

The total number of Resource Recovery Facilities[2]

There are currently 13 resource recovery facilities operating in the region. In June 2025, the Tipping Point at Waitākere Resource Recovery Park opened a new space which includes its own shop entrance and a new hub for reusable construction and demolition materials.

Achieved	Target	Result
2025	**13**	**13**
2024	12	13

Number of customer interactions per annum at Resource Recovery Facilities[2]

	Target	Result
2025	**215,000**	**279,670**
2024	New measure	237,054

More people in our community are choosing to use Community Recycling Centres, showing that the Resource Recovery Network is reaching more households and playing a bigger role in reducing waste. The growth highlights strong community support for reuse and resource recovery, and suggests that awareness of the service continues to build.

Food scraps diverted from landfill (tonnes per annum)

	Target	Result
2025	**27,000**	**24,351**
2024	New measure	22,062

Auckland Council is focused on increasing participation in the food scraps service to support resource circularity and reduce landfill waste. An initiative is underway to identify the best ways to encourage greater household use of the collection service.

We have had challenges rolling the service out within Multi-Unit Developments (MUDs). These challenges include delays in being able to contact body corporates and building managers, designing suitable services for individual sites, and providing exemptions where service delivery is not feasible. In addition, MUDs have had higher than expected contamination rates which has led to the removal of some bins.

The percentage of customers satisfied with overall waste collection services[3]

	Target	Result
2025	**75%**	**80.7%**
2024	75%	77%

We measure customer satisfaction through our Customer Experience Monitor Survey.

- Overall customer satisfaction has increased by nearly 3 per cent in the last year, and over 11 per cent in the last two years.
- Satisfaction is rising across all services we monitor. The lowest customer satisfaction score is 72 per cent for inorganic collections, which has improved from 58 per cent last year.
- Our customer satisfaction score continues to improve each quarter, despite introducing rates-funded rubbish collections in North Shore, Papakura and Waitākere.

To help further increase customer satisfaction, this year we introduced a new key performance indicator (KPI) for our bin contractors. This means the amount we pay our contractors will depend on how happy our customers are with the services they provide.

We are also including customer satisfaction KPIs to new contracts, including our new Bin Maintenance Services contract.

Protect, improve and minimise risks to the natural environments and cultural heritage

Percentage of council controlled closed landfill discharge consents achieving category one or two compliance rating[4]

	Target	Result
2025	**100%**	**100%**
2024	98%	100%

Environmental monitoring and Leachate maintenance programmes are working well to maintain systems and keep Aucklanders and the environment safe.

1. This measure has a rolling 12-month period, with a one-month lag i.e June to May.
2. A Resource Recovery Facility is a facility in the community where the public can drop off reusable and recyclable items. Resource Recovery Facilities can vary greatly - from simple drop off stations in small rural areas through to large eco-industrial parks. Customer interactions are counted as the number of transactions recorded at Community Recycling Centres. This reflects the level of community engagement with our Resource Recovery Network.
3. The results for this measure are sourced from the Customer Experience Monitor Survey. More information on this survey and its judgements can be found on pages 122 to 123 of this document.
4. Category one are closed landfills that are fully compliant with their resource consent. Category two may not fully meet all conditions of their resource consent. This may be due to missing information or (potential) evidence of minor effects on the environment.

Te tautoko ā-whakahaere

Organisational support

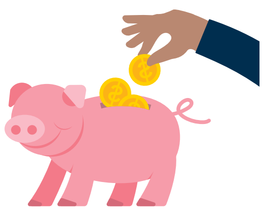
> **‘Mā muri ka tika a mua — ko te pito o te taura te pupuri i ngā pito e rua.’**
> ‘By what comes behind, what is ahead will be made right — the centre of the rope holds both ends.’

We provide effective and efficient support services that help to deliver the best value for Aucklanders and support our:

- **elected members with decision-making**
- **diverse communities**
- **council-controlled organisations**
- **day-to-day services (operations).**

Our key achievements for this year include:

- Operational savings: We saved $84 million, surpassing the 2024/2025 target of $66 million by $18 million. $24.4 million of the 2024/2025 savings are enduring.
- Māori Outcomes: Tāmaki Ora was approved in June 2025, replacing the previous Kia Ora Tāmaki Makaurau framework with a simplified, values-based Māori outcomes strategy and performance framework that:
  - strengthens alignment with Māori aspirations
  - improves clarity of our role
  - enables more consistent delivery across the council group.



- Regional Deal: Auckland has been selected as one of three regions to enter formal negotiations for a regional deal with the government.
- Māori Outcomes Fund: $14.35 million was invested to advance Māori wellbeing and identity in Tāmaki Makaurau, including a review of how the fund could be used more effectively in partnership with mana whenua and mataawaka to achieve our shared goals.
- The election campaign has included early awareness-raising about the upcoming local elections, launch of the Vote Auckland website, and an information and marketing campaign encouraging people to stand as candidates.
- Auckland’s rating valuations were certified by the Valuer-General on 6 June and released to ratepayers on 10 June helping us to set rates fairly across Auckland’s 630,000 properties.
- The Contributions Policy 2025 was adopted to reflect infrastructure investment decisions in the LTP 2024-2034, adjustments for investments beyond 2034 in Drury, and to extend the policy to cover investments beyond 2034 in other Investment Priority Areas.
- CCO Reform: implementation of the decisions made by the Governing Body on 12 December 2024 to proceed with changes to our CCO model by 1 July 2025 (see Additional information page 111).

Improving the way we work

We continue to deliver support across finance, technology, engagement and other areas, while we improve the way we work. This includes:

- establishment of the Better Value Projects programme that responds to a call for change in how the council group procures and effectively spends ratepayers’ money on projects applying 10 better value delivery principles
- accelerating group shared services (GSS) and consolidation of service functions to reduce duplication across council organisations. In addition, agreements were reached to provide treasury services to Watercare and a range of financial and operational services to the Auckland Future Fund
- moving to fit-for-purpose technology services to transform the way we deliver technology across the council group.

Asset sales target

The asset recycling target for 2024/2025 has not been met due to market conditions. $14 million in cash proceeds were realised against the LTP target of $33 million. Once the market improves, sales are still expected to occur and have been re-phased to subsequent years of the LTP. This target encompasses the divestment of non-strategic property, residual property from infrastructure projects, as well as business interests that are not core to the delivery of council services. It excludes property sales related to urban regeneration activities, such as the Transform and Unlock programme, Strategic Development Fund reinvestments, and service property optimisation.

Case study

Group Shared Services

Group Shared Services (GSS) was established in June 2024 and is responsible for providing or exploring opportunities for cost effective enabling services to the Auckland Council Group across six functions:

- Corporate Support Services
- Customer Experience and Digital Services
- Data Services
- People Services
- Procurement Services
- Technology Services.

Business cases for five functions were endorsed by the independently chaired GSS Board during the year (the final business case was approved in early July) and have progressed to detailed implementation planning.

GSS met its operational spend savings target of $5 million for 2024/2025 (part of the LTP 2024-2034 target of $66 million for 2024/2025). This target was achieved through a combination of enduring savings from corporate property optimisation across Auckland Council and one-off savings from a reduced pace of spending.

GSS also achieved significant cost avoidance in 2024/2025, totalling $36 million across the council group and GSS, the majority as a result of negotiating favourable contract terms through the procurement process across multiple services..

Cost avoidance across the LTP 2024-2034 totals $83 million in benefit across the group.

Organisational support performance measures

KEY ●○○○ Achieved ○●○○ Substantially achieved ○○●○ Not achieved ○○○● Not measured

Operate a fit-for-purpose organisation and make it easy to get things done with council

Digital up-take of the top 23 services[1]

Digital uptake increased slightly by 0.9 per cent due to online new rubbish bin requests related to the Ratepayer Funded Waste Service roll out. We anticipate a slight improvement in digital uptake in the first quarter of 2025/2026 with the improved customer experience on our upgraded website.

○●○○ (Substantially achieved)	Target	Result
2025	**80%**	**78.5%**
2024	New measure	77.6%

1. Digital up-take is calculated as a 12-month rolling measure and is the ratio of number of completed digital transactions and sum of transactions across all channels. List of top 23 services includes: Inspection scheduling, Venue hire, Inorganic collection booking, Dog registration new or renewal, RFS property maintenance, Solicitors request for rates balance, Change of postal address or contact details, Noise complaint, Report a dog problem, New/replace bin, eRates subscription, Property file PFP, Direct debit create, Regional parks EBS, LIM report, Repair damage bin, Building Warrant of Fitness Registration, Code of Compliance Certificate, Rates rebate application, Building consent/PIM, Illegal dumping, Resource consents, Change dog contact. Digital channels refer to Auckland Council's websites. Alternative channels include contact centres, face-to face (such as libraries) or email.

Ngā hanga tukuora me ngā takuhe ā-kiritoru

Third party amenity and grants

Auckland Council is required by legislation to provide funding to support the organisations that deliver arts, culture, recreation, heritage, rescue services, and other facilities and services to Aucklanders.

We continued to support organisations meeting the needs of Auckland's diverse communities. Funding of $71 million was provided in July 2024, enabling financial security and support to deliver their core services in 2024/2025. This was distributed among the:

- Auckland War Memorial Museum
- Museum of Transport and Technology (MOTAT)
- Auckland Regional Amenities Funding:
  - Auckland Festival Trust
  - Auckland Philharmonia Trust
  - Auckland Theatre Company Limited
  - New Zealand Opera Limited
  - Stardome (Auckland Observatory and Planetarium Trust)
  - Surf Life Saving Northern Region Incorporated
  - Drowning Prevention Auckland / Watersafe Auckland Incorporated.

'Mā te hui ka maumahara; mā te toi ka toitū; mā te ahurea ka ara ake.'
'Through gathering we remember; through art we endure; through culture we rise.'

In September 2024, the Governing Body endorsed the Arts, Sports, Social, and Community Political Working Group's recommendations regarding the future relationship of Auckland War Memorial Museum, MOTAT, and the Auckland Regional Amenities Funding Act (ARAFA) funded amenities with the Auckland Council Group. These recommendations include pursuing legislative change and aim to deliver improved outcomes for Aucklanders by strengthening strategic direction, public value, and accountability for the funding council provides.

▶ A heritage tram at MOTAT

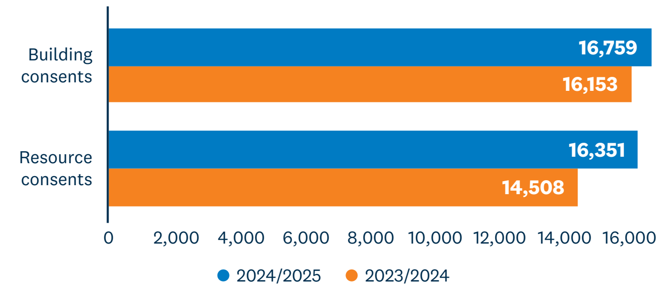
Ngā ratonga waeture

Regulatory services

We protect our communities and our built and natural environment through fair and effective regulation.

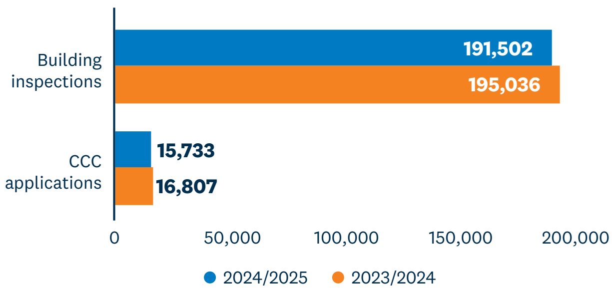
Demand for our regulatory services increased noticeably this year, with more people applying for building and resource consents, more complaints about breaches of bylaws (such as signs and public safety / nuisance), and many more requests relating to dogs. The end of the financial year was especially busy for resource consents, largely driven by a rush to get in ahead of the development contributions policy changes starting from 1 July 2025. Many of these were complex, combined applications that added challenges to the normal process.

Building and resource consents applications



We received fewer requests for building inspections and CCCs in 2025 because we received fewer applications for building consents in 2024.

Building inspections and CCC applications



'Mai i te ana o te raihana, ka puta a Pito.'
'From the lair of the license, potential emerges.'

We also:

- completed 12,947 pool inspections
- issued 2,148 new food licenses
- issued 470 new alcohol licenses.

These are at a similar level to last year.

Successfully Implemented the new Local Alcohol Policy

The new Local Alcohol Policy was adopted in August 2024. From September 2024, our Licensing and Compliance team began implementing tougher rules for new off-licences in the central city and 23 suburbs, along with new conditions that can be applied by the District Licensing Committee.

In December, new trading hours took effect—most notably, no alcohol sales from bottle shops or supermarkets after 9pm. Despite the short turnaround, the team demonstrated significant effort and efficiency to update systems, adjust staff processes and communicate clearly with customers. After the changes, Auckland Council and the police monitored off-licences after 9pm to ensure compliance. Routine checks have continued, with overall high compliance.

Online application site increased transparency for resource consents process

Our Resource Consent team now publishes all submitted applications online for increased transparency. Previously, we could not advise neighbours about nearby non-notified applications due to system limitations. This year we started using a new system that allows customers to obtain this information themselves.

After careful development and testing, we created a way to share application details (excluding personal information) in a clear, user-friendly format. The site is updated weekly and shows data from the past six months.

Northcote Intermediate students in Te Ara Awataha greenway, Northcote

Case study

Putting our customers first with our Customer Promise

Building Consents was the first department to have full training in Our Customer Promise - Our Every Interaction Counts initiative equips staff to navigate through industry challenges and complex legislative environments while staying focused on customer needs.

Using real-life feedback, staff explore how to build more meaningful, personal connections with customers. So far, 331 kaimahi (staff) have taken part in 27 workshops across central Auckland, Manukau and Albany. Training will continue into the next financial year before expanding into other departments.

Training and customer experience serving our customers

As part of our focus on continuous improvement, we develop and run training courses for customer-facing kaimahi in regulatory departments. These courses help them improve their communication and customer service skills.

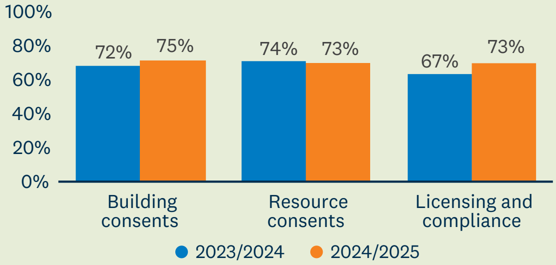
The training courses are regularly updated with relevant regulatory examples and scenarios. Staff can join shared sessions or take part in team-based courses arranged with managers, making it easier for them to apply the learning together and improve their service on a larger scale.

New courses developed this year support staff in critical thinking, understanding diverse perspectives and efficiently resolving customer issues.

Last year, customer satisfaction targets for building consents and resource consents increased by 3 per cent—and both teams met the new target. Licensing and Compliance teams also improved their customer satisfaction survey scores by 5 per cent. Our Resource Consents team were tracking similarly until a late increase in complex applications stemming from the new Development Contributions Policy impacted their final-quarter score.

While many factors influence satisfaction with regulatory services, we believe our targeted training courses are contributing to improved service quality.

Regulatory customer satisfaction



Case study

Animal management

Our Animal Management team's main role is to improve the safety of Aucklanders by ensuring dogs and other animals are controlled to prevent risk and harm.

There is a significant unknown dog population and many of these dogs are not desexed. This leads to a lot of unwanted litters of puppies, making the problem worse.

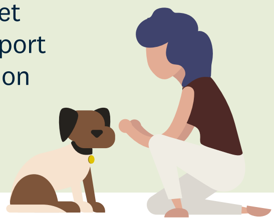
Of the 10,214 dogs impounded over the last year, only 12 per cent were desexed and only 40 per cent were known dogs. We continued to see an increase in requests for services over the last year (39,374 in total), including:

- 16,739 for roaming dogs
- 1,341 for dog attacks on people.

With a $5.9 million increase in operational funding, we have increased the number of Animal Management Officers and active patrolling in high-risk areas.

We also implemented an action plan focused on responsible dog ownership and animal management. This includes:

- delivering campaigns to promote responsible dog ownership, including bite prevention and harm from roaming dogs, along with school and other community programmes
- partnering with the SPCA and establishing an in-house vet clinic in Henderson to support dog desexing and population control



- the opening of the Pukekohe Adoption Centre in March 2025, and the expansion of the Manukau shelter to increase capacity.

We are also advocating for reform of dog control legislation to improve our powers to address the issues facing Auckland.

The opening of the Pukekohe Adoption Centre ▲

Things we are keeping an eye on

Our regulatory functions are important for a healthy and safe city. They guide good urban development, and they keep us safe from bad food, dangerous animals, and inappropriate behaviours from others. We are careful that when performing our regulatory functions, we act lawfully, are neutral, consistent and provide clear advice. When providing oversight to regulation, we consider the rights and needs of all relevant stakeholders, partners, and mana whenua.

Other key projects and milestones

- Providing value for money services: Work on a tender process to create a new supplier list for planning and specialist advice.
- Applying regulation to reduce risk and harm: our community safety wardens supported city safety, partnering with police, businesses, outreach teams, and key stakeholders.

Resource consent monitoring key issue - Percentage of high-risk consents monitored[1]

Under section 35(2)(d) of the Resource Management Act (RMA) Auckland Council is required to monitor resource consents that have effect in its region and take appropriate action where necessary. We take this responsibility seriously and regularly monitor all resource consents where there is a risk of serious harm to the local environment and community.

Because Auckland Council is responsible for hundreds of thousands of consents, including those that are over 30 years old and issued by legacy councils, classifying and tracking data across all these consents is challenging. As signalled in our Long-term Plan 2024-2034, we have several challenges in reliably measuring the performance of our resource consent monitoring activity including systems data, data integrity concerns, limited staffing resources and the very high volume of consents.

Cattle at Āwhitu Peninsula ▲

Our performance target

We introduced a new performance measure in the long-term plan with a target of monitoring 40 per cent of resource consents classified as high risk for 2024/2025, noting that the target for this new measure would continue to increase year on year until a sustainable and achievable baseline was established. To support this, we noted that we were focused on improving monitoring frequency by developing and implementing a comprehensive programme that includes the cleansing of historic data and optimising resourcing to monitor consents more efficiently.

This work is ongoing with a particular focus on ensuring that we accurately classify every resource consent into the correct risk category (high-risk, standard or low-risk). Despite progress on this work, data classification across all consents is not yet as accurate as we would like it to be. Some instances have been identified where consents have been categorised as high-risk when they do not meet the definition of high-risk for the purpose of this new measure as defined in the long-term plan. Conversely, some consents have not been categorised as high-risk when they do in fact meet the definition.

Our performance for the year

In 2024/2025 we continued to increase our monitoring activity and put considerable effort into upskilling staff, refining processes and enhancing data. Our best analysis of the data indicates that 34 per cent of high-risk resource consents were monitored during the year, which was below the 40 per cent target.

However, our confidence in the accuracy of this 34 per cent result is limited by the current state of our data. This means that based on the definition of high-risk set out in the long-term plan, our actual performance could be higher or lower than 34 per cent.

Looking ahead

Our top priority continues to be on regularly monitoring all resource consents where there is a risk of serious harm to the local environment and community, regardless of their categorisation in our data systems for the purpose of assessing this performance measure.

We will continue our work on the data and process improvements signalled in the long-term plan and are working hard on getting to the point where our resource consent data is robust enough to reliably measure our performance against a sustainable and achievable baseline.

1. For further information on this key issue please refer to the "Percentage of high-risk consents monitored" performance measure on page 84.

Regulatory services performance measures

KEY Achieved | Substantially achieved | Not achieved | Not measured

Integrate land use and infrastructure planning and regulate development through consenting process

The percentage of building consent applications processed within 20 statutory working days[1]

Not achieved

	Target	Result
2025	**100%**	**82.5%**
2024	100%	80.8%

Over the last year, we have processed around 82.5 per cent of building consent applications within the statutory (legal) 20-working-day timeframe. This is our highest yearly result since 2018/2019. Our plans to further improve this performance have been hindered by resource capacity, including the time committed by managers and key staff to contribute meaningfully to various industry reform consultations.

The percentage of customers satisfied with the overall quality of building consent service delivery[2]

Achieved

	Target	Result
2025	**73%**	**75%**
2024	70%	72%

The year ended at 75 per cent, the highest end-of-year result recorded since 2018/2019.
Additionally, the final quarter of the 2024/2025 year saw customer satisfaction for building consents reach 76 per cent, the highest result this year and the strongest since quarter three of 2023.
Positive feedback highlighted clear communication from our kaimahi (staff), who provided timely updates, clear instructions and quick responses to queries. However, inconsistencies between staff during inspections remained a common concern, often leading to confusion and delays.
The Building Consents department continues to roll out the 'Every Interaction Counts' programme, with 53 per cent of kaimahi having completed it so far. Read more on Every Interaction Counts in the case study on page 81 - Putting our customer first with our Customer Promise.

The percentage of non-notified resource consent applications processed within 20 statutory days[1,3]

Not achieved

	Target	Result
2025	**100%**	**88.5%**
2024	100%	87.6%

Over the last year we have processed around 88.5 per cent of non-notified resource consent applications within the statutory (legal) 20-working-day timeframe. This is our highest yearly result since 2019/2020. In quarter four we saw the highest increase in resource consent applications (4,723) since the second quarter of 2021/2022 (4,900) ahead of planned changes to the council's Development Contributions Policy. We plan to reduce the impact on statutory performance by carefully managing the application and internal allocation processes, including outsourcing to help process the high number of applications.

The percentage of customers satisfied with overall quality of resource consents service delivery[2]

Substantially achieved

	Target	Result
2025	**73%**	**72.9%**
2024	70%	74%

While customers continued to value the efficiency and competence of staff, satisfaction may have been impacted by:

- delays
- repeated requests for information
- inconsistent assessments
- difficulties using the online system.

Greater complexity of applications likely contributed to a decline in customer satisfaction.
The 'Every interaction counts' programme will continue to roll out in the coming months to help improve customer service. These efforts aim to improve consistency and customer satisfaction in the coming year. Read more on Every Interaction Counts in the case study on page 81 - Putting our customer first with our Customer Promise.

The percentage of notified resource consent applications processed within statutory time frame[4]

Notified applications are less than 1 per cent of all applications. Due to these low numbers and higher complexity, processing performance levels for notified resource consents vary considerably from month to month.

	Target	Result
2025	**100%**	**81.6%**
2024	100%	63.3%

The percentage of Priority 1 Compliance Response Requests for Service that are completed to within 4 hours.[5]

We have made significant changes since last year to deliver a better level of service. We continue to strive to improve our processes as part of achieving the target of 95 per cent.

	Target	Result
2025	**95%**	**93.7%**
2024	New measure	92%

The percentage of code compliance certificates processed within 20 statutory working days

The CCC team are working hard to improve their statutory processing deadline whenever possible. Their yearly performance is 3 percentage points higher than in 2023/2024 and was very close to the target.

	Target	Result
2025	**100%**	**96.4%**
2024	New measure	93%

Percentage of moderate or major noncompliance that is either resolved or enforcement action taken[6]

Challenges exist for achieving this metric including volumes of consents that require monitoring, and the number of escalations including lower risk consents. We are exploring improvements to processes and systems to achieve the target.

	Target	Result
2025	**80%**	**65%[7]**
2024	New measure	New measure

Percentage of high-risk consents monitored[8,9]

The Environmental Monitoring Unit has made progress over the past year, with a clear shift towards monitoring higher-risk consents. Over the past 10 months, monitoring activities of high-risk consents has increased, reflecting the progress of our Reprioritisation Programme introduced in early 2024. This programme involved refining work packets and upskilling staff.

The unit continues to operate in a complex environment which can influence our targets being achieved. These challenges include, volumes of consents, lower risk consent's escalated matters, data integrity, resourcing and increasing demands. Our ongoing focus remains on continuous improvement.

Work continues to further refine processes and enhance data systems to ensure that our monitoring efforts are directed towards activities that matter most for environmental outcomes.

	Target	Result
2025	**40%**	**34%**
2024	New measure	32.7%[10]

Regulate activities to safeguard public health and safety

Percentage of noise calls for service attended within 30 minutes for urban areas or 45 minutes for remote areas[11]

Performance in this area improved significantly from the prior year although the final result was slightly below the target. This is attributed to internal process improvements paired with dedicated contractor management.

A contract tender process has been completed with a new single contractor in place from 1 September. The new contract includes several enhancements to improve service delivery and outcomes.

	Target	Result
2025	**80%**	**Urban: 80.1%** **Remote: 72.9%** **Overall: 79.3%**
2024	Urban 80% Remote 80%	Urban: 60.1%[12] Remote: 70.6% Overall: 61.5%

Percentage of Priority 1 Animal Management Requests for Service attended to within 60 mins.[13]

Although the result is below the target we are seeing an improvement over time. Key challenges include:
- increasing volumes
- more difficult cases (such as dog attacks)
- staff retention.

Improvements to meet the target include additional staff to support the increased volumes.

	Target	Result
2025	**98%**	**84%**
2024	New measure	New measure

The percentage of food premises that receive a D or E grade that are revisited within 20 or 10 working days[14]

	Target	Result
2025	**100%**	**100%**
2024	95%	100%

The percentage of high-risk alcohol premises that are visited annually[15]

	Target	Result
2025	**100%**	**100%**
2024	100%	100%

Percentage of licensees satisfied with the food and alcohol licensing service[2]

A greater focus on alcohol and food services has improved customer satisfaction. Customers value the increased flexibility in inspection times and resolving issues quickly.
Further improvement work includes working with the sector to streamline processes and systems.

	Target	Result
2025	**88%**	**89%**
2024	85%	88%

1. The time it takes to process consents is measured according to Ministry of Business, Innovation & Employment, IANZ (International Accreditation New Zealand) and Ministry for the Environment guidelines as to the correct application of the Building Act 2004 and the Resource Management Act 1991 about when timing starts and stops. Links to more information on these guidelines can be found at these links. MBIE: https://www.building.govt.nz/building-officials/bca-accreditation/detailed-regulatory-guidance/7-perform-building-control-functions/granting-refusing-to-grant-issue-building-consent BCA: https://www.building.govt.nz/building-officials/bca-accreditation/detailed-regulatory-guidance/checklists MfE: https://environment.govt.nz/assets/Publications/Files/discount-on-administration-charges.pdf
2. Results for these measures are sourced from the Customer Experience Monitor Survey. More information on this survey and its judgements can be found on pages 122 to 123 of this document.
3. We have been unable to rely on the system data for non-notified resource consents this financial year. To determine our non-notified resource consent result for 2024/2025, we have recalculated the consent processing time manually, based on a representative sample of consent documentation and other evidence. The statistical samples provide us with a 95 per cent level of confidence that the results reported are accurate. This approach has also been used in previous years.
4. The statutory timeframe differs depending on the nature of the notified resource consent. The applicable statutory timeframes relating to this measure are included in Part 6 of the Resource Management Act 1991.
5. Priority one requests include dangerous buildings, discharge to environment, works to notable structures, environmental features, ecological areas and coastal marine areas, odour, dust and Fire and Emergency calls. The requests are considered completed when they are logged in the reporting system.
6. Moderate non-compliance is defined as cases where we have evidence of moderate actual or potential effects. Major non-compliance is defined as evidence of major effects. The nature of the effect will vary depending on the consent subtype and conditions imposed. Examples of major non-compliance might be activities that have resulted in dead wildlife, effect on human health, land collapse, damage to infrastructure, removal of protected vegetation. Examples of moderate non-compliance might be activities that have resulted in discharge off-site, odour, works not being done in accordance with management plans. These are examples and the effects are assessed on a case-by-case basis in relation to the consent and environment.
7. Due to system issues, Auckland Council has been unable to produce a result for this financial year that is representative of our full year data set. As a substitute, we have taken all high-consent inspections that scored a 3 (moderate) or 4 (major) and taken a sample from each quarter of the year and manually calculated a result based on that sample.
8. Section 35(2)(d) of the Resource Management Act (RMA) requires Auckland Council to monitor resource consents that have effect in its region and take appropriate action where necessary. All consents should be risk rated (low, standard, high) to ensure appropriate monitoring.

   Auckland Council's strategy for monitoring consents is to focus on high risk, high harm activities. High-risk and high-harm consents relate to activities that pose an elevated risk and harm to the environment. Examples of high-risk consents include:
   - residential projects with 20 plus dwellings and associated works
   - large infrastructure projects
   - contaminated land activities
   - municipal landfills
   - dredging of the Coastal Marine Area
   - stream works
   - stormwater diversion/ discharges with ponds and dams

- large scale Industrial Trade Activities
- dams
- commercial wastewater systems
- taking of water
- dairy farming
- commercial forestry.

Currently, there are a number of challenges that hinder Auckland Council's ability to risk rate consents, such as data integrity issues and the volume of consents. This volume is made up of thousands of consents, including those that are over 30 years old and that were issued by legacy councils, many of which do not have a risk rating assigned.

Taking into account the above challenges and operational matters, Auckland Council has applied judgement to create an operational work packet.

The operational work packet is a defined set of consents, based on best practice, which focuses on the monitoring of high risk, high harm consents. It includes consents, as at 1 July 2024, which require active monitoring. The majority of which are rated, with 6.5 per cent unrated. The result for this performance measure is the percentage of high-risk consents monitored within the operational work packet during the year. In deciding which consents to include in the operational work packet, we were guided by relevant legislation and have included the following:

- regional subtype consents with a high, standard and low risk rating
- land use consents with a high and standard risk rating granted in the last five years
- land use consents with a high and standard risk rating monitored on an ongoing basis
- permitted dairy activities
- permitted commercial forestry activities.

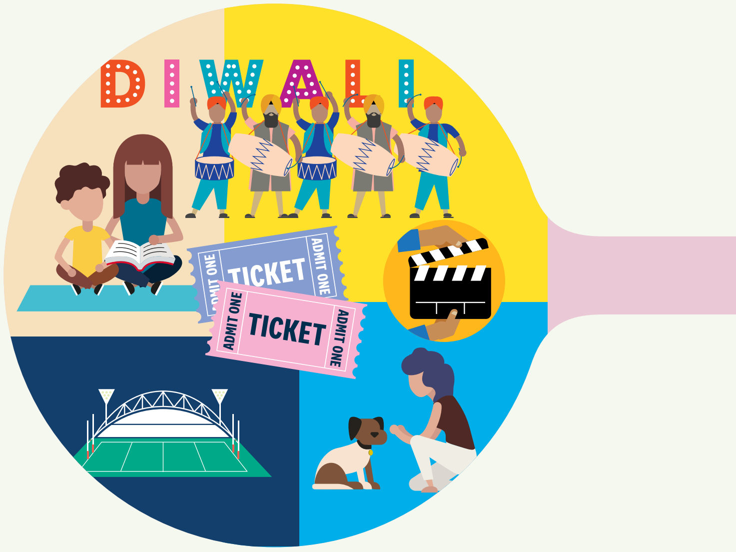
Consents outside of this scope have been excluded as:

- due to their age they may have lapsed (s125 RMA),
- expired (s123 RMA),
- the works may have been completed and Auckland Council has not been informed,
- the status is incorrect.

93.5 per cent of consents in the operational work packet have an assigned risk rating and work is continuing to ensure that those without a risk rating have a risk assigned. Auckland Council also assume, that based on current consent information, that the remaining 6.5 per cent are unlikely to all be high risk.

9. Resource consents are monitored by site inspections and desktop reviews. Site inspections include a physical visit to the site or activity, whereas a desktop review involves reviewing compliance records and submissions without the need for a physical site inspection. For the purposes of this measure, the date of the monitoring activity is when the inspection / review report is completed.
   Auckland Council ensures that consent holders are complying with the conditions of their consent, the Auckland Unitary Plan and any applicable National Environmental Standards.
10. Since preparing the metric in the previous year, the Environmental Monitoring Unit have made improvements in data integrity to better reflect work undertaken by the unit and further refined how the metric is to be measured. As a result, Auckland Council has defined an operational work packet to focus on the monitoring of high risk, high harm consents, which this measure will report on. The operational work packet includes consents which require active monitoring, which are both rated and unrated. In deciding which consents to include, we were guided by relevant legislation which is detailed in footnote 8. A revised result has been prepared based on the operational work packet and to be consistent with the current year.
    The revised result shows a reduction in the percentage monitored from the 71.8 per cent equivalent result reported in the 2024 annual report to a recalculated result of 32.7 per cent. Due to an internal system change, the previous years result is for 11 months not 12.
11. The prior years result has been restated (refer footnote 12). The noted time contingency is now not included in the restated comparative result, consistent with the current year result. This performance measure has a target of 30 minutes for urban areas, or 45 minutes for remote areas. Through internal process, a 15-minute time contingency was factored in to account for the time it took for a customer request to travel from Auckland Council to the noise contractor. This means that internally targets were 45 minutes for urban areas, or 60 minutes for remote areas. This time contingency was not noted in the long-term plans for 2021-2031 or 2024-2034 or previously disclosed in reporting and has existed since the beginning of the measure. This has likely had a significant effect on the performance results of this measure in prior years. In future this measure will continue to be reported without the 15 minute-time contingency, as was intended in the 2021-2031 and 2024-2034 Long-term Plan.
12. The results for the 2023/2024 year have been restated as the removal of the internal 15-minute time contingency materially affected our performance. The results have been changed from Urban: 79.9 per cent, Remote 79.2 per cent, Overall 79.8 per cent.
13. Priority 1 requests include aggressive behavior, attacks, roaming, or urgent welfare.
14. 20 working days for premises that receive a D grade, and 10 working days for premises that receive an E grade.
15. The risk ratings for alcohol licences are set by the Sale and Supply of Alcohol (Fees) Regulations 2013.

Ngā ratonga kaunihera ā-rohe
Local council services



Local council services are activities governed by Auckland's 21 local boards. These activities centre on community services and public spaces to enhance community wellbeing and create a sense of belonging.

Local boards are responsible for decision-making on local issues, activities and services. They also provide input into regional strategies, policies, plans and decisions. Local boards achieve this with council support, partnership and engagement with mana whenua and Māori communities.

They provide services in the following areas:

- local community services
- local environmental management
- local governance
- local planning and development.

For more information on the performance of each local board, refer to their respective reports in the Annual Report Volume 2.

Things we are keeping an eye on

We are working to minimise negative impacts on the social, economic, environmental and cultural wellbeing of communities from:

- pricing structure for hiring and accessing council-managed community venues, centres and houses
- access to affordable spaces to pursue the community's interests.

'Pā tūwatawata kore, hei kai mā te ahi.'

'Without the palisades of local governance, our communities stand exposed.'

RELATED AUCKLAND PLAN OUTCOMES

Our investment

CAPEX	OPEX
$177m	$378m

Summary of performance measures

Highlighted performance measures:

- ▲ The number of visits to Pool and Leisure Centres (page 90)
- ▲ The customers' Net Promoter Score for Pools and Leisure Centres (page 90)

NOT ACHIEVED		ACHIEVED
2	2	10
Not achieved	Substantially achieved	Achieved

The number of measures has decreased from 25 to 14 through the Long-term Plan 2024-2034. The most significant reduction is in the Local community services.

For more information on how these highlighted measures were chosen please refer to the Service performance judgements and assumptions section on pages 122 to 123.

Local boards

For more information on each local board report, please see Annual Report Volume 2:

2.1	**Albert-Eden**
2.2	**Aotea / Great Barrier**
2.3	**Devonport-Takapuna**
2.4	**Franklin**
2.5	**Henderson-Massey**
2.6	**Hibiscus and Bays**
2.7	**Howick**
2.8	**Kaipātiki**
2.9	**Māngere-Ōtāhuhu**
2.10	**Manurewa**
2.11	**Maungakiekie-Tāmaki**
2.12	**Ōrākei**
2.13	**Ōtara-Papatoetoe**
2.14	**Papakura**
2.15	**Puketāpapa**
2.16	**Rodney**
2.17	**Upper Harbour**
2.18	**Waiheke**
2.19	**Waitākere Ranges**
2.20	**Waitematā**
2.21	**Whau**

Ngā ratonga hapori i te rohe pātata

Local community services

We support strong, diverse and vibrant communities through libraries and literacy, arts and culture, parks, sport, recreation and events. We deliver these through a mix of council services, community group partnerships and volunteers.

This year, local boards continue to support growing communities through investment in sport and recreation infrastructure. This includes:

- providing new community facilities
- renewing key assets to maintain service levels
- strategic planning to guide future investment.

The following show key achievements delivered over the past year:

Completion of Stage 1a at Te Kori Scott Point Sports and Recreation Park

Te Kori Scott Point is a multimillion-dollar sports and recreation park in Hobsonville that provides a range of facilities available for community use, including:

- sports fields for walking, picnics and informal games like football and cricket
- footpaths and cycleways
- landscaping and playground area
- car park, toilet and changing rooms.

We completed Stage 1a in August 2024, opened some paths and landscaped areas to the public. Other facilities, such as the sports field, car park, toilet and changing rooms are not accessible during construction of Stage 1b.

This park is one of our high-priority growth projects to support Hobsonville's growth.

Renewal of pool and leisure facilities

Local boards have continued investing in renewing existing pool and leisure buildings and assets. This includes completing the renewals at Massey Park Aquatic Centre (Stage 1) and the Takapuna Pool and Leisure Centre, with other renewals underway across Auckland.

These will ensure we continue to provide services to local communities like learn-to-swim classes, community recreation and fitness programmes, and spaces for families and social connections.

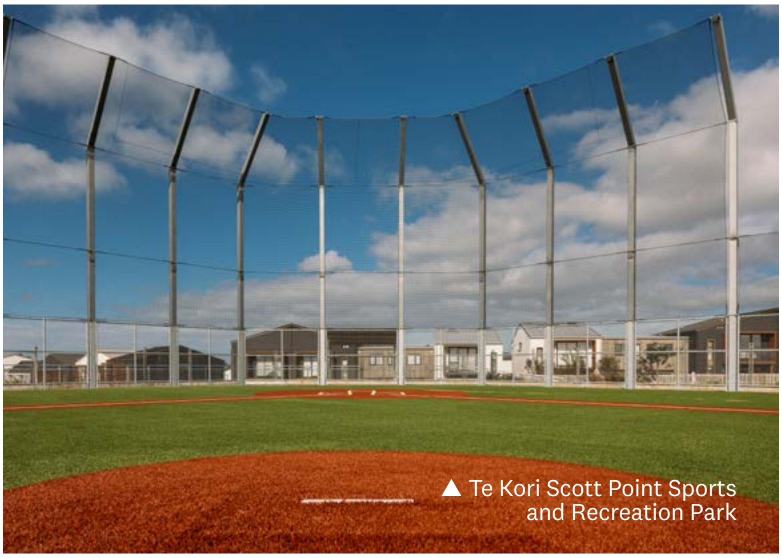
'Ko te orokohanga o te hapori, ko te hui i te wāhi haumaru.'
'Community begins where safety and gathering meet.'

Ongoing investment in sport and recreation facilities

Investment in sport and recreation facilities continues to be an area with growing demand. In recent years, many local boards have developed local sport and active recreation facilities plans.

Franklin, Henderson-Massey, Māngere-Ōtāhuhu, Manurewa, Ōtara-Papatoetoe and Puketāpapa Local Boards are investing in opportunities for community owned facilities within their areas, such as:

- renewal of the artificial bowling green surface in Papatoetoe
- contributing to the What Hope Community Trust investigation for a multi-purpose community facility in Manurewa, and electronic access for the Manurewa table tennis club
- renewal of the local netball and tennis facilities at Māngere-Ōtāhuhu
- the development of artificial turf at Mt Roskill Intermediate
- the design and construction of permanent beach volleyball courts for Rutherford College.



▲ Te Kori Scott Point Sports and Recreation Park

Other key projects and milestones

- Te Rimutahi: the new public space on Ponsonby Road was formally opened in May 2025.
- Ōrewa Library: comprehensive refurbishment completed.
- Remuera Library: completed renewal and seismic strengthening works.

Local community services performance measures

KEY ●○○○ Achieved ○●○○ Substantially achieved ○○●○ Not achieved ○○○● Not measured

Enable a range of choices to access community services and recreation opportunities

The number of visits to Pool and Leisure Centres

The number of visits to Pools and Leisure Centres has increased by almost 11 per cent compared to the last year, achieving the highest result since 2019/2020. Several initiatives have contributed to this outcome, including a reduction of fees for supervising adults to make it easier for families to enjoy facilities.

Achieved	Target	Result
2025	**8m**	**9m**
2024	New measure	8.2m

The percentage of time main Pool and Leisure Centre services are accessible to the community[1]

Staff shortages have reduced across the year enabling our centres to be more accessible to the community. However, performance was limited by a slight increase in unplanned maintenance and repairs, including plant room failure at the Grey Lynn Paddling Pool.

Achieved	Target	Result
2025	**95%**	**99.7%**
2024	New measure	New measure

The customers' Net Promoter Score for Pools and Leisure Centres[2]

Overall net promoter score has increased from last year. Five centres changed operator from 1 April 2025 and some customers were unhappy with the changes. In May 2025, we reintroduced the opportunity for customers to leave feedback about contractor-managed sites. This will improve visibility of how people feel about these sites. There is ongoing work to resolve customer feedback about facility cleanliness.

Not achieved	Target	Result
2025	**37**	**29**
2024	35	23

The percentage of time physical library services are accessible to the community[1]

Throughout the year, 49 libraries closed temporarily due to staffing challenges, site issues and health and safety concerns.
Despite these challenges, libraries remained committed to reducing closure times and closed for only 0.2 per cent of planned opening hours. This reflects a strong commitment to keeping libraires open to serve the community.
Seven local boards and 26 libraries experienced no closures at all.

Substantially achieved	Target	Result
2025	**100%**	**99.8%**
2024	New measure	New measure

The number of visits to library facilities

For the first half of 2024/2025, library visitor numbers performed as expected and were on target. However, in the second half of 2024/2025, there was a significant increase with visitor numbers reaching 24 per cent above targets. This helped us reach our highest result since 2019/2020, with 20 out of 21 local boards exceeding their individual targets. This shows how much Aucklanders value our library facilities.

Achieved	Target	Result
2025	**7.3m**	**8.1m**
2024	8.55m	7.98m

The percentage of local community facility components that are not in poor or very poor condition[3]

We have focused on addressing assets in critical (poor and very poor) condition. While the majority of poor-condition assets have been renewed, over 50 per cent of the network remains in average condition which we plan to improve over the next year.

	Target	Result
2025	**81.2%**	**90%**
2024	New measure	New measure

Percentage of customers satisfied with the quality of library service delivery[4]

Libraries satisfaction continues to exceed target with every local board scoring more than 90 per cent satisfaction score. A big reason for our success is the reliable, high-quality collections and services we offer across the region. This is made possible by our dedicated local staff, whose skills and commitment help create a great experience for everyone. By working together, we make sure our services meet the needs of our customers and communities, and that our facilities remain important and valued places for people to connect.

	Target	Result
2025	**87%**	**93%**
2024	87%	95%

The percentage of users who are satisfied with the overall quality of sports fields[4]

With 89 per cent satisfaction, sports fields exceeded the 76 per cent target by 13 percentage points. This reflects the success of recent investment and maintenance. A warmer winter in 2024 and drier summer contributed to increased sport field availability compared to the previous year.

	Target	Result
2025	**76%**	**89%**
2024	77%	67%

Provide urban green spaces (local parks, paths and ngahere) and access to the coast

The percentage of local open space asset components that are not in poor or very poor condition[5]

We focused on addressing local open space assets in critical (poor and very poor) condition. While most poor-condition assets have been renewed, a significant proportion of land fixture assets - such as bins, fitness equipment, drinking fountains and seating - have deteriorated from average to poor or very poor condition. These assets will form part of renewals planning for 2025/2026.

	Target	Result
2025	**93%**	**91.3%**
2024	New measure	New measure

The percentage of local parks, facilities and spaces meeting maintenance quality standards[6]

Our strong results come from great collaboration between our managers and contractors. We stay in regular contact and have built solid partnerships, which helps us keep a close eye on how things are going. This means we can spot and fix any issues early—before they affect our services or show up in audits. And when problems do arise, we can solve them quickly and effectively.

	Target	Result
2025	**90%**	**95.7%**
2024	New measure	New measure

The percentage of users who are satisfied with the overall quality of local parks[4]

Local parks performed strongly, achieving 85 per cent satisfaction against a 77 per cent target. This reflects that our customers are happy with the impact of recent investment in amenities like playgrounds, seating and paths.

	Target	Result
2025	**77%**	**85%**
2024	74%	65%

1. Actual opening hours compared to advertised opening hours.
2. Net Promoter Score is an index ranging from -100 to 100 that measures the willingness of customers to recommend a product or service to others. Sample weighting is applied at a population base of centre members. More information on this survey and its judgments can be found on pages 122 to 123 of this document.
3. Community Facilities provide the physical built space for Aucklanders to connect, socialise, learn and participate in a wide range of social, culture, art and recreational activities. Components include roof covering, ceiling finishes, external walls, windows and doors, wall finishings, sanitary plumbing The ratings of "poor" and "very poor" based on asset management gradings.
4. More information on these surveys and their judgements can be found on pages 121-123 of this document.
5. Local open space assets are built assets that help deliver services within community open spaces (parks playground, sports fields), delivering services through supporting activities (carparks, lighting) and protecting / enhancing land (retaining walls, drainage). Components include playground, retaining wall, sports field court, light poles and lighting, tracks, timber access bridge. The ratings of "poor" and "very poor" based on asset management gradings.
6. Maintenance quality standards are defined through SOP (Standard Operating Procedures) and asset maintenance contracts. These standards are monitored by staff who have received specialised training and are audited through a quality process to ensure consistent scoring.

Te whakahaere ā-taiao i te rohe pātata

Local environmental management

We help protect the environment and promote sustainability through local board-funded projects. These include planting trees, controlling pests, improving stream and water quality, and reducing carbon emissions and waste.

This year, 21 local boards funded 180 local environmental initiatives.

Investment in community-led environmental and restoration initiatives

We funded 53 initiatives, with partner organisations and community groups carrying out ecological restoration and pest-free work. These activities enabled local community groups and schools to lead conservation and restoration work, reduce pest plants and animals, and contribute to environmental outcomes in local board plans.

Driving local climate action through dedicated people and community-based sustainability programmes

Local boards continue to implement local climate action plans by supporting low-carbon initiatives. They have dedicated people leading these efforts, which aim to reduce emissions and build community resilience to the effects of climate change.

In addition, our community partners (such as EcoMatters and Habitat for Humanity) delivered sustainability education programmes to households, neighbourhood groups and schools throughout the year.

'Ka whiti te ara whakamua i ngā tapuwae o mua.'
'The path forward is lit by the footsteps of the forebears.'

Reducing business and construction waste

Local boards delivered waste management programmes to help reduce:

- pollution in waterways
- construction waste going to landfill.

They worked with businesses and construction sites through programmes to support long-term environmental outcomes.

▲ The Ara Education Charitable Trust programme are training young tradespeople with the skills to reuse and repurpose materials.

Local environmental management performance measures

KEY: Achieved | Substantially achieved | Not achieved | Not measured

Protect, improve and minimise risks to the natural environments and cultural heritage

The percentage of local environment programmes that have successfully completed their stated outcomes for the year as part of their local board work programme

We successfully delivered 178 out of 180 local environmental projects for local boards in 2024/2025. We will complete the final two projects in 2025/2026.

Achieved	Target	Result
2025	**92%**	**98.9%**
2024	85%	97%

Te mana hautū i te rohe pātata

Local governance

We support elected members across our 21 local boards to make well-informed decisions on local activities and to engage effectively with the wider community, including dedicated engagement with mana whenua and with Māori communities.

We delivered a range of key achievements that strengthened local governance, enhanced community participation, and supported future planning, including:

- reaching out to more diverse groups and community partners to improve engagement on the annual plan
- increasing public transparency through open workshops that allowed greater access to local decision-making discussions
- supporting the implementation of the 'fairer funding' model which provides a more equitable allocation of funding to local boards
- preparing for local elections.

We also delivered ongoing support services for elected members through training, development and technology solutions. Our collective efforts focused on:

- supporting quality advice through clearer and more concise reports
- strengthening decision-making
- building trusted relationships
- improving community engagement across Auckland.

Business meetings and workshops

Local board staff supported 292 local board business meetings and 693 workshops. They provided end-to-end support from preparing agendas to delivering meetings. This included providing governance advice to enable elected members to carry out their decision-making responsibilities effectively and transparently.

Engagement and adoption of local board annual plans

We consulted on and adopted 21 local board agreements and adopted 64 local board work programmes. Each local board held at least:

- 10 workshops to support the annual planning process
- one 'AK Have Your Say' event to support the annual plan consultation.

'Ka hikina te tangata, ka rewa te hapori.'
'When the person is uplifted, the community rises.'

These events enabled the public to provide feedback about annual plan proposals which the boards relayed to the Governing Body. While in-person turnout was low, the total number of submissions reached a record high because of our community partnership programme.

Supported fairer funding and better decision-making

Through the Long-term Plan 2024-2034, the Governing Body approved a more equitable allocation of local board funding - fairer funding for local community services. The fairer funding model aims to ensure resources are shared more fairly across the region, considering population, geographic size and levels of deprivation of each local board.

This year, we made progress on our fairer funding approach for local boards by coordinating input from across local boards and working with the council's departments. We took steps to allocate resourcing more fairly to local boards and also provided ongoing financial advice to strengthen their decision-making for Annual Budget 2025/2026.

Ak Have Your Say event ▲

Case study

Moving local boards to an open-by-default workshop approach

In 2024/2025, we made significant progress towards more transparent local governance by supporting local boards to open their workshops to members of the public. Workshops are a key forum for elected members to receive information, discuss issues and shape local decisions. However, most local boards had been holding workshops that were closed to the public.

This approach was challenged by the Chief Ombudsman's Open for Business report (October 2023). The report recommended that councils make workshops open to the public unless there is a clear and justified reason to restrict access. In response, council staff developed and shared advice advocating for open workshops, working together to support its uptake across local boards.

As a result, 18 of Auckland's 21 local boards now hold open workshops as standard practice, with limited exceptions where appropriate. This change represents a meaningful step towards greater transparency and consistency and better aligns council practice with public expectations and national guidance.

Local board workshop ▲

Local governance performance measures

KEY ●○○○ Achieved ○●○○ Substantially achieved ○○●○ Not achieved ○○○● Not measured

Lead Council Group response to partnership and participation of Māori in decision making and deliver Māori outcomes

The number of local activities that deliver moderate to high outcomes for Māori as outlined in 'Kia Ora Tamaki Makaurau' (Council's Māori Outcomes framework)[1]

Local activities with moderate or high Māori Outcomes were identified during the development of the local board work programmes. Of the 2285 activities across the local board work programmes, 319 were identified as having moderate or high Māori Outcomes, these activities included environmental initiatives e.g. sustainability, harbour and stream restoration and ecological conservation (Kia Ora te Taiao – Kaitiakitanga), Te Kete Rukuruku - Māori naming (and associated story telling) of parks and places in partnership with mana whenua (Kia Ora te Reo - Te reo Māori / Kia Ora te Ahurea - Māori identity and culture), public arts e.g. installation of pou, integrated Māori design in public places (Kia Ora te Ahurea - Māori identity and culture), and activities that directly support Māori outcomes, responsiveness and participation.

●○○○	Target	Result
2025	**Set baseline**	**319**
2024	New measure	New measure

1. For more information on the council's Māori Outcomes framework visit our website: https://new.aucklandcouncil.govt.nz/en/about-auckland-council/how-auckland-council-works/kaupapa-maori/maori-outcomes.html

Te whakamahere me te whakawhanake i te rohe pātata

Local planning and development

Our local planning and development activities include supporting local town centres and communities to thrive, through town centre plans and development, business improvement districts, heritage plans and initiatives, and the Young Enterprise Scheme.

'Me he whetū te rā i te pō, ko ngā tāone me ngā hapori te māramatanga o te whenua.'
'As the sun is like a star in the night, towns and communities are the light of the land.'

Business Improvement Districts (BIDs) programme

Auckland has 50 BIDs representing more than 25,000 businesses, with a combined capital value estimated at $72.7 billion[1]. Supported by Auckland Council's BID programme, they improve business environments, drive innovation, and attract customers. Funded through targeted rates, BIDs enable local boards to collaborate with businesses and recommend BID rate settings to the Governing Body.

For more information on the performance of each local board, see their respective reports in Annual Report Volume 2.

1. https://new.aucklandcouncil.govt.nz/en/about-auckland-council/business-in-auckland/business-improvement-district-programme.html

Local planning and development performance result

KEY Achieved | Substantially achieved | Not achieved | Not measured

Facilitate economic development opportunities and promote Auckland as a destination

The percentage of Business Associations meeting their Business Improvement District (BID) targeted rate grant agreement obligations

Two BIDs (Māngere East Village and Hunters Corner) were not compliant with the BID Policy. A Governing Body's resolution in June 2025 approved the discontinuation of these two BIDs.

Not achieved	Target	Result
2025	**100%**	**96.2%**
2024	100%	96%

Ngā ratonga i raro i te mana o te kaunihera

Council-controlled services

Auckland Council delivers a wide range of services through its CCOs. Each CCO looks after specific council assets and specialist areas of activities.

Eke Panuku Development Auckland Limited (Eke Panuku) delivered urban regeneration across the city, creating vibrant, liveable places with high-quality housing, thriving businesses and well-designed town centres with good transport connections. On 1 July 2025 it was disestablished as a CCO.

Tātaki Auckland Unlimited refers to two substantive[1] CCOs, which have distinct, but related roles:

- Tātaki Auckland Unlimited Trust (TAUT) - Regional facilities providing cultural and entertainment venues (refer to page 101)
- Tātaki Auckland Unlimited Limited (TAUL) - Economic development and destination – supporting business and investment though events and marketing (refer to page 104).

As part of the CCO reform, these functions were transferred to Auckland Council:

- urban regeneration. This work now sits with the new Auckland Urban Development Office (AUDO). It will also lead major development across the region and serve as the council's main point of contact for investors, mana whenua, developers and partners.
- property functions. A new property department was set up, combining the council's and Eke Panuku property functions. It will manage commercial assets, marinas and community leases, and provide strategic leadership to ensure the council has the right assets to deliver services now and in the future.
- economic development. The focus of the new Economic Development Office is to drive innovative, inclusive and resilient economic growth for Auckland, while strengthening how we work together across the council organisation.

'Ina ora te pā harakeke, ka waiata te tūī.'

'When the flax bush is healthy, the tūī sings.'

RELATED AUCKLAND PLAN OUTCOMES

For more information, read Additional information page 111.

Activities delivered by other CCOs are summarised earlier in this document:

- Auckland Transport (refer to pages 30 to 37)
- Watercare Services Limited (Watercare) (refer to pages 38 to 46)
- Auckland Future Fund (refer to page 56).

Our investment

CAPEX	OPEX
$159m	$259m

Summary of performance measures

Highlighted performance measures:

- ▲ Net new dwellings (housing units) (page 100)
- ▼ Capital project milestones approved by the board achieved (page 100)
- ▼ The contribution to regional GDP from major events and business events attracted or supported (page 105).

NOT ACHIEVED	ACHIEVED
1	8

● Not achieved ● Achieved

The total number of measures has reduced from 12 to nine through the Long-term Plan 2024-2034. Two measures were removed from the Economic development and destination.

For more information on how these highlighted measures were chosen please refer to the Service performance judgements and assumptions section on pages 122 to 123.

1. owns or manages assets worth more than $10 million.

Te haumanutanga ā-tāone me te whakahaeretanga o ngā rawa wāhi

Urban regeneration and property management

We delivered urban regeneration in Auckland to create vibrant places and town centres.

We create vibrant public spaces and make sure that town centres remain enjoyable and safe while we redevelop them. We engage closely with communities and provide targeted information about our large development projects that may affect residents and businesses.

Westhaven Marina seawall upgrade project delivered a more attractive and functional waterfront space for people to enjoy

We completed the major seawall upgrade along Westhaven's northern reclamation (newly built land), close to the base of the Harbour Bridge. The upgrade includes wider pedestrian walkways with extended lookouts over the Waitematā Harbour and better pedestrian connections around the entire marina.

'Ka heke a Pānuku, ka eke a Tangaroa, ka tupu tonu a Tāmaki Ora.'
'As one submerges, another rises, and the regeneration of Tāmaki continues to thrive.'

The seawall upgrade is part of a wider marina enhancement programme that protects people, buildings and boats from rising sea levels and severe storms. The project included:

- collaboration with mana whenua on ecological initiatives
- additional planting within the seawall to improve biodiversity
- reusing materials such as old basalt pavers and the old timber boardwalk which was repurposed into a deck at the Onehunga Community Recycling Centre.

Old Papatoetoe town centre revitalisation provides better connections and more inviting spaces for its communities.

Revitalisation of the Old Papatoetoe town centre is underway with several projects recently completed.

Improved lighting and visibility, new paving and additional greenery at Chambers Laneway provide

Westhaven Marina received 'Highly Commended' award from the 2025 International Marina Industries Association, recognising excellence in marina management, operations, and customer service.

a more inviting and safer public space for the community. The upgrade involves a pathway between the main street, leisure centre, Wallace Road car park and the Piko Toetoe - a residential development which is underway.

New development sites for housing were created with the extension of Cambridge Terrace. This extension will make it easier for residents and visitors to navigate the area and improve:

- the connection between Papatoetoe and Puhinui train stations
- access to Stadium Reserve, which is also undergoing a significant upgrade.

Cambridge Terrace now provides 29 new affordable homes. This site was sold by Eke Panuku to the New Zealand Housing Foundation as one of the priority locations for community housing.

Sustainable approach and supporting Northcote's zero-waste aspiration

Some old buildings in Northcote's town centre have been removed to make room for the redevelopment of the town centre - Northcote Central. This will provide a new community space for the local community.

Instead of demolishing these buildings, we deconstructed them and reused the materials at a similar cost to minimise the amount of waste going to landfill. This supports Northcote's goal to be an exemplary zero-waste community, and Auckland Council's goal for Tāmaki Makaurau Auckland to be zero-waste by 2040.

Work has started on the extension of Ernie Mays Street which will:

- enable the sale of development sites surrounding the road. This opens up access to development.
- address flooding risks in the town centre.

Better connections, or 'greenways', between the facilities and nature are planned by delivering a Northcote Community Hub, which will include:

- refurbishing and extension of the existing library as a multi-purpose community hub
- upgrade of the Puāwai / Cadness Reserve, part of Te Ara Awataha – Northcote's greenway.

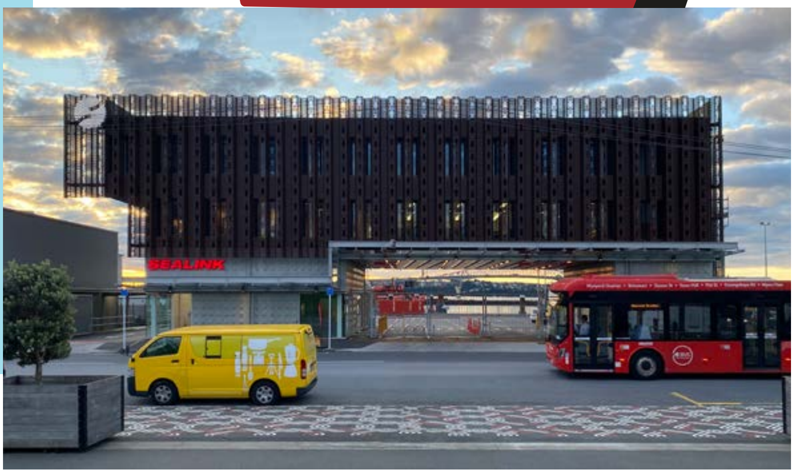
Renewal of Te Wero Wynyard Crossing Bridge provides a safe and reliable access in the Wynyard Quarter

This bridge, initially built as a temporary solution for the 2011 Rugby World Cup, is an important connection for the Viaduct Harbour.

We reopened it in December 2024, following replacement and upgrades to the bridge's structure, mechanical and electrical components. The work included:

- a full upgrade of mechanical and electrical parts
- sandblasting and anti-rust coating
- thorough trials and assessments to make sure the bridge could continue to safely and reliably serve Auckland's waterfront for many years to come.

Two projects in Auckland's Wynyard Quarter have been successful at the 2025 New Zealand Institute of Architects - Auckland Architecture Awards. The Karanga Changing Sheds, and the SeaLink Ferry Terminal building were both recognized for their innovative and impactful designs, each reflecting a commitment to environmental responsibility and community identity.



Case study

Karanga Plaza Harbour Pool encourages Aucklanders to safely connect with and enjoy the city centre waterfront for free

The Karanga Plaza Harbour Pool and Jump Platform project is part of the mayor's vision to make the waterfront more accessible. The goal is to establish a sustainable and functional facility to ensure a comfortable experience for all ages and abilities.

The harbour pool will also help improve water quality in the nearby Jellicoe Harbour. This will have a long-term benefit and build on our efforts to improve the mauri (life force) of Te Waitematā.

Visitors can enjoy nearby food vendors, waterfront seating and the vibrant energy of the waterfront.

The harbour pool and facilities are free to use and are open during daylight hours. Swimmers are protected by:

- council lifeguards who are onsite during the peak season
- SafeSwim water quality monitoring and live website updates
- pontoons around the harbour pool that provide a visual and physical barrier from boats operating in the viaduct channel.

The new facilities include:

- a large area for swimmers
- 33m long swimming lanes
- a dedicated jump platform
- changing sheds and cold-water showers in Karanga Plaza.

Things we are keeping an eye on

Our activities can have negative impacts on the social, economic, environmental and cultural wellbeing of communities, such as:

- the property market and economic outlook
- works happening in the construction sector, costs and when to start capital projects
- low demand in property development market has impact on sales
- negative impacts on residents and businesses from large urban development projects such as construction noise, travel, business disruption and changes in land use.

We work to minimise these impacts.

▲ Te Ara Tukutuku concept design and vision saw 87 per cent support from public feedback. Our engagement reached an estimated 850,000 people though community stakeholder gatherings and digital, social and media campaigns.

Other key projects and milestones

- Footpath and intersection upgrades at Pukekohe: completed to increase safety and access to the upgraded Roulston Park and the town centre, while supporting future growth and development of the Edinburgh 'superblock'. This footpath widening and double intersection upgrade at Massey Avenue and Manukau Road was delivered with Auckland Transport.
- Development of the Wynyard Quarter: construction of an office building completed, developing the land sold by Eke Panuku to deliver the 2012 Waterfront Plan and is now headquarters for Beca.
- Te Ara Tukutuku: the first stage of construction began in April 2025 to prepare the site for delivery of 10ha of open space development at Wynyard Point, including decontamination of the ground by clay capping and installation of the bund. Coastal remediation, creating vibrant public places to attract visitors, planning and education are underway.
- Wastewater upgrade at Hobsonville: completed the Pump Station (PS6), and will transfer asset ownership to Watercare to provide additional wastewater capacity and allow us to develop the vacant land in Hobsonville for housing.
- Former council-owned land: 170 new sustainable homes completed by Eke Panuku's development partners to support growth and development.
- Urban and transport development: upgrades in progress around the City Rail Link stations: Maungawhau, Te Waihorotiu and Karanga-a-Hape.

Urban regeneration and property management performance measures

KEY Achieved Substantially achieved Not achieved Not measured

Transform City Centre and regenerate urban centres in locations with significant land holdings

Net new dwellings (housing units)[1]

170 new dwellings completed this year by our development partners. These include:
- 59 in Flat Bush
- 40 in Northcote
- 28 in Stonefields
- 21 in Papakura
- 14 in Papatoetoe
- 8 in Hobsonville.

The result is higher than the planned target and what we achieved last year, despite the challenging housing market.

Achieved	Target	Result
2025	**157**	**170**
2024	350	135

Capital project milestones approved by the board achieved[2]

We completed 13 out of the target 15 capital project milestones for the year. The actual result met target but is lower than last year's result. Examples of key milestones achieved this year include:
- completed construction of the Westhaven Seawall Upgrade
- started construction of the Papatoetoe Cambridge Terrace extension and car park.

Two milestones were not achieved:
- complete construction of the Waterfront Bascule Bridge upper structure due to unexpected delays
- Westhaven maintenance yard relocation due to an extended Cultural Value Assessment (CVA) process.

Achieved	Target	Result
2025	**80%**	**86%**
2024	80%	100%

Manage long-term finances sustainably and maximise returns on Council's investment

The monthly average occupancy rate for tenantable properties[3]

Both commercial and residential occupancy targets have been achieved and are at high levels, similar to last year.

Achieved	Target	Result
2025	**Commercial 90% Residential 95%**	**Commercial 97.0% Residential 98.5%**
2024	Commercial 85% Residential 95%	Commercial 97.1% Residential 98.2%

Annual property portfolio net operating budget result agreed with the council achieved.

Net operating budget result is $12.3 million ahead of target.
The actual result is above target and higher than last year.
This is mainly due to:
- delays to Auckland Transport projects
- 80 more properties than expected paid rent for the year due to extended tenancies
- additional income received through:
  - rental income increases
  - improvements in recovery of costs from tenants
  - extra parking revenue at Waterfront car parks

Achieved	Target	Result
2025	**$18m**	**$30.3m**
2024	$16.2m	$27.0m

1. Number of housing units includes an apartment, duplex unit, a townhouse or a residential dwelling. These relate to town centre intensification, a key element of the council's future development strategy.
2. A list of project milestones is compiled for Eke Panuku Board approval.
3. The occupancy of properties or rental properties are those that are 'available for rent' and are tenantable.

Ngā rawapuni ā-rohe

Regional facilities

We look after and develop some of Auckland's best loved venues and collections to provide arts, cultural, entertainment, sporting and wildlife experiences.

Auckland's venues include:

- Auckland Art Gallery Toi o Tāmaki
- New Zealand Maritime Museum Hui Te Ananui a Tangaroa
- Auckland Zoo
- Auckland Stadiums, including Go Media Stadium, North Harbour Stadium and Western Springs Stadium
- Aotea Centre, Aotea Square, Auckland Town Hall, Bruce Mason Centre, The Civic, Viaduct Events Centre and Queens Wharf (sites operated by Auckland Live and Conventions).

Providing experiences and events for all Aucklanders

Ticketed visitor numbers across all venues and events reached a new record of 2.29 million. Customer satisfaction, measured by Net Promoter Score (NPS), also increased with a record 57 NPS.

We provided Aucklanders and visitors memorable experiences this year, including:

- a farewell to Burma, the much-loved elephant at Auckland Zoo, before her journey to a new life in Australia
- 'Olafur Eliasson: Your curious journey' – the Icelandic-Danish artist's first solo exhibition in Aotearoa at Auckland Art Gallery Toi o Tāmaki
- Auckland Live Cabaret Festival.

Delivering and developing Auckland's stadium network

Auckland Stadiums achieved record-breaking attendances this year across its three venues. This included:

- the One NZ Warriors, which sold out all 10 home games at Go Media Stadium in 2024
- Auckland FC, won the A-League's Premier Plate trophy in their debut season, with an average crowd of more than 18,000 at Go Media Stadium.

'Ko Tāmaki te tātaki i te rangi o te toi, ka whakautu te ngākau o te iwi.'
'Tāmaki conducts the melody of art, and the hearts of the people respond.'

We ran two expression of interest (EOI) processes for our stadium network. The North Harbour Stadium EOI evaluation panel unanimously agreed that TAU should keep management of the precinct. They recommended an updated operational model that will continue strong collaboration with local advisory groups, local boards, and community champions.

The Western Springs Stadium open-EOI process concluded without an outcome.

Conserving cultural heritage

As part of the Kia Whakahou, Kia Whakaora Heritage Restoration Project, much of the scaffolding at Auckland Art Gallery Toi o Tāmaki was removed to reveal a new slate roof and restored façade. Works also include:

- window restoration
- a new heritage lighting system
- strengthening the building to protect It from earthquake damage.

Final works on the gallery's prominent clock tower are due for completion in October 2025.

We also began conservation work on the historic Auckland Town Hall – with the first two stages being the 'prow' (pointed end of the building) and clock tower.

Auckland Zoo ▲

Case study

Decarbonising Go Media Stadium

Go Media Stadium is working to become New Zealand's most sustainable venue.
A decarbonisation project is helping the stadium to:

- stop using fossil fuels
- reduce emissions
- save costs.

A series of upgrades made this year will reduce carbon emissions by an estimated 140t a year. This includes installing 1,650 solar panels on the stadium's east and west stand roofs, which is a New Zealand first. The solar panels are expected to generate about 60 per cent of the stadium's total energy use.

The reduction in energy costs means the investment is expected to pay for itself within six to eight years.

In addition, electric heat pumps were installed to supply hot water and reduce the stadium's carbon emissions. The west stand gas boiler was decommissioned, while the east stand gas boiler remains to provide heating.

Things we are keeping an eye on

Our activities can have negative impacts on the social, economic, environmental and cultural wellbeing of communities, such as:

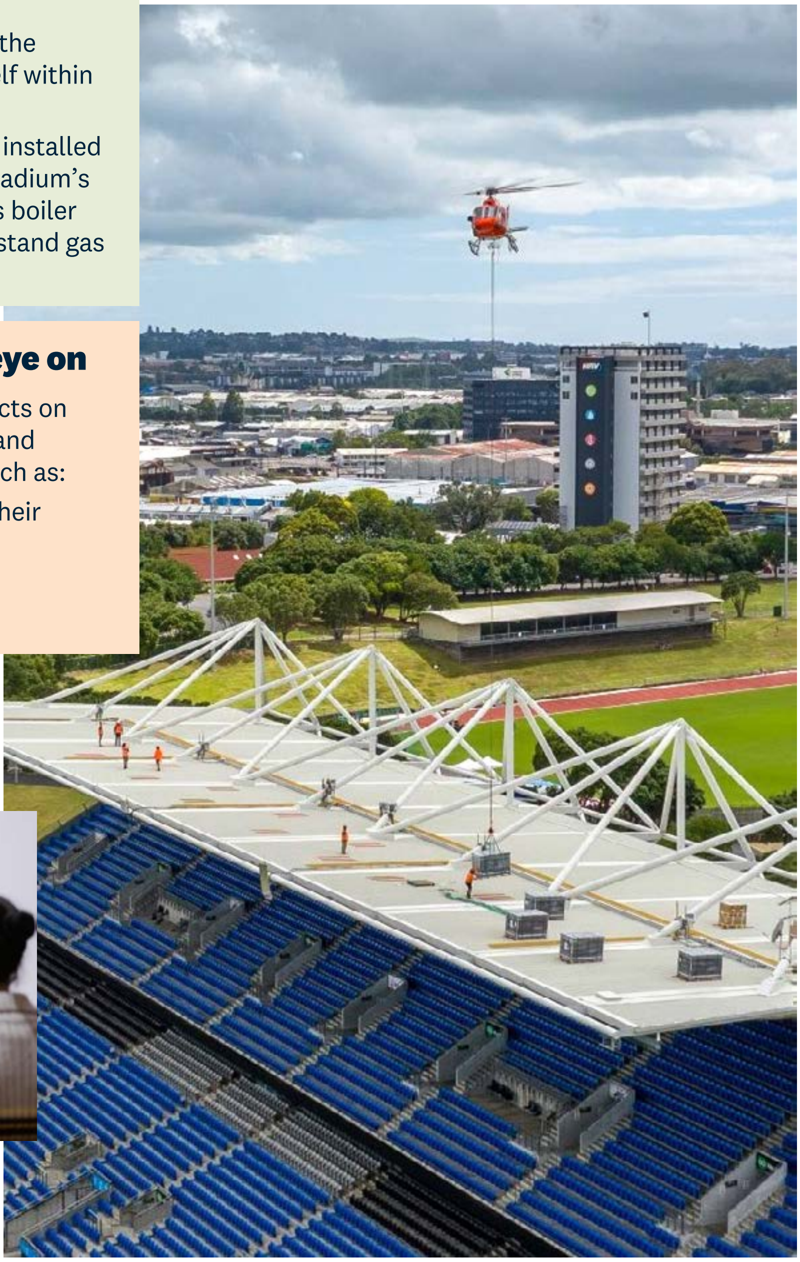
- sustainability of our facilities and their carbon emissions
- preserving the cultural heritage.

We work to minimise these impacts.

▼ 'A Century of Modern Art' at Auckland Art Gallery

Other key projects and milestones

- Exhibitions 'The Sentinel' and 'Into Ocean & Ice' opened at the New Zealand Maritime Museum.
- Exhibition 'A Century of Modern Art' opened in June 2025 at Auckland Art Gallery, featuring 57 works by 53 leading artists including Monet, Degas and Van Gogh, on loan from the Toledo Museum of Art.
- All time record numbers of paid visits at Auckland Zoo on Anzac Day.
- SIX the Musical was staged in March 2025 for the first time in Aotearoa with 29 performances and 35,119 attendees.



▶ Installing 1,650 solar panels at Go Media Stadium

Regional facilities performance measures

KEY Achieved · Substantially achieved · Not achieved · Not measured

Provide access to regional facilities

Ticketed attendance at Auckland Live, Auckland Zoo, Auckland Art Gallery, NZ Maritime Museum and Auckland Stadiums venues and events

The largest shares of ticketed attendees were at Auckland Zoo (38 per cent), Auckland Live (28 per cent) and Auckland Stadiums (27 per cent). This result is above the target of 2.12 million and almost a 10 per cent increase on the 2023/2024 result.

Achieved	Target	Result
2025	**2.12m**	**2.29m**
2024	2.08m	2.09m

The net promoter score for Tātaki Auckland Unlimited's audiences and participants[1]

The result of 57 is 17 percentage points above the target and an improvement on last year's result of 49. Compared to last year, the Net Promoter Score (NPS) across all venues and facilities has improved, with particularly strong growth for Auckland Stadiums.

Achieved	Target	Result
2025	**40**	**57**
2024	20	49

The percentage of operating expenses funded through non-rates revenues

This is an improvement on last year's result (55 per cent) but below the target of 59 per cent. Despite generating higher than anticipated non-rates revenue, associated delivery costs were also higher than forecast.

Not achieved	Target	Result
2025	**59%**	**56%**
2024	59%	55%

The number of programmes, initiatives and events contributing to the visibility and presence of Māori in Auckland, Tamaki Makaurau

Programmes and initiatives included:
- a 60-metre mural at Go Media Stadium to celebrate the stadium's heritage and legacy, including the history of the land and its people, diversity of patrons, and sports
- Matariki programmes at Auckland Zoo, Auckland Art Gallery, New Zealand Maritime Museum and Auckland Live
- support for Autaia Haka Theatre and M9 events (events representing nine Māori voices)
- extensive adoption of karakia (blessing to open a meeting) and mihi whakatau (Māori welcome) at Auckland Art Gallery openings and events.

Achieved	Target	Result
2025	**45**	**101**
2024	20	87

1. Net Promoter Score (NPS) is a tool that can be used to gauge the loyalty of customer relationships. It serves as an alternative to traditional customer satisfaction that aims to measure the loyalty that exists between a provider and a consumer. An NPS can be as low as –100 (every respondent is a 'detractor') or as high as +100 (every respondent is a 'promoter'). TAUT aims to provide a high-quality customer experience and NPS has been chosen as the key tool to gauge this. Data is collected using two main methodologies: Exit self-completion interviews (tablet-assisted self-completion surveys) for data collected at Auckland Zoo, Auckland Art Gallery and NZ Maritime Museum. An email survey to ticket-buyers of shows or events at Auckland Stadiums or Auckland Live venues, including free but ticketed shows or events. The NPS is calculated based on responses to a single question: How likely are you to recommend a visit <venue> to others? The scoring for this answer is based on a 0 to 10 scale. Those who respond with a score of 9 to 10 are 'promoters', those who respond with a score of 0 to 6 are 'detractors' and responses of 7 and 8 are 'passives'. The NPS is calculated by subtracting the percentage of customers who are detractors from the percentage of customers who are promoters. All responses collected across the year across all TAUT venues are collated and a NPS is calculated for each venue. These scores are then weighted according to ticketed attendance at each venue, except for Auckland art Gallery, where a broader measure of admissions is used to derive the weighting. For 2024/2025, results were calculated based on a total of 30,310 responses across all venues during the year. The margin of error on this aggregated sample size is less than +/-1%.

Te whakawhanake i te ōhanga me te ūnga

Economic development and destination

We support Auckland's growth with a particular focus on:

- **business growth and support**
- **investment attraction and innovation**
- **sustainable visitor economy growth and support.**

Our work includes:

- destination management
- marketing and event attraction
- delivering opportunities for Auckland's vibrant and competitive economy.

Fostering a decade of innovation with GridAKL

This year, Auckland's innovation hub GridAKL, marked 10-years of driving economic growth and new start-up businesses in the region.

GridAKL achieved $424 million in annual Gross Domestic Product (GDP) contributions through its focus on innovation and entrepreneurship. This was published in the 10-year impact report, based on 2024 figures. Of this, $33 million is additional economic value from council's investment through Tātaki Auckland Unlimited Limited (TAUL).

GridAKL, based in Wynyard Quarter, was founded by the previous CCO, Auckland Tourism, Events and Economic Development (ATEED), and is delivered by TAUL on behalf of the council to support early-stage start-ups.

'Ka māwhe te hau, ka heke te hua, ka matatū te wairua o Tāmaki.'
'Though the winds may shift, and the fruits may fall, the spirit of Tāmaki endures.'

Attracting and supporting major events

Major events supported during the financial year added $82.4 million in new GDP to the regional economy. Key events supported included:

- World Choir Games 2024
- three sold-out Coldplay concerts at Eden Park
- Barfoot & Thompson Auckland Marathon
- ASB Classic tennis
- first New Zealand Sail Grand Prix: Auckland (Sail GP), sponsored by Independent Timber Merchants
- Auckland's biggest music festival – the sold-out Mānuka Phuel Synthony in the Domain.

Supporting the screen sector, Auckland's film and TV industry

We continued to reinforce Auckland's reputation as an international screen production base. We attracted and facilitated major international productions, together with Auckland Film Studios and Kumeu Film Studios. Most notable were:

- Amazon MGM Studio production of an action film 'The Wrecking Crew', with a significant budget and filmed at several locations in Auckland
- Netflix production of mini-series based on the John Steinbeck novel East of Eden, mostly filmed in Devonport.

After engaging with mana whenua about the film and TV industry, we finalised a new indigenous film protocol and change to the Auckland Unitary Plan. This change allows filming on 'sites of significance' to mana whenua without a resource consent, which enables smoother film permits while:

- respecting cultural sites
- building film and tv industry relationships with mana whenua
- promoting ongoing cultural awareness.

Case study

Supporting creative innovation in west Auckland at Te Puna

We continued to develop the Te Puna Creative Innovation Quarter in Henderson – an exciting New Zealand first.

Our collaboration with west Auckland-based iwi Te Kawerau ā Maki aims to be a world-class hub for screen, video gaming, creative technology, music, arts and performing arts.

Our sublease for Whoa! Studios started in July 2024, and the fit-out programme for Te Puna Central Hub is well underway. Initial events have been delivered in the upgraded theatre at Whoa! Studios.

In October 2024, Crescendo Trust became the first tenant to rent space in the studios, and there is ongoing interest from other potential tenants.

Alongside this, we worked with stakeholders, landowners and other investors and tenants on a plan to attract investment for Te Puna.

Things we are keeping an eye on

Our activities can have negative impacts on the social, economic, environmental and cultural wellbeing of communities, such as:

- disruptions to residents and businesses from large-scale events
- health and safety risks and traffic congestion during events
- funding for events and development opportunities.

We work to minimise these impacts.

Other key projects and milestones

- A city centre investment prospectus: completed and released, designed to attract investment, support growth and strengthen Auckland's status as a world-class city.
- Launch of the 'Treasures of Tāmaki Makaurau Auckland', a digital tool on the 'Discover Auckland' website showcasing Māori-owned businesses in tourism.
- Contribution to economy: $89.3 million total contribution to GDP from major events and business events.
- A record 3,109 nominations received for the TAU-supported 'Iconic Auckland Eats' campaign, which promotes a range of places to eat in Auckland.

Economic development and destination performance measures

KEY Achieved | Substantially achieved | Not achieved | Not measured

Facilitate economic development opportunities and promote Auckland as a destination[1]

The contribution to regional GDP from major events and business events attracted or supported [1]

Achieved	Target	Result
2025	**$61m**	**$89.3m**
2024	$71m	$142.8m

The result for this measure is less than last year when Auckland hosted several FIFA Women's World Cup 2023 matches. However, the result for this measure is above the LTP 2024-2034 target of $61 million.

The largest contributors to the overall result were the:

- World Choir Games 2024
- concerts by Coldplay, Luke Combs and Pearl Jam
- 2024 Hockey World Masters Cup
- SailGP.

Business events attracted or supported by TAU contributed to approximately 8 per cent of the final result.

1. Measurement of the contribution to regional GDP from major and business events attracted or supported reflects a key objective of TAUL's major and business event programmes to attract events that will contribute to growing Auckland's regional economy.
The estimated contribution to regional GDP from major events is sourced directly from evaluation undertaken by external event evaluation company Fresh Information using a mixture of primary research with event organisers and event attendees, desk-based research and historic results. During 2024/2025, the major event portfolio included 36 evaluated events that TAUL played a role in attracting or supporting. Two events that were originally part of the portfolio were cancelled prior to delivery and therefore not evaluated.
Estimates of the contribution to regional GDP from business events attracted or supported are also undertaken by Fresh Information. Each business event attracted or supported by TAUL is evaluated based on a mixture of post-event primary data provided by event organisers and pre- event estimates. The result includes the impact of 25 business events held during the year that TAUL played a role in attracting or supporting.
Measurement accounts for the net additional regional impact only (i.e. local spend by local residents and businesses is not included), and figures represent the total net impact of major and business events delivered and/or attracted and/or supported by TAUL that have occurred during 2024/2025.
Through the LTP, the target for this measure has been reduced. TAU was provided reduced funding for this business function which has led to lower expected results.

4

Additional information

Te āhua o te hononga tahitanga

How it fits together

One of the main purposes of this annual report is to show how the group's actual performance compares with what was planned in the long-term and annual plans for the past financial year[1].

▲ Otara linkages project

We report our service performance for each of our groups of activities to provide transparency, track progress against our long-term plan, and show how our services contribute to community outcomes. The GOAs are groups of one or more related activities provided by, or on behalf of, the council or its council-controlled organisations[2]. Our GOAs are:

- Roads and footpaths
- Public transport and travel demand management
- Water supply
- Wastewater
- Stormwater management
- Local council services
- Regionally delivered council services
- Council-controlled services.

Levels of service, performance measures and targets are also set and reported against for each group of activities. We track progress through 23 outcome measures (levels of service), which is the basis of the council's overall performance measurement framework. Each of the levels of service has a number of performance measures and their targets. There are 117 regional performance measures in our Long-term Plan 2024-2034 and 276 local board performance measures.

We demonstrated our contribution to Māori outcomes by integrating them into the GOAs, as outlined in the Kia Ora Tāmaki Makaurau performance framework.

We have outlined significant effects within the GOAs under the title 'Things we are keeping an eye on'.

1. Reference section 92(2) of the Local Government Act 2002. This also includes comparing the budgeted capital expenditure against the actual amount spent (as per cl 24 of Sch 10).
2. Some of these groups of activities are mandated by the Local Government Act 2002, and others have been determined by the council.

Ngā ratonga e tukuna ana e mātou

Services we are providing

Overview of Groups of activities by council services

Investment areas for council services	Group of activity	Statements of service provision	Primarily contributes to outcomes
Transport	Roads and footpaths	Provide safe local roads, footpaths and cycle ways for pedestrians, cyclists, public transport users and drivers	
	Public transport and travel demand man-agement	Provide public transport services and infrastructure	
Water	Water supply	Provide a reliable supply of safe water	
	Wastewater treatment and disposal	Collect and treat wastewater	
	Stormwater manage-ment	Manage stormwater network to minimise risks of flooding and improve water quality	
Built environment	Regionally delivered council services	Coordinate enabling infrastructure (Transport and three waters) and ensure quality of vested assets	
	Council controlled ser-vices	Transform City Centre and regenerate urban centres in locations with significant land holdings	
Natural environment	Regionally delivered council services	Integrate land use and infrastructure planning and regulate development through consenting process Regulate activities to safeguard public health and safety Manage the collection and processing of household waste and minimise waste to landfill	
	Local council services	Protect, improve and minimise risks to the natural environments and cultural heritage Provide opportunities for communities to lead and deliver their own initiatives	
Community	Regionally delivered council services	Protect and provide access to distinctive and unique environments through regional parks	
	Local council services	Provide urban green spaces (local parks, paths and ngahere) and access to the coast Enable a range of choices to access community services and recreation op-portunities	
Economic and cultural development	Council controlled services	Provide access to regional facilities	
	Local council services	Facilitate economic development opportunities and promote Auckland as a destination	
Well-managed local government	Regionally delivered council services	Lead council group response to partnership and participation of Māori in decision making and deliver Māori outcomes Support effective governance, provide quality advice and advocate for Auckland's interests Provide leadership in building resilience and responding to emergency and lead recovery	
	Local council services	Engage with Aucklanders to have their say, participate in decision-making and stay informed Operate a fit-for-purpose organisation and make it easy to get things done with council Manage long-term finances sustainably and maximise returns on council's investment	

Mana hautū

Governance

Structure

THE MAYOR AND COUNCILLORS

21 local boards

Decision-making

Governing Body

ADVICE AND INPUT

Houkura

The independent Māori Statutory Board is an independent statutory board of nine members based in Tāmaki Makaurau. Houkura's purpose is to assist the council to make decisions by promoting issues of significance for mana whenua groups and mataawaka of Tāmaki Makaurau and ensuring that the council acts in accordance with statutory provisions referring to the Te Tiriti o Waitangi Treaty of Waitangi.

Co-governance and advisory groups between mana whenua and the council, including Ngā Mātārae.

Community engagement on plans, policies and budgets.

Advisory panels

Public Art Advisory Panel; Pacific Peoples Advisory Panel; Disability Advisory Panel; Rainbow Communities Advisory Panel; Ethnic Communities Advisory Panel; Seniors Advisory Panel; City Centre Advisory Panel; Youth Advisory Panel; Auckland Urban Design Panel; Rural Advisory Panel.

Auckland Council Group

Delivery

CHIEF EXECUTIVE

Led by **INDEPENDENT BOARDS**

Led by our **EXECUTIVE LEADERSHIP TEAM**

Led by an **INDEPENDENT BOARD**

GROUP SHARED SERVICES

Led by the GSS board comprising the CEs of the CCOs and an independent chair

PORT OF AUCKLAND
TĀMAKI HERENGA WAKA

CCOs

Council-controlled organisations operate separately from Auckland Council. Each CCO is overseen by a board of directors or trustees.

Auckland Transport
An Auckland Council Organisation

Watercare
An Auckland Council Organisation

Tātaki Auckland Unlimited
Tātaki Auckland Unlimited Limited
Tātaki Auckland Unlimited Trust

Auckland Future Fund

Auckland Council

We deliver a wide range of services, events and facilities.

Auckland Council
Te Kaunihera o Tāmaki Makaurau

Governing Body

This consists of the mayor and 20 councillors who are elected on a ward basis. The Governing Body generally focuses on the big picture and on Auckland-wide strategic decisions that are important to the whole region. Auckland is split into 13 wards, which are used for council elections.

Wayne Brown
Mayor

Desley Simpson JP
Deputy Mayor | Ōrākei

John Watson
Albany

Wayne Walker
Albany

Julie Fairey
Albert-Eden-Puketāpapa

Hon Christine Fletcher QSO
Albert-Eden-Puketāpapa

Andy Baker
Franklin Ward

Sharon Stewart QSM
Howick

Maurice Williamson
Howick

Lotu Fuli
Manukau

Alf Filipaina MNZM
Manukau

Angela Dalton
Manurewa-Papakura

Daniel Newman JP
Manurewa-Papakura

Josephine Bartley
Maungakiekie-Tāmaki

Chris Darby
North Shore

Richard Hills
North Shore

Greg Sayers
Rodney

Shane Henderson
Waitākere

Ken Turner
Waitākere

Mike Lee
Waitematā and Gulf

Kerrin Leoni
Whau

Auckland Council Executive Leadership Team

Phil Wilson
Chief Executive

Ross Tucker
Group Chief Financial Officer

Max Hardy
Director Group Strategy and Chief Executive's Office

Parul Sood
Deputy Director Resilience and Infrastructure

Rachel Kelleher
Director Community

Barry Potter
Director Resilience and Infrastructure Fixed Term

Megan Tyler
Director Policy, Planning and Governance

Nicholas Turoa
Tumuaki Huanga Māori

Ō mātou tāngata

Our people

At the heart of every service we deliver for Auckland is a workforce that's empowered, supported, and future-ready. Over the past year, we've invested in leadership, nurtured emerging talent, and prioritised wellbeing—ensuring our people can make a lasting impact for Tāmaki Makaurau.

We continually look after our kaimahi (employees) so they can better provide services to Aucklanders and we invest in building a modern, inclusive and high-performing workplace.

Strengthening leadership and growing talent to empower our workforce

We made leadership capability a key priority, with the delivery of programmes building core people leader skills and supporting the development of our emerging talent. Succession planning was confirmed across all directorates, ensuring a strong pipeline of future leaders. We continued extending our graduate and internship programmes to grow our workforce and create career development programmes. These programmes are, the largest of their kind in any New Zealand public sector organisation. These initiatives reflect our ongoing commitment to creating a workplace where all kaimahi can thrive and deliver their best for Tāmaki Makaurau.

Enhancing health, safety and wellbeing to support our people

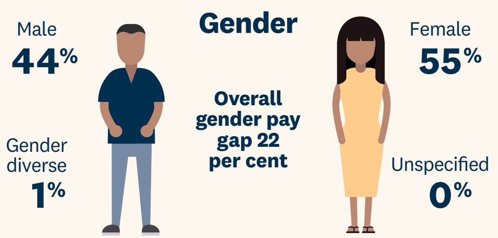
We reviewed health, safety and wellbeing functions in order to better meet current and future organisational requirements. This has enabled the delivery of key foundational workstreams, such as contractor safety management and risk management, and enhanced support to frontline teams.

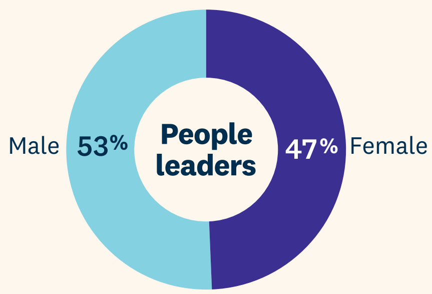
Advancing accessibility, diversity, equity and inclusion across the organisation

We strengthened accessibility and inclusion through the endorsement of the Accessibility Action Programme. Work began on tailored departmental and enterprise-wide diversity, equity and inclusion plans with 89 per cent of departments having been engaged at the end of the financial year, reflecting strong commitment across the organisation. Our gender pay gap dropped by 1.1 per cent, driven by a focus on women's career growth, leadership pathways and ensuring any barriers for progression are removed from our processes.

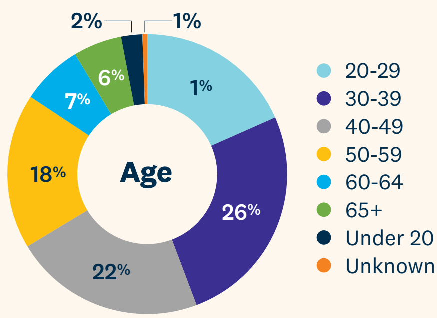
Technology upgrades and AI-enabled productivity initiatives

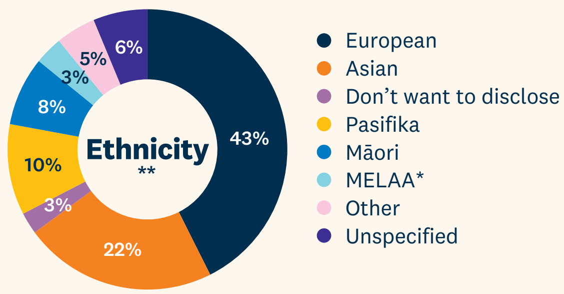
We made strong progress on major technology upgrade projects which will modernise our human resource and payroll systems. We launched our Microsoft 365 Copilot trial, with 85 per cent adoption among participants, showcasing our commitment to smarter, AI-enabled ways of working.





This data representation is combined for the Auckland Council Group, including CCOs (TAUL, TAUT, Eke Panuku, Watercare and Auckland Transport).





*MELAA: Middle Eastern, Latin American and African.
**Reflects primary ethnicity and self-selected by employees when they begin employment at council.

Ngā whakahaere i raro i te mana o te kaunihera

Council-controlled organisations

Overview

Council-controlled organisations (CCOs) are organisations in which Auckland Council (the council) controls 50 per cent or more of the votes or has the right to appoint 50 per cent (or more) of the directors or trustees. A substantive CCO is a CCO that is either wholly owned or wholly controlled by the council and is either responsible for the delivery of a significant service or activity on behalf of the council or owns or manages assets with a value of more than $10 million, excluding entities exempted from CCO status.

The council's substantive CCOs (the sole shareholder/owner) for the year ended 30 June 2025 were:

- Auckland Transport
- Eke Panuku Development Auckland
- Tātaki Auckland Unlimited Limited
- Tātaki Auckland Unlimited Trust
- Watercare
- Auckland Future Fund Trustee Limited and Auckland Future Fund Trust.

The key performance targets and other measures of the CCOs, together with the nature and scope of activities provided were consistent with the information set out in the Long-term Plan 2024-2034 (LTP).

No issues arose with regard to ownership or control of CCOs this financial year.

CCO reform

On 12 December 2024, the Governing Body agreed to transfer to council all Eke Panuku functions (including urban regeneration, non-service property management and marina management), and Tātaki Auckland Unlimited's economic development function. Governing Body agreed to implement these changes by 1 July 2025.

The mayor and councillors noted the valued contribution made by all council group kaimahi and reiterated that the CCO reform was not about changing service levels or investment that had been agreed through the Long-term Plan 2024-2034 (LTP). The reform was about improving how the services are best delivered and sought to:

- align and reinvigorate the CCO model
- strengthen the council's ability to support elected members to make integrated decisions
- ensure the Auckland Council Group is set up in the best way to deliver on its LTP and broader vision for Auckland.

The CCO Reform Transition Programme was established in January 2025 by the Auckland Council Chief Executive to implement the Governing Body decisions. The programme has resulted in new services being integrated into existing directorates within the council through the establishment of the Auckland Urban Development Office, Property department and Economic Development Office from 1 July 2025. For more information, read Volume 3: Note F8 disclosures on CCO reform impacts.

Auckland Transport

Auckland Transport was established as a CCO in 2010. Its statutory purpose is to contribute to an effective, efficient, and safe Auckland land transport system in the public interest. Auckland Transport works to:

- make Auckland's transport system safe by eliminating harm to people
- accelerate better travel choices for Aucklanders
- better connect people, places, goods and services
- enable and support Auckland's growth through a focus on intensification in brownfield areas, with some managed expansion in line with the Future Development Strategy
- improve environmental resilience and sustainability of the transport system, and significantly reduce the greenhouse emissions it generates.

Auckland Transport also contributes to the other outcomes in the Auckland Plan - Māori Identity and Wellbeing, Belonging and Participation, Homes and Places, Environment and Cultural Heritage and Opportunity and Prosperity.

It contributes to these outcomes by undertaking the following activities:

- aiming to provide an excellent customer experience for all services and customers
- supporting the Council Group's contribution towards Māori wellbeing outcomes, expectations and the aspirations of Māori under the Treaty of Waitangi
- collaborative partnering with funders, partners, mana whenua, stakeholders and communities
- running an operating model that is agile, financially sustainable and delivers economic benefits
- enabling and enhancing culture and capability.

Transport governance reform

In September 2025, central government released the Local Government (Auckland Council) (Transport Governance) Amendment Bill (the Bill), and indicated it intended to introduce it to Parliament that month. The Bill aims to improve democratic accountability and long-term integrated transport planning in Auckland. It proposes a new Auckland Regional Transport Committee responsible for strategic transport planning, which includes the development of a 30-year transport plan. The Bill also proposes to shift all transport functions from Auckland Transport to Auckland Council, other than public transport services. Decision-making responsibility for council's new transport functions would be split between local boards and Governing Body, in accordance with the allocation framework set out in the Bill.

Watercare

Watercare Services Limited (Watercare) provides Auckland's integrated water supply and wastewater services.

Watercare Services Limited is a limited liability company registered under the Companies Act 1993.

Watercare is subject to public health, environmental and economic regulation. Its principal regulators include Ministry of Health - Manatū Hauora and Taumata Arowai The Water Services Authority.

It does this by undertaking the following activities:

- delivering high-quality drinking water to its customers
- treating wastewater to a high standard before discharging it to the environment
- maintaining and expanding water and wastewater infrastructure to cater for Auckland's growth
- enabling and supporting Auckland's growth through a focus on intensification in brownfield areas, with some managed expansion in line with the Future Development Strategy
- working with the council (including Healthy Waters), other council-controlled organisations and infrastructure providers to achieve the council's objectives and priorities in an efficient and effective way, including in particular the optimisation and integration of Auckland's water, wastewater and stormwater (the three waters provided by Watercare and Healthy Waters) outcomes for the benefit of current and future Aucklanders. For more information, read Volume 3: Section F8.

Eke Panuku Development Auckland

The purpose of Eke Panuku (full name Eke Panuku Development Auckland Limited) included facilitating urban redevelopment that optimised and integrated good public transport outcomes, efficient and sustainable infrastructure and quality public services and amenities. Eke Panuku also managed council's non-service property portfolio and provided strategic advice on council's other property portfolios. This was done by the following activities:

- leading the regeneration of council's agreed urban locations by making the most of Auckland Council owned land, facilitating a shared vision and working with the council group, the crown, private sector, community housing providers, mana whenua, local boards and infrastructure providers
- identifying opportunities to improve the amenity, attractiveness, connectivity, and resilience of town centres as places to live, work, visit and do business, building confidence for others to invest
- place making and engaging with communities and stakeholders on the changes taking place, testing ideas and strengthening the connection between people and place
- selling Auckland Council's surplus property, developing unused and underutilised property assets to unlock revenue and enable new housing and commercial development
- managing council's assets/property including commercial, residential and marina infrastructure, or redevelopment incorporating a service delivery function
- undertaking other urban regeneration and property-related services such as strategic property advice, acquisitions and disposals and where appropriate, reviewing council's service property for optimisation and redevelopment opportunities.

Eke Panuku Development operations ceased on 30 June 2025 and all functions were integrated into Auckland Council from 1 July 2025.

Tātaki Auckland Unlimited

Tātaki Auckland Unlimited refers to the two substantive council-controlled organisations Tātaki Auckland Unlimited Limited and Tātaki Auckland Unlimited Trust. Tātaki Auckland Unlimited's role is to enrich the cultural and economic life of Tāmaki Makaurau Auckland. Tātaki Auckland Unlimited Limited delivers programmes and activities to help make Auckland a desirable place to live, work, visit, invest and do business. Tātaki Auckland Unlimited Limited also acts as the corporate trustee for charitable trust Tātaki Auckland Unlimited Trust which manages venues, collections and experiences.

It does this by undertaking the following activities:

- managing some of Auckland's most important cultural heritage institutions (including Auckland Zoo, Auckland Art Gallery, New Zealand Maritime Museum) and partnering with others (including MOTAT and the Auckland War Memorial Museum)
- maintaining and developing sporting, events and entertainment venues (including The Civic, Aotea Centre, Viaduct Events Centre, Go Media Stadium, North Harbour Stadium, Bruce Mason Centre) and partnering with others (including Eden Park)
- attracting visitors to Auckland and ensuring a range of experiences are available for them to enjoy, including festivals and exhibitions, museums and attractions, and arts, cultural and sporting events
- partnering with other agencies which support business, such as Ministry of Business, Innovation and Employment, Auckland Business Chamber, New Zealand Trade and Enterprise and others
- attracting and providing services and venues for business events - meetings, conferences, conventions, exhibitions and incentive activity
- delivering programmes to attract investment alongside partners including central government, managing specific facilities for sectors such as film, connecting businesses to resources to help them grow
- providing an umbrella approach to a compelling and aligned Auckland story across business, entertainment, and cultural assets.

The economic development function was integrated into Auckland Council from 1 July 2025.

Auckland Future Fund Trustee Limited and Auckland Future Fund

As part of the Long-term Plan 2024-2034, the council decided to establish a regional wealth fund to be called the Auckland Future Fund. The fund is established as a trust, the Auckland Future Fund, with a company Auckland Future Fund Trustee Limited, as the corporate trustee of the Trust.

The role of Auckland Future Fund Trustee Limited is to:

- act as the corporate trustee of the Auckland Future Fund
- leverage greater returns to fund council operations, reduce risk and provide better long-term financial sustainability in meeting the purposes of the Auckland Future Fund (as set out in the Auckland Future Fund Policy see Volume two, section 3.10 of the Long-term Plan 2024-2034).

In doing so, Auckland Future Fund Trustee Limited works to:

- reduce the costs to Aucklanders by accessing greater long-term investment returns.
- make Auckland more financially sustainable by protecting its intergenerational invested assets for future Aucklanders.
- diversify financial risk by accessing specialist advice to invest on a wider geographical, industry and financial basis
- make use of council group shared services for all operational support and back-office functions, noting that employment of any staff will require consent of Auckland Council's Chief Executive.

Te pūrongo aroturuki ā-tau mō te mahere mō Tāmaki Makaurau

Auckland Plan annual monitoring report

Effective monitoring is fundamental to successful implementation. The monitoring framework measures progress towards the strategic direction through:

- three-yearly progress report against the plan's outcomes. The report supplements the annual scorecards providing a more detailed analysis of trends for each outcome, drawing on a range of other reports and data sets. The report identifies areas where progress has been made alongside opportunities where we can make greater progress. The latest three-yearly progress report was completed in February 2023. The report supports the continued focus on the Auckland plan's key challenges of high population growth, shared prosperity, and environmental degradation. This is reinforced by emerging themes of ongoing equity challenges, our response to climate change and the importance of community resilience in a rapidly changing future. The 18 opportunities for greater progress inform the 10-year Budget and other decision-making.
- Annual Monitoring Report against the plan's 38 outcome measures. Note that some measures have sub-measures to provide a fuller picture, so the total number of indicators is 56.

In 2024, we introduced some new measures for three of the outcomes – Homes and Places, Transport and Access, and Opportunity and Prosperity. Three Homes and Places measures were retired or replaced, and seven new measures (or sub-measures) were introduced. Three measures in the Transport and Access outcome were removed as they were based on modelled data and two new measures were added. Two sub-measures in the Environment and Cultural Heritage outcome were retired. Two Opportunity and Prosperity measures were retired, and five new measures were introduced. The Auckland Plan 2050 Annual Monitoring Report 2024 provides further detail on the changes in Appendix A.

Auckland Plan Outcome Measures

▲ Positive trend — Little or no change ▼ Negative trend ••• Insufficient data to determine a trend

Auckland Plan outcome measures	Latest result	Trend	Data source
Belonging and participation All Aucklanders will be part of and contribute to society, access opportunities, and have the chance to develop to their full potential.			
Measure 1. Aucklanders' sense of community in their neighbourhood Proportion of respondents to the Quality of Life Survey who strongly agree or agree they feel a sense of community in their local neighbourhood (%)	42% (Dec 2024)	▼	Quality of Life Survey
Measure 2. Aucklanders' sense of safety in their homes and neighbourhood Proportion of respondents to the Quality of Life Survey who rate their feelings of personal safety as safe or very safe after dark	61% (safety in local neighbourhood) 33% (safety in the city centre) (Dec 2024)	— ▼	Quality of Life Survey
Measure 3. Aucklanders' quality of life Proportion of respondents to the Quality of Life Survey who rate their overall quality of life positively (%)	75% (Dec 2024)	▼	Quality of Life Survey
Measure 4. Relative deprivation across Auckland Percentage of local board population with a Deprivation Index score of 8, 9 or 10	This data is reported by local board, so there is no one number to report. Refer to the council's website to view the Auckland Plan 2050 Annual Monitoring Report 2025 for local boards result.[1] (Dec 2023)	•••	Stats NZ

Auckland Plan Outcome Measures	Latest Result	Trend	Data Source
Measure 5. Aucklanders' health Proportion of respondents to the Quality of Life Survey who rated their physical and mental health positively (%)	68% physical health 68% mental health (Dec 2024)	▼ —	Quality of Life Survey
Measure 6. Treaty of Waitangi awareness and understanding Respondents to the council's Resident Survey who rate their knowledge of Te Tiriti o Waitangi (the Treaty of Waitangi) either very well or a fair amount (%)	42% (June 2024)	▼	Auckland Council Residents survey
Māori identity and wellbeing A thriving Māori identity is Auckland's point of difference in the world - it advances prosperity for Māori and benefits all Aucklanders.			
Measure 1. Whānau wellbeing Respondents of Māori ethnicity and/or descent who rate their whānau as doing well	73.2% Not updated 2025	•••	Stats NZ (2018)
Measure 2. Māori in employment, education and training a) Proportion of Māori youth in education, employment or training b) Proportion of Māori in higher skilled jobs	76.9% (June 2025) 33.2%	▼ ▲	Household Labour Force Survey Infometrics
Measure 3. Māori decision making a) Number of co-governance / co management arrangements	10 (June 2025)	▲	Auckland Council
b) Māori voter turnout in the General election: Auckland	68.5% (Dec 2023) Not updated 2025	—	Auckland Council
Homes and places Aucklanders live in secure, healthy, and affordable homes, and have access to a range of inclusive public places.			
Measure 1. Housing supply a) New dwellings consented by typology	14,295 (June 2025)	▲	Stats NZ Building Consent Data
b) New dwellings consented per 1,000 residents	7.8 (June 2024)	▲	Stats NZ Building Consent Data
Measure 2. Share of new homes within 1,000m of the Rapid Transit Network (RTN) Percentage of consented homes with access to RTN within 1,000m	11.9% (June 2025)	▼	Stats NZ Building Consent Data
Measure 3. Housing affordability a) Median house price to median household income ratio*	7.5 (June 2025)	▲	REINZ and Statistics New Zealand
b) Rent affordability: rent as a percentage of household income	25.7% (June 2025)	▲	Stats NZ and MBIE
c) Housing cost overburden: Proportion of households spending more than 30 per cent of income on housing costs*	48% Renters 33% Homeowners (2024)	— ▼	Stats NZ
Measure 4. Housing stress Number of people on the public housing register*	6,723 (June 2025)	▼	Ministry of Housing and Urban Development
Measure 5. Sustainable building methods uptake* Number of Homestar certified homes and percentage of all completed dwellings	1,683 11% (June 2025)	▲	New Zealand Green Building Council
Measure 6. Resident satisfaction with their built environment at a neighbourhood level Respondents to the Quality of Life Survey who agree they feel really happy with the way the local area looks and feels (%)	57% (Dec 2024)	▼	Quality of Life Survey

Auckland Plan Outcome Measures	Latest Result	Trend	Data Source
Transport and access Aucklanders will be able to get where they want to go more easily, safely and sustainably.			
Measure 1. Access to rapid and/or frequent transit stops Percentage of Aucklanders within 500m of a stop on the rapid and/or frequent transit network	45% (June 2024)	▲	Auckland Transport
Measure 2. Congestion Percentage of arterial network congested	26% (August 2025, FY 2024/2025)	▼	Auckland Transport
Measure 3. Transport emissions Gross transport GHG emissions	5,109 kt CO2e (2023)	▲	Auckland Transport
Measure 4. Use of public transport, walking and cycling a) Annual number of public transport boardings (millions)	88.8 (June 2025)	–	Auckland Transport
b) Annual number of cycle movements (millions)	3.40 (Dec 2024)	▼	Auckland Transport
Measure 5. Household transport expenditure Average weekly household transport expenditure as a percentage of total household expenditure	16.2% (June 2023)	▼	Household Economic Survey
Measure 6. Deaths and injuries from transport network Annual number of serious and fatal injuries	49 Deaths 567 Serious injuries (June 2025)	▲ –	Auckland Transport
Environment and cultural heritage Aucklanders preserve, protect and care for the natural environment as our shared cultural heritage for its intrinsic value, and for the benefit of present and future generations.			
Measure 1. Treasuring of the environment a) Aucklanders engaged in environmental / conservation activity	4.0 (June 2022)[2]	–	Auckland Council
b) Domestic kerbside (tonnes per annum)	189,742 (June 2025)	▼	Auckland Council
Measure 2. Sustained management of priority native habitats a) The proportion of rural mainland Auckland under sustained management for possums	38.5% (June 2025)	▲	Auckland Council
b) The proportion of priority native habitats on regional parks under active management for pest plants	49% (June 2025)	▲	Auckland Council
c) Number of native plants planted	792,005 (June 2025)	▲	Auckland Council
Measure 3. Active management of threatened native plants and species a) Number of plant and animal species regionally vulnerable to extinction under active management	114 (June 2025)[3]	▲	Auckland Council
b) Number of species-led projects being delivered on Hauraki Gulf islands for the purpose of maintaining or achieving eradication of pest plants and pest animals	9 (June 2025)	▲	Auckland Council
Measure 4. Marine and fresh water quality a) Stream water quality (Water Quality Index - scale 1-100)	Native – 91.7 Exotic – 71.9 Rural – 63.8 Urban – 56.4 (Dec 2023)	–	Auckland Council

Auckland Plan Outcome Measures	Latest Result	Trend	Data Source
b) Lake water quality (Trophic Level Index - scale of 1-5+)	Pupuke – 3.9 Rototoa – 3.2 Tomarata – 4.3 Wainamu – 4.1 Kuwakatai 5.1 (2024)	— …	Auckland Council
c) Coastal water quality (Coastal Water Quality Index - scale 1-100)	Open coast – 82.9 Estuary – 67.6 Tidal Creek – 57.7 (2024)	—	Auckland Council
d) Proportion of time Safeswim reference beaches are suitable for contact recreation	85.7% (2024/2025)[4]	▲	Auckland Council
Measure 5. Air quality and greenhouse gas emissions a) Concentration of air pollutants (NO_2 µg/m³)	Glen Eden – 4.5 Henderson – 8.5 Patumahoe – 2.8 Penrose – 13.2 Takapuna – 13.8 (2024)	▲	Auckland Council
b) Concentration of fine particulate matter ($PM_{2.5}$ µg/m³)	Patumahoe – 5.8 Penrose – 7.4 Takapuna – 6.3 Queen Street - 8.6 (2024)	—	Auckland Council
c) Greenhouse gas emissions (kilotonnes CO_2e)	Gross 10,298 Net 10,919 (2023)	▲	Auckland's Greenhouse Gas Inventory
Measure 6. Statutory protection of environment and cultural heritage		—	Auckland Council
a) Total area (ha) of scheduled Significant Ecological Areas	Terrestrial – 79,125 Marine – 100,732 (June 2025)		
b) Number of scheduled sites of significance to Mana Whenua	122 (June 2025)	▲	Auckland Council
Opportunity and prosperity Auckland is prosperous with many opportunities and delivers a better standard of living for everyone.			
Measure 1. Labour productivity Real GDP per filled job ($)	$160,047 (Mar 2024)	—	Auckland Economic Profile
Measure 2. Aucklanders' average wages Median weekly wages ($)	$1,400 (June 2025)	▲	Household Labour Force Survey
Measure 3. Employment in advanced industries Number of people employed in knowledge intensive industries	2.3% growth (versus 2.8% growth in total employment) (Mar 2024)	—	Auckland Economic Profile
Measure 4. Level of unemployment Unemployment level (%)	5.8% (June 2025)[5]	▼	Household Labour Force Survey
Measure 5. Educational achievement of young people Percentage of those aged 20-24 with a Level 4 qualification or above	32.6% (June 2025)[6]	▼	Household Labour Force Survey
Measure 6. Children in material hardship Percentage of children in material hardship	14.9% (June 2024)	—	Stats NZ

Auckland Plan Outcome Measures	Latest Result	Trend	Data Source
Measure 7. Income distribution Gini index (0 equals perfect equality; 100 equals perfect inequality)	34.3 (June 2024)	▲	Stats NZ
Measure 8. NEET rates Percentage of 15–24-year-olds who are not engaged in education, employment, or training	14.2% (June 2025)	▼	Stats NZ
Measure 9. Internal migration Net loss of people from Auckland	-8,200 (June 2024)	▲	Stats NZ
Measure 10. Auckland's emissions intensity Carbon emission (tonnes) per unit (NZ$ million) of GDP (net and gross)	Net 64 t CO2e Gross 68 t CO2e (2023)	▲	Auckland's Greenhouse Gas Inventory

Data and trend analysis

The results and trends reflect the data and information available at the time of writing this report. To identify trends, data has been analysed as far back as possible and there is variation in the time series of each measure. Progress is generally assessed against the baseline. Where changes in percentages from year to year are reported as having increased or decreased, it should be noted that these are not necessarily statistically significant and require further time series to determine a real trend. There have been data constraints, largely due to data availability, that has translated to a lack of identified trends or results in some of the outcome areas.

1. https://new.aucklandcouncil.govt.nz/en/plans-policies-bylaws-reports-projects/our-plans-strategies/auckland-plan/about-the-auckland-plan/measuring-progress.html
2. This measure changed to a mean Likert scale ranging from 1 (never) to 5 (all the time). In 2022, the score was 4.0. Although statistically significant, we conclude that there was no meaningful reduction in how Aucklanders engage in biosecurity risk-reducing behaviours. This measure uses the revised New Ecological Paradigm (NEP) scale, a globally recognised method to indicate endorsement of a pro-ecological worldview. It consists of 15 statements, some of which align to a "pro-ecological" world view or a contrary world view. A mean score is calculated and then averaged across all 15 questions. A score of 4.0 would mean, on average, Aucklanders engage in biosecurity risk-reducing behaviours 'often'. The Auckland Council Natural Environment Portfolio Social Outcomes Monitor has been discontinued.
3. This measure has changed from proportion of plant and animal species regionally vulnerable to extinction under active management to number under active management. The total number of species considered 'vulnerable to extinction' changes over time in terms of pressures and management. This is why we have changed from proportion to 'number' of species.
4. Safeswim water quality forecasts take account of rainfall, wind, tide, sunlight and beach type. They are built using high-frequency targeted sampling on top of historical monitoring results spanning over 20 years at some sites, and are underpinned by the best available meteorological data. This is measured in the summer swimming period 1 Nov to 30 Apr.
5. We have reported unemployment as at June 2025 as a rolling annual average from the Household Labour Force Survey.
6. In 2025, we changed reporting from year end (December) to June to enable us to include most up-to-date data. All previous year data has been revised to June data.

Notes from the Public transport and travel demand management group of activity

These notes can be found in Auckland Transport's (AT) 2024/2025 Annual Report.

Auckland Council's Long-term Plan 2024-2034 (LTP) set three targets for operational emission reductions from 2023/2024 through to the 2026/2027 financial year. These targets established a baseline year of 2021/2022 for operational emissions and account for forecasted increases in operational emissions in the short term (largely due to the recovery in public transport services following COVID-19), before our operational emissions plateau and ultimately reduce.

Historical emissions have been recalculated for all inventories back to 2021/2022 due to the release of new Ministry for the Environment (MfE) emission factors on 11 June 2025 (for electricity and electricity transmission and distribution losses for the 2024 calendar year) and new AT emission calculation methods for ferries. These recalculations are material as per the AT Climate Change Technical Policy, and have therefore resulted in a restatement of AT's 2021/2022 operational baseline emissions to 93,117 tCO_2e (from 100,793 tCO_2e).

AT's GHG emissions are measured using ISO 14064-1:2018 and consider the GHG Protocol Corporate Standard, the GHG Protocol Scope 2 Guidance, and the GHG Protocol Corporate Value Chain (Scope 3) Accounting and Reporting Standard where necessary. GHG information is retrieved from AT's emissions inventory reports which are verified by Toitū Envirocare. AT's inventory uses an operational control consolidation approach and the latest emissions factors available from the MfE at the last day of the Financial Year (30 June) as per AT Climate Change Technical Policy. AT's current inventory uses MfE factors published in June 2025.

Emissions included in this performance measure are:

- Emissions from corporate activities including electricity, natural gas and refrigerants used in office spaces, staff travel, fuel for AT's use of the ACG corporate fleet, work from home, water, wastewater, harbourmaster boats and office waste.
- Asset-related emissions including electricity and energy used in public transport facilities and electric trains, streetlights and traffic lights, diesel, on-demand services, hydrogen buses, and landfill waste from these assets.
- Bus and ferry service emissions under contract with AT.

Bus and ferry services which consume diesel account for a significant source of AT's operational emissions (89 per cent). Bus services accounted for approximately 85 per cent of AT's total diesel emissions, while ferry services accounted for the remaining 15 per cent. The continued rollout of low emission buses demonstrates the ability of electrification to reduce diesel use and emissions, as despite the use of replacement bus services during the closure of the rail network and cancellation of ferry services this past year, total bus diesel consumption decreased by approximately 1.02 million litres, resulting in an emissions decrease of 2,660 tCO_2e from 2023/2024.

As of 30 June 2025, there were 225 low emissions buses on Auckland's roads providing public transport services, up from 180 in 2024 (approximately 19 per cent of the bus fleet). Electricity accounts for 9 per cent of AT's operational emissions. Energy efficiency measures applied across assets and facilities has helped AT to reduce electricity use, despite continued electrification of public transport and operations. Electricity consumed by electric buses increased from 10 GWh in 2023/2024 to 14 GWh in 2024/2025. Electricity consumed in operating the transport network (streetlights, traffic lights, public transport facilities, electric trains, excluding electric buses operated by suppliers) decreased from 73 GWh to 72 GWh. AT's operational electricity emissions and associated T&D losses (including public transport) emissions increased by 4 per cent (337 tCO_2e) from 2023/2024 and 21 per cent (1,603 tCO_2e) against the 2021/2022 baseline. The associated operational electricity is 75, 84 and 86 GWh respectively in 2021/2022, 2023/2024 and 2024/2025.

Electricity-related emissions are calculated by applying quarterly electricity emission factors released by the MfE. These fluctuate depending on the carbon intensity of New Zealand's electricity mix at any time (if more coal-fired power is used, electricity emission factors increase; if more hydropower is used, they decrease). AT's annual GHG Emissions Inventory uses the most recently released GHG emissions factors guidance document from the MfE. MfE have yet to release an emission factor for the quarters ending 31 March 2025 and 30 June 2025 therefore we have assumed an emission factor for these two quarters based on previous year's respective quarters emissions factors available on MfE June 2025 guide.

Emissions excluded from this performance measure are:

- Embodied emissions associated with infrastructure construction, maintenance and renewals. AT has an embodied emissions reduction target in the AT Sustainability Strategy, however there is no relevant LTP measure.
- Upstream emissions associated with fuel and electricity that we, or our operators, use to provide operational or public transport services.
- Embodied emissions associated with the manufacture of public transport assets such as buses, ferries and trains.
- Emissions associated with employees commuting to the office via private vehicles, which is work in progress.
- Emissions associated with commercial ferry and bus services provided by operators, not under contract with AT, and that are not identified and monitored by AT as these are not within AT's supply chain.

Estimation uncertainty in GHG measurement: Quantifying GHG emissions is subject to inherent uncertainty because the scientific knowledge and methodologies to determine emission factors and processes to calculate or estimate quantities of GHG sources are still evolving, as are GHG reporting and assurance standards.

Emissions for bus and ferry services possess a higher level of uncertainty as the estimates rely on multiple sources of information, assumptions and secondary inputs built into calculation models (including ferry-load factors, service kilometres, maximum continuous rating, average installed power, specific fuel consumption).

The calculation of public transport emissions is reliant on fuel usage data provided by third party operators.

Key assumptions for bus and ferry services emissions.

Bus services:

- Emissions are calculated based on actual or estimated fuel and energy-use and the latest emissions factors from the MfE guide 2025 and DEFRA for lubricants.
- Bus operators report on monthly actual or estimated fuel and energy use for the delivery of AT-contract services. Estimated fuel and energy use reports are only used when the operator cannot specifically discern fuel and energy used for AT-contracted services from total fuel and energy used to provide the operator's other services.
- Operator response rates vary year on year; 100 per cent of bus operators reported actual fuel use in the year 2024/2025, as compared with 62.5 per cent of operators in baseline 2021/2022.
- Any gaps from operator reporting are filled using an estimate based on the latest average fuel and energy use factors (l/km and kWh/km) and operator-wise service distance (km) data recorded in the Real Time Information (RTI) system known as the Command Centre.
- Operator-specific estimated factors are prioritised, otherwise, weighted average factors are used.
- If a bus trip is sighted in Command Centre, the associated route length is the operated service length. The total service kms is the sum of route lengths for all operated bus trips. The total service km is used with an extra 15 per cent allocation for repositioning and dead running.
- Lubricant use for bus services is calculated based on an average consumption of 23 litres per 25,000 service kilometres.
- 55 kWh of electricity from the New Zealand grid is required to produce 1kg of hydrogen.

Ferry services:

- Emissions are calculated based on actual or estimated fuel use and the latest fuel emissions factors from the MfE guide 2025.
- Ferry operators report on monthly actual or estimated fuel use for the delivery of AT-contracted services. Estimated fuel use reports are only used when the operator cannot specifically discern fuel used for AT-contracted services from total fuel used to provide the operator's other services. Any gaps from operator reporting are filled using the latest average fuel use factors (l/kW.hr). Operator-specific estimated factors are prioritised, otherwise, weighted average factors are used.
- Operator response rates improved this year with a 100 per cent response rate. Previously, response rates remained the same year on year and were limited to small operators.
- Operator-specific vessel fleet lists, average power of vessels used by operators, and average engine load factors calculated from route analyses are used as secondary information to estimate the average power (kW) used by an average vessel during service.
- AT reports ferry service km and service hour based on operator reported delivered number of trips.
- Over the years we have refined this process by shifting from simple to weighted average load factors, removal of commercial services from AT-specific services, and the elimination of a 20 per cent buffer for repositioning and non-service movements to avoid double counting, all aimed at reducing uncertainties and improving the accuracy and consistency of fuel use and emissions estimations.

He urupare mai i ngā tāngata o Tāmaki Makaurau

Feedback from Aucklanders

We seek feedback and input from Aucklanders on a wide range of issues to add value to the decisions that we make. On major issues, we seek feedback through AK Have Your Say events and other consultation processes. We also have nine advisory panels representing special interest groups, and we pass major issues through these panels to seek the broadest possible community input into decisions.

Many of the performance measures used throughout this annual report are based on surveys of Aucklanders. These surveys are summarised below:

Survey name	Purpose	Frequency	Type	Sample size	Margin of error	Customer satisfaction score
Residents Omnibus Survey[1]	To measure residents' use of, and satisfaction with council services (parks, town centres, public toilets, and waste collection services)	Quarterly	Online questionnaire	731	±2.3%	Sports field satisfaction[2] 89%
				1,934	±1.6%	Local park satisfaction 85%
Leisure Net Promoter Score[3]	To measure pools and leisure centres' customer loyalty and satisfaction, based on customers likelihood to recommend the facility to others	Continuous	Online questionnaire	11,295	±1.15%	+29
Customer Experience Monitor Survey	Measured annually to demonstrate the customer satisfaction with council services	Continuous	Online questionnaire	Alcohol licensing 2,071	±1.3%	89%
				Environmental health 1,115	±1.9%	88%
				Building consents 3,761	±1.4%	75%
				Resource consents 343	±4.7%	73%
				Noise control 2,624	±1.9%	52%
				Waste solutions 11,299	±0.7%	81%
				Libraries 48,955	±0.2%	93%
				Pools & leisure 11,269	±0.7%	82%
				Regional parks[4] 585	±1.4%	97%
Quality of Life Survey[5]	Conducted every two years on residents' perceptions across a range of measures that impact on New Zealanders' quality of life[6]	Biannual	Online survey	2,524	±2.0% at 95% confidence	Net good 75% Net poor 8%

1. This survey has been changed from the Auckland Residents survey. We believe that this provides a better reflection of service as the survey is done more frequently, and surveys residents who directly interacted with our services. The sample size has decreased compared to last year, with the result for both measures increasing significantly since last year.
2. Sports field or basketball or netball court. This does not include skate parks or bike tracks.
3. Net Promoter Score (NPS). NPS is a metric that tells you your overall customer experience quality, based on your existing customers' likelihood to recommend your product, service, or organisation. To do an NPS calculation, you'll need to use the following Net Promoter Score (NPS) formula: Total % of promoters – total % of detractors = net promoter score.
4. This result comes from the Regional Parks KPI survey.
5. Paper questionnaires are no longer used for this survey, so it has been removed. Comparisons to New Zealand have also been removed.
6. The 2024 Quality of Life Survey result for New Zealand is a partnership between Auckland Council, Hamilton, Tauranga, Wellington, Porirua, Hutt, Christchurch and Dunedin City Councils and Wellington Regional Council.

Ō tātou kaimahi - te hauora, te haumaru me ngā tino take mātāmua

Service performance judgements and assumptions

The Annual Report 2024/2025 is Auckland Council's first report against the Long-term Plan 2024-2034 (LTP). As part of this LTP, the council reviewed its performance measure framework. The aim of the review was to improve performance transparency and accountability across the council group by improving clarity relating to the performance of the council group's services and activities, and to better enable the public to assess the council's delivery against its identified levels of service and community outcomes. The review has resulted in a performance measure framework with fewer, higher quality measures that focus on the performance dimensions of quantity, timeliness and quality.

Prior year results are unavailable for some new performance measures in Volume 1 and 2, due to measures being developed during the final Long-Term Plan process, or new systems needing to be set up.

For Volume 2, new measures were developed as part of the local board agreements process in consultation with local boards. Baseline results were not prepared.

Measures in Volume 1 and 2 which have a target of 'Set baseline' for 2024/2025 have been described as Achieved if a result is reported.

When we prepared the forecast Statement of Service Performance in the LTP 2024-2034, we made the following judgements in the selection of our service performance measures found in part 3 performance overview by groups of activities (GOAs):

- We have reflected on the extent to which the levels of service we plan to provide to the community were best captured by performance measures.
- Consideration has been given to the views expressed by our residents and ratepayers, local boards and their communities. This includes feedback relevant to the levels of service and performance measures received throughout the LTP consultation process.

We have eight GOAs. They are groups of one or more related activities provided by, or on behalf of, the council or its council-controlled organisations. Some of these groups of activities are mandated by the Local Government Act 2002.

Judgements have been applied to decide GOAs that are not mandatory under the Local Government Act 2002. They include alignment to the six Auckland Plan 2050 outcomes and the approach that Auckland Council uses to provide its services such as whether they are provided on a regional level, local level or through a council-controlled organisation (CCO).

Relevant measurement judgements have been included within each group of activity section to which the judgement relates. This information applies to service performance reporting in both Volume 1 and Volume 2.

We have also applied judgments to highlight in the performance measure summary on page 29, and in each performance measure GOA summary. These measures are highlighted due to their significant variance compared to the prior year, or high public interest in this area.

Performance measure results are reported at the local board level in Volume 2 of the annual report (except where result data cannot be allocated to a specific local board). Generally, local board level performance measure results in Volume 2 are aggregated into the Local council services GOA results reported in Volume 1. Regional results are generally either totalled (for numerical values) or averaged (for percentage values).

Under the Local Government Act 2002 we are mandated to provide standard performance measures so that the public may compare the level of service provided in relation to the following GOAs: water supply, sewerage and the treatment and disposal of sewage, stormwater drainage, flood protection and control works, and the provision of roads and footpaths (Auckland Council has added a measure related to flood protection and control works through the LTP 2024-2034 (Volume 2, page 254) following DIA guidance, however there is no target set for the 2024/2025 financial year. This measure will be reported starting from the 2025/2026 financial year onwards. DIA guidance has been followed in measuring performance against all mandatory performance measures. We demonstrate regulatory compliance for statutory measures (such as percentage of both building consents and resource consents applications processed within 20 statutory days).

Further to the above judgements being made in the selection of performance measures, we also apply judgements in the measurement, aggregation, and presentation of service performance information.

As part of setting funding levels the group has considered the impact on services and their related performance measures. Despite funding pressures across the group, management has determined it is possible to continue to provide services at current levels and the related performance measures do not need to be adjusted for funding reasons. Material judgements have been applied as follows:

Surveys

To measure the quality of our outputs, we use customer surveys to cover perceptual related research on customers, citizens and community. This helps us to assess the quality of the service provided (e.g. Auckland Council Customer Experience Monitor). This is distinct from our other satisfaction surveys which are related to customer interactions with council services rather than wider perceptions (e.g. satisfaction with our Regulatory Services). We also use general population surveys to track the attitudes and perceptions of Aucklanders more broadly (e.g. Quality of Life survey), which enables a comparison across councils of the impacts on residents' quality of life.

- These surveys are designed by in-house or external research experts, based on best practice in survey design. They have also been designed to measure changes in perception of service delivery over time. For example, questions are written so they are clearly understood by participants and neutral in tone; and response options are designed so they are balanced, do not lead participants to respond in a certain way and cover all possible responses a participant may wish to provide. Where neutrality is important, these surveys are independently run (e.g. Customer Experience Monitor) and the analysis from these surveys are used to improve our processes and informs future service level improvements. We balance our measure of service delivery with supplemented direct measures of the quality of our service, which measures the direct feedback of the service delivery, this type of measurement is more objective and easily quantifiable.
- Survey sampling (i.e. recruitment of participants) is conducted in a way that maximises the representativeness of respondents, and post-survey weighting is often used to further ensure results are representative of the population of interest. Statistical significance testing is used where appropriate to assist in identifying meaningful results. Where there is uncertainty in survey results, such as sampling error, this is often quantified and stated alongside the results. To minimise the risk of under representative sampling, best practice market research techniques are used across the spectrum of research including statistical weighting of the sampled population to ensure census level representation, the use of stand-down periods to ensure we are not causing survey fatigue, and survey designed to ensure minimal drop-out rates. In addition, questionnaires are regularly reviewed to ensure best practice and fit for purpose, and where appropriate industry leading experts (e.g. the University of Auckland) are used to review processes.

To determine the number of performance measures to monitor and report on, and the level of aggregation (for example, whether to report on customer satisfaction for each recreation facility or one combined result across all the recreation facilities), we have considered the information needs of our communities, the costs and benefits of these, practical feasibility, and the requirement to provide performance information across the full breadth of our services. The frequency of each survey differs in line with the specific performance measures. For example, interaction-based customer surveys are more frequent given the service is on-going and there are consistent interactions.These are areas where we want to see continuous learning and improvement, for example, our Customer Experience Monitor not only measures satisfaction with services but also diagnoses operational level actions such as staff friendliness or responsiveness. Surveys that measure broader perceptions over a longer period are done annually, giving us a point-in-time measure.

External implications for statements about performance

There are conditions that affect the service performance results and may result in a variation from the anticipated or forecasted results. These are ones which are outside the control of the group. Examples of this are, but not limited to changes in government policy in New Zealand, changes in international travel restriction, global and domestic economic conditions and international policy that may impact areas such as recruitment, availability of material and supplies (for example, materials required for critical infrastructure), volatility in international financial markets and other unforeseen considerations.

Papakupu

Glossary

Activity or service
The services the council provides to the community. This includes things like running buses, collecting rubbish and maintaining parks.

Annual plan or annual budget
The plan that sets out what the council seeks to achieve in a financial year, the services we will provide, how much money will be spent and where that money will come from.

Asset
An item of value, usually physical nature that you can reach out and touch, that will last for more than one year. Infrastructure assets are physical items such as roads, pipes and council buildings that are needed to provide basic services.

Asset recycling
This means letting go of some of our less well used assets to help pay for new ones that will help us deliver better services to the community. Usually this means selling assets to somebody else, but it can also mean someone else will used the asset for a defined period before handing it back to the council.

AT
Auckland Transport, a council-controlled organisation that delivers transport services on behalf on the council.

Auckland Council or the council
The local government of Auckland established on 1 November 2010. The council is made up of the Governing Body, 21 local boards, and the council organisation (operational staff).

Auckland Plan 2050
Our long-term spatial plan for Auckland looks ahead to 2050. It considers how we will address our key challenges of high population growth, shared prosperity, and environmental degradation.

Auckland Unitary Plan
The Auckland Unitary Plan is the planning rule book that sets out what can be built and where. It is essential for protecting what makes our city special while unlocking housing and economic growth and strengthening our community.

BID
Business improvement district.

Blue-green networks
Interconnected system of water [blue] and green spaces like parks and gardens.

Bus booster
Technology installed at an intersection to prioritise buses by enabling green lights where safe and practical.

Capital investment, capital expenditure or capital programme (capex)
Building (or buying) assets such roads, pipes and buildings that we use to provide services to Aucklanders. Capital expenditure refers to assets that council spends money on directly, while capital investment also includes money that is spent via third parties on projects such as the City Rail Link.

Category 3 homes/properties
These are properties which, as a result of severe weather events, are assessed by Auckland Council to represent an intolerable risk to life with land instability or flooding and for which there are no feasible mitigation solutions. Residential properties assessed as category 3 are eligible for a buy-out.

CATTR
Climate Action Transport Targeted Rate.

Centres
Localities identified as urban centres which include the city centre and fringe, metropolitan centres, town centres and local centres. Centres are typically higher density, compact mixed-use environments with high quality public transport links and provide a wide range of community, recreational, social, and other activities.

City Centre Masterplan (CCMP)
The CCMP is the key guiding document for the Auckland Council whānau, setting the strategic direction for the city centre over the next 20 years. It applies the Auckland Plan to the city centre through 10 outcomes, to be delivered through eight transformational moves and Access for Everyone (A4E).

Community facility
Provides the physical built space for Aucklanders to connect, socialise, learn and participate in a wide range of social, culture, art and recreational activities. Components include: roof covering, ceiling finishes, external walls, windows and doors, wall finishing and sanitary plumbing. The ratings of "poor" and "very poor" based on asset management gradings.

Community stewardship
Community stewardship is about creating and preserving long-term value for current and future generations by responsibly managing and allocating capital, to look ahead and provide advice on future challenges and opportunities.

Council-controlled organisation (CCO)
A company (or other type of organisation) that is at least 50 per cent owned by the council or for which the council has at least 50 per cent control through voting rights or the right to appoint directors. These organisations each have their own board of directors (or equivalent) and their own staff who manage day-to-day operations.

Council Group
Auckland Council and its CCOs, along with the council's investments in Port of Auckland.

CRL
City Rail Link.

Debt
Using borrowings in a sustainable way to pay for long-life assets.

Depreciation
This represents the reduction in the value of assets over time. When applied to intangible assets, such as IT programmes, it is known as amortisation.

Development contributions
A charge paid by developers to the council when they build or subdivide property. The council uses this money to help pay for the new assets such as roads, pipes and parks that are needed to support the new households or businesses that will occupy the new properties that have been developed.

Eke Panuku Development Auckland
The organisation that provided property management and development services to the council and Aucklanders. Eke Panuku Development Auckland operations ceased on 30 June 2025 and all functions were integrated into Auckland Council from 1 July 2025.

Facilities
Buildings or other structures used to provide services to Aucklanders.

Financial year
The year from 1 July to 30 June the following year. The council budgets and sets rates based on these dates rather than calendar years which end on 31 December.

GDP
Gross domestic product- a measure of what is produced in the national economy.

General rates
Paid by all ratepayers to fund general council services. These include the value-based general rate which is calculated based on your property's capital value and the Uniform Annual General Charge (UAGC) which is a fixed rate applied to every Separately Used or Inhabited Part (SUIP) of a rating unit.

GHG emissions
Greenhouse gases emissions

Governing Body
The Governing Body is made up of the mayor and 20 councillors. It shares its responsibility for decision making with the local boards. The Governing Body focuses on the big picture and on Auckland-wide strategic decision.

Grants and subsidies
Money that someone pays to the council to cover (or help cover) the cost of providing a service to Aucklanders. Sometimes grants also refers to money the council pays to a community organisation to provide services to Aucklanders, rather than council providing those services directly.

GST
Goods and services tax.

GSS
Group Shared Services.

Healthy Waters
Within Auckland Council, the primary responsibility for stormwater management lies with the Healthy Waters department, with a goal to promote and support the development of Resilient Water Sensitive Communities.

Household
One or more people usually resident in the same dwelling, who share living facilities. A household can contain one or more families or no families at all. A household that does not contain a family nucleus could contain unrelated people, related people, or could simply be a person living alone.

Infrastructure
The fixed, long-lived structures that facilitate the production of goods and services and underpin many aspects of quality of life. Infrastructure refers to physical networks, principally transport, water, energy, and communications.

Iwi
A number of hapū (section of a tribe) related through a common ancestor.

Kaimahi
Our people, employees.

Kaitiaki
Guardians of the environment.

Kaitiakitanga
Guardianship, including stewardship; processes and practices for looking after the environment, guardianship that is rooted in tradition.

Local boards
There are 21 local boards which share responsibility for decision-making with the Governing Body. They represent their local communities and make decisions on local issues, activities, and facilities.

Local Board Agreement
An annual agreement between the Governing Body and each local board, setting out how the council will, in that year, reflect the priorities and preferences in its local board plan for the year in respect of various things, including the local activities to be provided in the local board area.

Local Board Plan
A plan that reflects the priorities and preferences of the communities within the local board area in respect of the level and nature of local activities to be provided by the council over the next three years.

Local Government Act 2002 (LGA 2002)
Legislation that defines the powers and responsibilities of territorial local authorities, such as Auckland Council.

Local open space assets
Built assets that helps deliver services within community open spaces (parks playground, sports fields), delivering services through supporting activities (carparks, lighting) and protecting / enhancing land (retaining walls, drainage). Components include playground, retaining wall, sports field court, light poles and lighting, tracks, timber access bridge. The ratings of "poor" and "very poor" are based on asset management gradings.

Long-term Plan 2024-2034 (or LTP, 10-year Plan, 10-year Budget)
A document that sets out the council's activities, projects, policies, and budgets for a 10-year period. Also commonly referred to as the LTP.

Mana whenua
Iwi, the people of the land who have mana or customary authority. Their historical, cultural, and genealogical heritage are attached to the land and sea.

Mataawaka Māori
Māori who live in Auckland but do not whakapapa to mana whenua.

Maunga
Mountain, mount, peak; Auckland's volcanic cones.

Mauri
Mauri is the pure state of an object or substance. Sometimes referred to as the 'life force', mauri is contingent upon all things being in balance or in harmony.

Operating budget or operating expenditure (Opex)
Money that the council spends on providing services in the current financial year, as opposed to building things that will provide services for years to come. This includes spending money on staff and contractors to do things like process building consents, open libraries, run buses and maintain parks. It also includes things like paying grants to community organisations and paying interest on money the council has borrowed.

Papakāinga
A location including meeting facilities, homes, vegetable gardens, a cemetery and other things required to sustain a whānau, hapū or iwi. Known previously as unfortified Māori settlements, villages, and towns.

POAL
Port of Auckland Limited.

Rangatahi
Younger generation, youth.

Rangatira
Chief.

Rates
A tax against the property to help fund services and assets that the council provides.

Revenue or income
Money that the council receives (or is due to receive) to pay for the cost of providing services to Auckland. Cash revenue specifically refers to the money received during the year, and excludes things like postponed rates which will be received later.

RLTP
This plan provides the blueprint for Transport in Auckland over the next decade.

Savings
Reducing the amount of money that the council pays out in a particular financial year. This could refer to being more efficient (paying less money to get the same service) or to saving money by delivering less services to the community. It also sometime refers to spending money later than we previously planned.

Taonga
A treasured item, which may be tangible or intangible.

Tāmaki Makaurau
The Māori name for Auckland.

Tāmaki Ora 2025–2027
Tāmaki Ora 2025–2027 is Auckland Council's refreshed Māori Outcomes Strategy and Performance Measurement Framework.

Targeted rates
A rate that is paid by only a particular group of ratepayers or is used to fund only a particular set of activities. This is used when the council wants to make sure that those ratepayers who benefit from an activity pay for it (as opposed to spreading the cost across all ratepayers) or where the council wants to make sure that money collected for a particular purpose is only spent for that purpose.

Tātaki Auckland Unlimited (TAU)
This refers to two substantive CCOs: Tātaki Auckland Unlimited Limited (TAUL) and Tātaki Auckland Unlimited Trust. TAUL is a CCO tax-paying entity which is also the corporate trustee of Tātaki Auckland Unlimited Trust. Auckland Unlimited also delivers major events for the council and provides tourism promotion and economic development services on the council's behalf. TAUL manages Auckland Zoo and the Auckland Art Gallery along with venues used for conventions, shows, concerts and major sporting events.

Te Tiriti o Waitangi / The Treaty of Waitangi
The written principles on which the British and Māori agreed to find a nation state and build a government.

The Auckland Plan 2050
Our long-term spatial plan for Auckland looks ahead to 2050. It considers how we will address our key challenges of high population growth, shared prosperity, and environmental degradation.

Tikanga
Customary lore and practice.

Transport
Local roading, parking and public transport services provided for Aucklanders. These services are usually provided by Auckland Transport, except for the City Rail Link project which is delivered separately in partnership with central government.

Vested assets
Vested assets are assets that are transferred to the group from third parties such as developers. These assets are usually roading assets, water infrastructure and parks, which are constructed as part of a residential development.

Waka
Canoe, vehicle, conveyance.

Waste
Generally, refers to household and business rubbish, along with recycling and food scraps which can be reused for other purposes.

Waste Management and Minimisation Plan (WMMP)
The first Auckland-wide plan, aiming at an aspirational goal of Zero Waste, helping people to minimise their waste and create economic opportunities in doing so.

Watercare
Watercare Services Limited, the organisation that provides water supply and wastewater services to Aucklanders.

Me pēhea te whakapā mai ki te kaunihera

How to contact the council

Online

aucklandcouncil.govt.nz/contactus

Phone

09 301 0101

Post

Auckland Council, Private Bag 92300, Auckland 1142

Locations that offer council services

Central City Library
44-46 Lorne Street, CBD

Great Barrier Island Library
75 Hector Sanderson Road, Claris, Aotea / Great Barrier Island

Helensville Library
49 Commercial Road, Helensville

Kumeū Library
296 Main Road (SH16), Kumeū

Manukau Library
3 Osterley Way, Manukau

Ōrewa Library
12 Moana Avenue, Ōrewa

Pukekohe Library, Franklin
12 Massey Avenue, Pukekohe

Sir Edmund Hillary Library (Papakura)
1/209 Great South Road, Papakura

Takapuna Library
9 The Strand, Takapuna

Te Manawa (Westgate)
11 Kohuhu Lane, Westgate

Waiheke Library
131-133 Oceanview Road, Oneroa, Waiheke Island

Waitākere Central Library, Henderson
3 Ratanui Street, Henderson

Warkworth Library
2 Baxter Street, Warkworth

For opening hours and a list of services available at each service centre, visit **https://www.aucklandcouncil.govt.nz/report-problem/visit-us/Pages/default.aspx**

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