

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

AUCKLAND COUNCIL SUMMARY ANNUAL REPORT 2024/2025



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 Rangīātea. 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...! Tūrou Te Ahunga Tapu, Tūrou Hawaiki, Tūrou Tāmaki Makaurau. Tūrou Whakamaua kia Tīna (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 Rangīātea, 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.



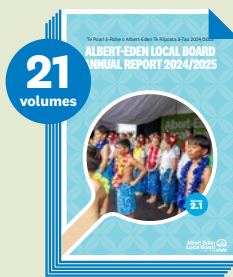
Rārangi kōrero

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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.

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He kōrero mō mātou

About us

Auckland Council is the local authority that is responsible for all 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 and its subsidiaries (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 document

The information in this document only provides some of the highlights of this year's annual report. To find out more, you can read the report in full:

Volume 1 – Overview and service performance

Volume 2 – Local boards

Volume 3 – Financial statements

Volume 4 – Climate statement.

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 group 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 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 on 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.

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



▲ Karanga Plaza Harbour Pool

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 11). 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 Volume 1, Local council services section on page 87 to 95).



▲ Tui Glen playground

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

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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 Volume 1, 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.

Read more in Volume 1, 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 Volume 1, 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 Volume 1, 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 Volume 1, 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 Volume 1, 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 Volume 1, 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

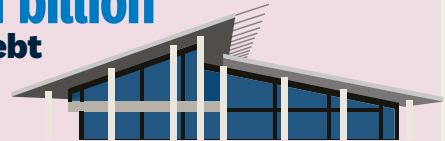


Net debt

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

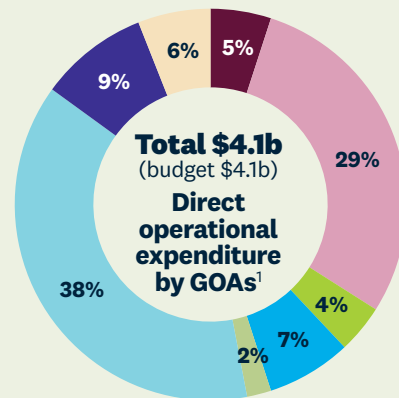


Key metrics

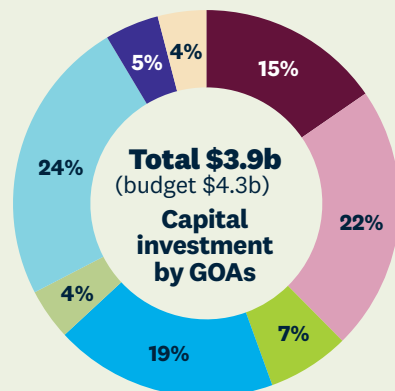
- **81 service performance measures achieved**
- **14 service performance measures substantially achieved** (target has not been met by a slim margin (+/-2%))
- **20 service performance measures not achieved**
- **1 service performance measure not measured**
- **1 no status performance measure**



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



Thrive

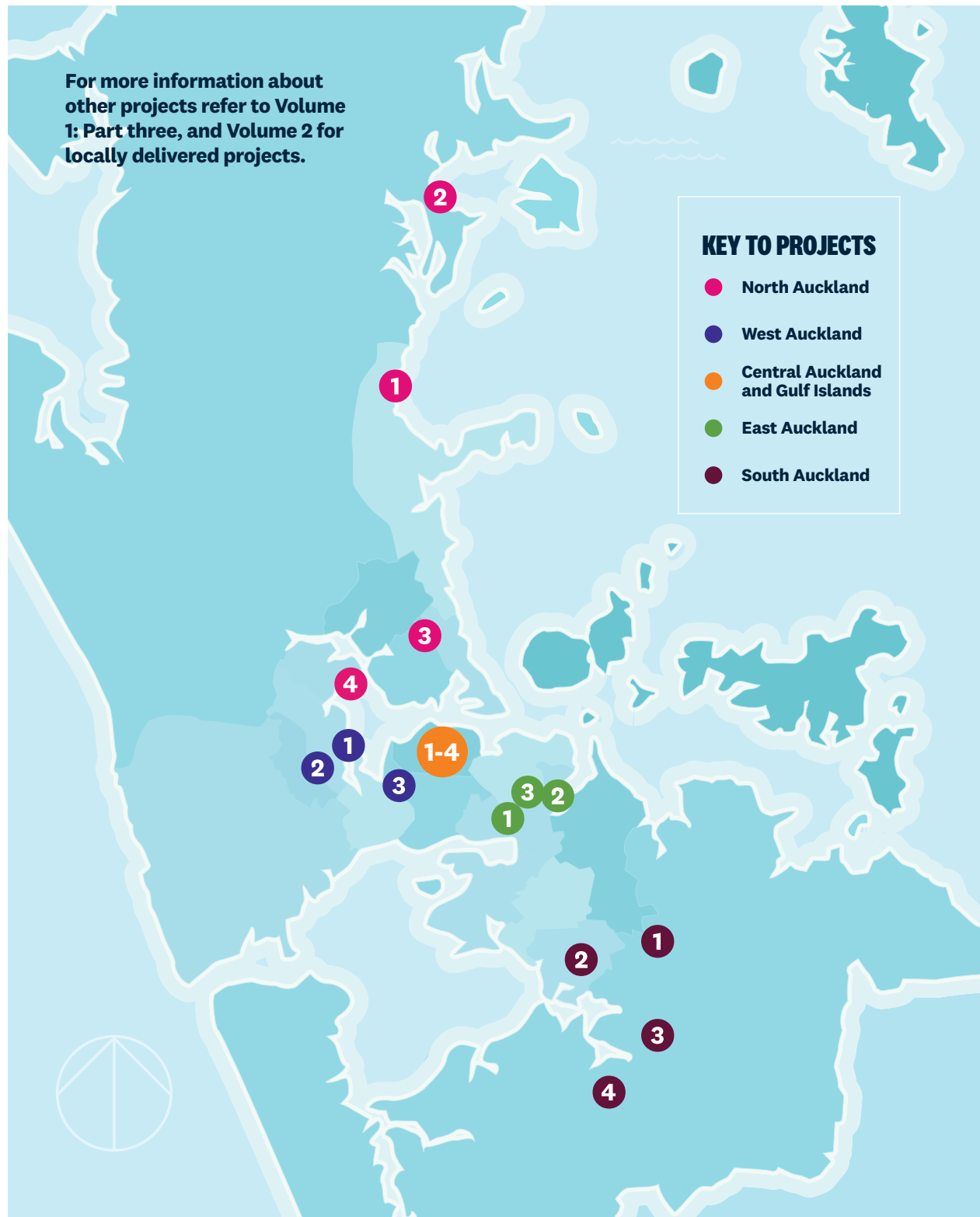
Auckland Council group's vision of a Tāmaki Makaurau where Māori thrive has wellbeing at its centre.

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.



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 Ōrewa 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:

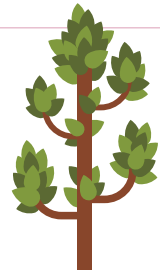
- the Making Space for Water programme, which aims to reduce flood risks and build climate resilience across Auckland
- reducing waste going to landfill
- increasing ngahere (forest)
- supporting Auckland's communities to become more resilient
- reducing our emissions in corporate and regional facilities 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 1340m² 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 CO₂ 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 Hōte.

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

Summary of 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).

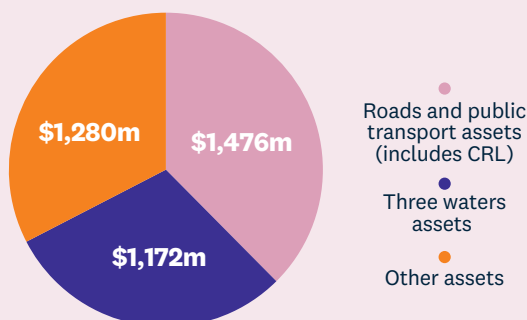
We invested a record \$3.9 billion in our capital programmes for the future of Auckland



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.



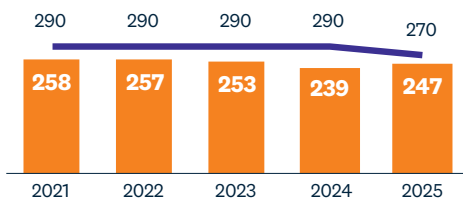
Our debt levels remained stable



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)



● Actual % — Quantified limit %

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.



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 assets¹, 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 in Volume 1, 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 depreciation² (\$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.



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:

- developed 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 activities¹ 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

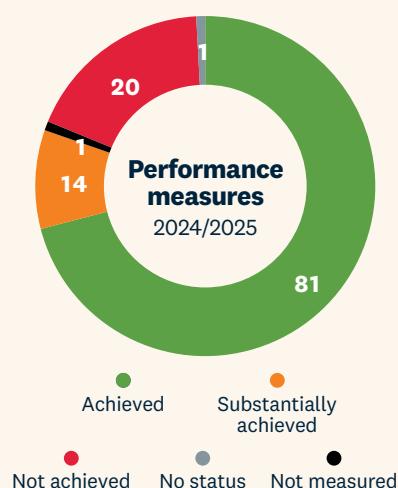
- **Achieved**
Target has been met or exceeded
- **Substantially achieved**
Target has not been met by a slim margin (+/-2%)
- **Not achieved**
Target not achieved
- **Not measured**
- **No status**

- ▲▼ 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 (Volume 1, 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) (Volume 1, page 36)

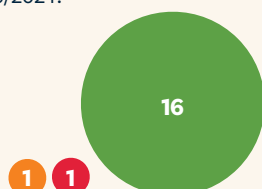
▲ **Result 2024/2025: 88.8M**
Target 2024/2025: 95.9M
Result 2023/2024: 86.8M



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) (Volume 1, 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) (Volume 1, 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 (Volume 1, page 51)

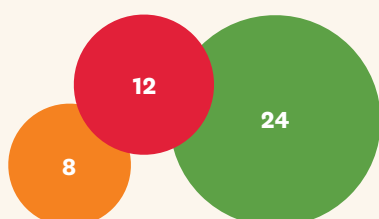
▲ **Result 2024/2025: ≥ 1 per 1000 properties**
Target 2024/2025: < 1 per 1000 properties
Result 2023/2024: < 1 per 1000 properties



Regionally delivered council services

Percentage of high-risk consents monitored (Volume 1, page 84)¹

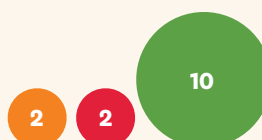
▲ **Result 2024/2025: 34%**
Target 2024/2025: 40%
Result 2023/2024: 32.7%



Local council services

The customers' Net Promoter Score for Pools and Leisure Centres (Volume 1, page 90)

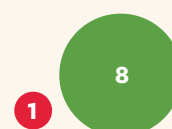
▲ **Result 2024/2025: 29**
Target 2024/2025: 37
Result 2023/2024: 23



Council-controlled services

The contribution to regional GDP from major events and business events attracted or supported (Volume 1, page 105)

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



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 Volume 1, page 82.

For more information about these highlighted measures were chosen, refer to the Service performance judgements and assumptions section in Volume 1, pages 122 to 123.

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.



Percentage of the sealed local road network that is resurfaced

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



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

▼ Result 2024/2025: 495
Target 2024/2025: reduce by 9
Result 2023/2024: 554

‘Ko ngā Tapuae me ngā Takutai o Tāmaki’

‘The sacred pathways and waterways of Tāmaki (Traversed by the Ancients)’

RELATED AUCKLAND PLAN OUTCOMES



Our key achievements include:

- Repaired 91 per cent of flood-damaged sites
- Delivering projects to optimise traffic flow at peak times
- Road safety programme
- Level crossing removals
- Walking and cycling
- Asset renewals, resilience and adaptation.

More information about these, and a number of other key projects and milestones, case studies and further information about our performance is in the Annual Report Volume 1 pages 30-33.

Our investment

CAPEX	OPEX
\$605m	\$205m

Summary of performance measures

NOT ACHIEVED	ACHIEVED
1	6
Not achieved	Substantially achieved
	Achieved

The number of measures has decreased from 11 to nine through the Long-term Plan 2024-2034. Some measures have moved to the Public transport and travel demand management.

For more information on how these highlighted measures were chosen please refer to Volume 1, Service performance judgements and assumptions section on pages 122 to 123.

Ngā tikanga kawē 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).



Total public transport boardings (millions)

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



The percentage of the total public transport cost recovered through fares¹

▲ Result 2024/2025: 33.5%
Target 2024/2025: 30%
Result 2023/2024: 31%



Number of cycle movements past 26 selected count sites

▲ Result 2024/2025: 3.5m
Target 2024/2025: 3.45m
Result 2023/2024: 3.35m

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

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

RELATED AUCKLAND
PLAN OUTCOMES



Our key achievements include:

- Final testing, commissioning and tunnel test runs for the CRL
- Improved train commute from Pukekohe to the city centre
- Ensuring safety for bus drivers
- Eastern Busway’s flyover Rā Hihī (Sun’s rays)
- Auckland’s first fully electric ferry started water testing in June 2025.

More information about these, and other key projects and milestones, case studies and further information about our performance is in the Annual Report Volume 1 pages 34-37.

Our investment

CAPEX	OPEX
\$871m	\$1,172m

Capex includes \$218m investment in CRL

Summary of performance measures

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 the 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 Volume 1, Service performance judgements and assumptions section on pages 122 to 123.

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

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.



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)

▼ **Result 2024/2025: 3.1 hours**
Target 2024/2025: < 5 hours
Result 2023/2024: 3.9 hours



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

▼ **Result 2024/2025: 97%**
Target 2024/2025: 100%
Result 2023/2024: 99.82%



Our key achievements include:

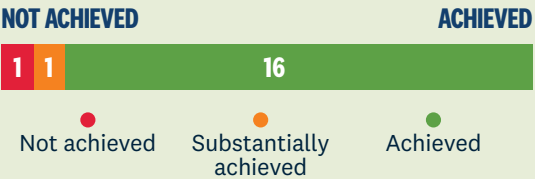
- Increasing water network capacity for growing communities
- Building more resilient infrastructure
- Managing stable water supply during summer droughts
- Kaitiaki (guardian) for our water resources.

More information about these, and other key projects and milestones, case studies and further information about our performance is in the Annual Report Volume 1, pages 38-42.

Our investment

CAPEX	OPEX
\$270m	\$145m

Summary of performance measures



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 Volume 1, Service performance judgements and assumptions section on pages 122 to 123.

‘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



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.



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)

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



The total number of complaints received by the territorial authority about any of the following:

- sewerage odour
- sewerage system faults
- sewerage system blockages
- the territorial authority's response to issues with its sewerage system expressed per 1000 connections to the territorial authority's sewerage system

▼ **Result 2024/2025: 16.1**
Target 2024/2025: ≤50
Result 2023/2024: 19.6

‘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 key achievements include:

- The Central Interceptor tunnel project to help reduce stormwater and wastewater overflows and create a better environment
- The work on Ōrākei Main Sewer continues
- Flood recovery programme is expected to be completed by the end of 2025
- Infrastructure upgrades to increase capacity of wastewater services across the region.

More information about these, and a number of other key projects and milestones, case studies and further information about our performance is in Annual Report Volume 1 pages 43-46.

Our investment

CAPEX

\$732m

OPEX

\$276m

Summary of performance measures

NOT ACHIEVED

1

ACHIEVED

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 Volume 1, Service performance judgements and assumptions section on pages 122 to 123.

Te whakahaere wai āwhā

Stormwater management

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

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



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

▼ **Result 2024/2025: 1.27 per 1000 properties**
Target 2024/2025: < 3 per 1000 properties
Result 2023/2024: 2.46 per 1000 properties



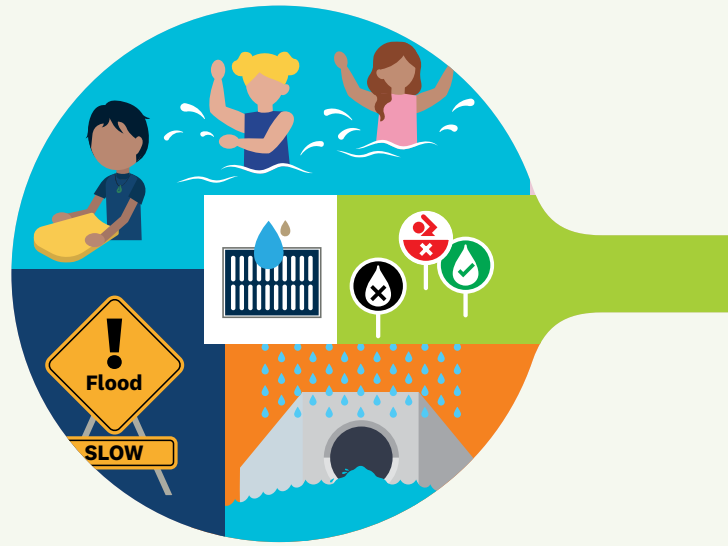
The number of flooding events that occur and the associated number of habitable floors affected per 1000 properties connected to Auckland Council's stormwater network

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

**‘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 key achievements include:

- Completing major pipe upgrade near Port of Auckland reduced the risk of underground pipe collapse
- Monitoring carbon and waste reduction in design and delivery
- Advancing stormwater asset monitoring across the region to identify network risks
- WasteMINZ award for the ‘Best initiative to reduce waste or redesign products’.

More information about these, other key projects and milestones, case studies and further information about our performance is in Volume 1, pages 47-51.

Our investment

CAPEX

\$169m

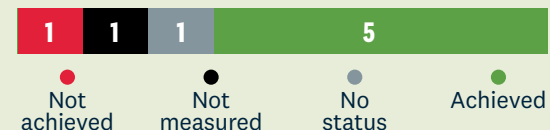
OPEX

\$101m

Summary of performance measures

NOT ACHIEVED

ACHIEVED



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 Volume 1, Service performance judgements and assumptions section on pages 122 to 123.

Ngā ratonga kaunihera ka tukuna e ngā rohe

Regionally delivered council services

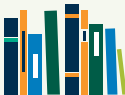
We deliver services across the Auckland region to provide:

- 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.

More information about these, other key projects and milestones, case studies and further information about our performance is in the Annual Report Volume 1 pages 52-86.



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

▲ Result 2024/2025: 16.9m
Target 2024/2025: 15.7m
Result 2023/2024: 16.44m



Number of native plants planted

▲ Result 2024/2025: 792,005
Target 2024/2025: 595,000
Result 2023/2024: 614,309

‘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



Summary of performance measures



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 Volume 1, Service performance judgements and assumptions section on pages 122 to 123.



Percentage of Capacity Grant funding delivered to mana whenua

▼ **Result 2024/2025: 78%**
Target 2024/2025: 90%
Result 2023/2024: 90%



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

▲ **Result 2024/2025: 131kg**
Target 2024/2025: 130kg
Result 2023/2024: 126kg



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

▲ **Result 2024/2025: 82.5%**
Target 2024/2025: 100%
Result 2023/2024: 80.8%



Percentage of high-risk consents monitored

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

A modified audit opinion was issued on the statement of service performance with respect to this performance measure. (see volume 1, page 82). For more details, read Volume 1, section Regulatory services on pages 79 to 86.

Our key achievements include:

- 570 Auckland Council Emergency Support (ACES) staff ready to respond, and a new fleet which strengthens Auckland Emergency Management capability. Read more in Auckland Emergency Management (Volume 1, pages 53 to 55)
- Establishment of the Auckland Future Fund to create long-term wealth for the Auckland region, protecting the value of financial investments across generations and Port of Auckland's strong financial and operational performance that supports Auckland's growth. Read more in Investment (Volume 1, pages 56 to 57)
- Growing our partnership to build more resilient communities and Hūnua kōkako protection in the Waikato region. Read more in Environmental services (Volume 1, pages 58 to 61)
- Celebrating community, culture and connection in Tāmaki Makaurau and connecting communities with projects such as Te Whau Pathway. Read more in Regional community services (Volume 1, pages 62 to 65)
- Governance technology upgrade and focussing on the improvements for quality advice. Read more in Regional governance (Volume 1, pages 66 to 67)
- Te Hā Noa / Victoria Street expansion, Lunar New Year and the festive season in the city centre. Read more in Regional planning (Volume 1, page 68 to 71)
- Relocation and deconstruction of storm-affected households and supporting local waste minimisation projects with our Waste Minimisation and Innovation Fund. Read more in Volume 1, Waste services pages 72 to 75).
- Achieved \$84 million of operational savings. Replacing the previous Kia Ora Tāmaki Makaurau framework with a simplified, values-based Māori outcomes strategy and performance framework –Tāmaki Ora. Read more in Organisational support (Volume 1, pages 76 to 77)
- We continued to provide for the needs of Auckland's diverse communities by supporting a number of organisations. Read more in Third party amenities and grants (Volume 1, page 78)
- Implemented the new Local Alcohol Policy and a new online application site increased transparency for resource consents process. Read more in Regulatory services (Volume 1, pages 79 to 86)

There is more information about these and other key projects, milestones and case studies, along with detail on our performance, in Volume 1, pages 52 to 86.

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.



The number of visits to Pool and Leisure Centres

▲ **Result 2024/2025: 9m**
Target 2024/2025: 8m
Result 2023/2024: 8.2m



The customers’ Net Promoter Score for Pools and Leisure Centres

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

‘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.’

**RELATED AUCKLAND
PLAN OUTCOMES**



Our key achievements include:

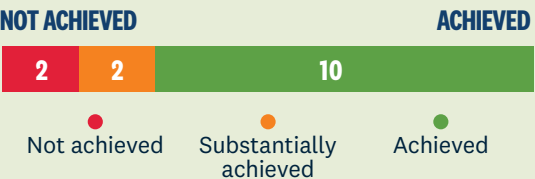
- Completion of Stage 1a at Te Kori Scott Point Sports and Recreation Park
- Renewal of pool and leisure facilities
- Investment in community-led environmental and restoration Initiatives
- Driving local climate action through dedicated people and community-based sustainability programmes
- Engagement and adoption of local board annual plans
- Supported fairer funding implementation.

More information about these, and a number of other key projects and milestones, case studies and further information about our performance is in the Annual Report Volume 1, pages 87 to 95.

Our investment



Summary of performance measures



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 Volume 1, Service performance judgements and assumptions section on pages 122 to 123.

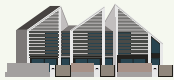
Ngā ratonga i raro i te
mana o te kaunihera

Council-controlled services

Auckland Council delivers a wide range of services through its council-controlled organisations (CCOs). Each CCO looks after specific council assets and specialist areas of activities.

From 2025/2026, some of these functions will be integrated with the council as part of the CCO reform.

For more information, read Volume 1 Part four: Additional information, pages 111 to 113.



Net new dwellings (housing units)

▲ **Result 2024/2025: 170**

Target 2024/2025: 157

Result 2023/2024: 135



Capital project milestones approved by the board achieved

▼ **Result 2024/2025: 86%**

Target 2024/2025: 80%

Result 2023/2024: 100%



The contribution to regional GDP from major events and business events attracted or supported

▼ **Result 2024/2025: \$89.3m**

Target 2024/2025: \$61m

Result 2023/2024: \$142.8m

‘Ina ora te pā harakeke, ka waiata te tūi.’

‘When the flax bush is healthy, the tūi sings.’

**RELATED AUCKLAND
PLAN OUTCOMES**



Our key achievements include:

- Westhaven Marina seawall upgrade project delivered a more attractive and functional waterfront space for people to enjoy
- Old Papatoetoe town centre revitalisation provides better connections and more inviting spaces for its communities
- Providing experiences and events for all Aucklanders
- Conserving cultural heritage
- Fostering a decade of innovation with GridAKL
- Attracting and supporting major events.

More information about these, other key projects and milestones, case studies and further information about our performance is in the Annual Report Volume 1, pages 96 to 105.

Our investment

CAPEX

\$159m

OPEX

\$259m

Summary of performance measures

NOT ACHIEVED

1

ACHIEVED

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 Volume 1, Service performance judgements and assumptions section on pages 122 to 123.

4

Te tirohanga whānui ki te pūtea

Financial overview

Statement of comprehensive revenue and expenditure

For the year ended 30 June 2025

\$Million	Group			Auckland Council		
	Actual 2025	Budget 2025	Actual 2024	Actual 2025	Budget 2025	Actual 2024
Revenue						
Rates	2,786	2,782	2,523	2,798	2,794	2,534
Fees and user charges	1,785	1,787	1,678	387	351	364
Grants and subsidies	1,591	1,730	1,265	458	364	151
Development and financial contributions	185	230	222	185	230	222
Other revenue	713	697	764	300	218	370
Vested assets	877	672	698	292	330	222
Finance revenue from financial assets at amortised cost	64	8	36	27	27	28
Finance revenue from financial assets at fair value through surplus or deficit	4	4	4	205	197	187
Total revenue excluding other gains	8,005	7,910	7,190	4,652	4,511	4,078
Expenditure						
Employee benefits expense	1,267	1,267	1,195	693	710	662
Depreciation and amortisation	1,518	1,410	1,375	374	367	342
Grants, contributions and sponsorship	206	170	200	1,524	1,555	1,260
Other operating expenses	3,034	2,674	3,145	1,381	955	1,656
Finance costs	648	619	562	639	606	554
Total expenditure excluding other losses	6,673	6,140	6,477	4,611	4,193	4,474
Operating surplus/(deficit) before gains and losses	1,332	1,770	713	41	318	(396)
Net other (losses)/gains	(178)	-	(44)	(120)	(2)	23
Share of net deficit in associates and joint ventures	(63)	(130)	(5)	(67)	(133)	(10)
Surplus/(deficit) before income tax	1,091	1,640	664	(146)	183	(383)
Income tax expense	58	55	80	-	-	-
Surplus/(deficit) after income tax	1,033	1,585	584	(146)	183	(383)
Other comprehensive revenue/(expenditure)						
Net gains/(losses) on revaluation of property, plant and equipment	2,781	71	(265)	114	-	(438)
Tax on revaluation of property, plant and equipment	(385)	-	1	-	-	-
Fair value movement on revaluation of financial assets held at fair value through other comprehensive revenue and expenditure	103	13	(247)	85	-	(234)
Impairment losses on revalued property, plant and equipment	(1)	-	-	(1)	-	-
Total other comprehensive revenue/(expenditure)	2,498	84	(511)	198	-	(672)
Total comprehensive revenue/(expenditure)	3,531	1,669	73	52	183	(1,055)

Summary statement of financial position

As at 30 June 2025

\$Million	Group			Auckland Council		
	Actual 2025	Budget 2025	Actual 2024	Actual 2025	Budget 2025	Actual 2024
Current assets						
Non-current assets held-for-sale	169	254	176	169	132	52
Other current assets	1,479	1,236	1,573	1,261	526	1,102
Total current assets	1,648	1,490	1,749	1,430	658	1,154
Non-current assets						
Property, plant and equipment	72,781	70,817	67,697	21,086	21,260	20,433
Investment in subsidiaries	-	-	-	21,319	21,417	20,019
Investment in associates and joint ventures	1,953	1,915	1,803	1,949	1,906	1,799
Other non-current assets	3,348	3,391	3,145	5,920	6,316	6,877
Total non-current assets	78,082	76,123	72,645	50,274	50,899	49,128
Total assets	79,730	77,613	74,394	51,704	51,557	50,282
Current liabilities						
Current borrowings	1,659	2,707	1,371	1,657	2,715	1,369
Other current liabilities	1,893	2,192	1,812	1,779	1,799	1,695
Total current liabilities	3,552	4,899	3,183	3,436	4,514	3,064
Non-current liabilities						
Non-current borrowings	12,984	11,351	11,546	12,810	11,172	11,374
Other non-current liabilities	4,050	3,680	4,041	999	946	1,437
Total non-current liabilities	17,034	15,031	15,587	13,809	12,118	12,811
Total liabilities	20,586	19,930	18,770	17,245	16,632	15,875
Net assets	59,144	57,683	55,624	34,459	34,925	34,407
Equity						
Total equity	59,144	57,683	55,624	34,459	34,925	34,407

Summary statement of changes in equity

For the year ended 30 June 2025

\$Million	Group			Auckland Council		
	Actual 2025	Budget 2025	Actual 2024	Actual 2025	Budget 2025	Actual 2024
Opening equity as at 1 July	55,624	56,014	55,551	34,407	34,741	35,462
Disestablished council-controlled organisations	(11)	-	-	-	-	-
Total comprehensive revenue/(expenditure)	3,531	1,669	73	52	183	(1,055)
Closing equity as at 30 June	59,144	57,683	55,624	34,459	34,924	34,407
Components of equity						
Contributed equity	26,682	26,693	26,693	26,539	26,539	26,539
Accumulated funds	9,136	9,418	7,564	433	517	155
Reserves	23,326	21,572	21,367	7,487	7,869	7,713
Total equity	59,144	57,683	55,624	34,459	34,925	34,407

Summary statement of cash flows

For the year ended 30 June 2025

\$Million	Group			Auckland Council		
	Actual 2025	Budget 2025	Actual 2024	Actual 2025	Budget 2025	Actual 2024
Net cash inflow/(outflow) from operating activities	2,014	2,544	2,062	(54)	555	462
Net cash outflow from investing activities	(3,296)	(4,041)	(2,159)	(1,212)	(2,053)	(633)
Net cash inflow from financing activities	1,193	1,497	633	1,194	1,498	632
Net (decrease)/increase in cash and cash equivalents	(89)	-	536	(72)	-	461
Opening cash and cash equivalents	616	100	80	506	80	45
Closing cash and cash equivalents	527	100	616	434	80	506

Notes to the summary

Basis of reporting

Auckland Council (the council) has designated itself and the Auckland Council Group (the group) as public benefit entities and applies New Zealand Tier 1 Public Benefit Entity Accounting Standards (PBE Accounting Standards). These standards are based on International Public Sector Accounting Standards, with amendments for the New Zealand environment. The full financial statements have been prepared in accordance with New Zealand Generally Accepted Accounting Practice, PBE Accounting Standards and other applicable financial reporting standards, as appropriate for public benefit entities. The summary financial statements comply with Public Benefit Entity Financial Reporting Standard 43: Summary Financial Statements. The information presented is in New Zealand dollars, which is the functional currency of each of the Group's entities, rounded

to the nearest million dollars (\$million) unless otherwise stated.

The summary financial statements and associated disclosures have been extracted from the full annual report. However, the summary financial statements do not include all the disclosures provided in the full financial statements and cannot be expected to provide as complete an understanding as provided by the full financial statements. An unmodified audit opinion was issued on the audited information other than the statement of service performance, which includes the full financial statements. The Annual Report 2024/2025 and Summary Annual Report 2024/2025 were authorised for issue by the group governing body on 25 September 2025. The Annual Report 2024/2025 can be found on the Auckland Council website and in Auckland Council libraries.

Budget information

The budget figures presented in the financial statements of the group and the council are those included in the Long-term Plan 2024-2034 and are consistent with the accounting policies used to prepare the financial statements.

Provision for Risk Category 3 property buy-outs and Risk Category 2P properties

The co-funding agreement with central government for recovery and resilience efforts for the 2023 severe weather events was amended in March 2025. The amendment partly transfers the central government's contribution for Risk Category 2 mitigation projects to Risk Category 3 property buy-outs due to an increase in the estimated number of eligible Risk Category 3 properties. The total contribution of up to \$877 million from central government remained unchanged.

The provision for Risk Category 3 property buy-outs is based on the best estimate of the present value of the expenditure needed to settle the obligations to property owners. The estimates are determined based on the judgements and assumptions made by management and independent actuaries.

The council estimated there will be 1,200 Risk Category 3 properties, of which the council has bought 792 and paid \$863 million since the beginning of the buy-out programme.

The provision decreased by \$167 million from 30 June 2024 to \$356 million. The decrease in the provision was mainly due to net settlements of \$731 million from the purchase of 667 properties and partly offset by the changes in the following significant assumptions based on experience:

- the estimated number of Risk Category 3 properties rose to 1,200 (30 June 2024: 900)
- the average market value per property increased by \$0.1 million.

Other than the changes in the two assumptions above, there have been no significant changes in judgements and estimates used in calculating provision for Risk Category 3 property buy-outs since the preparation of the group's annual report for year ended 30 June 2024.

The provision for Risk Category 2P grants remains unchanged at \$30 million as at both 30 June 2025 and 30 June 2024, with additional provisions of \$8 million offset by net settlements of \$8 million.

Other material matters

City Rail Link Limited

City Rail Link Limited (CRL) is a Crown entity co-funded by central government and the council (the sponsors). It was created for the purpose of designing and constructing an underground rail

line linking Waitematā station and the city centre with the existing western line near Maungawhau. The council is committed to funding 50 per cent of this \$5.5 billion project. Constructed assets will be owned by the sponsors and related entities such as KiwiRail and Auckland Transport. Construction of the CRL stations and supporting rail infrastructure is anticipated to be completed in the next year. The group expects that the formal transfer of these assets will occur following completion and commissioning of the infrastructure.

On 31 July 2025, the Auckland Council Governing Body approved the final asset ownership arrangements of CRL assets between the group and central government. Under this arrangement, the group is expected to receive a greater proportion of CRL assets than its capital investment in the project. The Crown is expected to approve the arrangements in September 2025. The assets that will be received by the group will only be officially confirmed once construction and testing are complete and the transfer paperwork signed.

At the reporting date, the asset is still under construction and therefore the value and timing of the transfer has not been confirmed.

Water services reform

Central government has been addressing New Zealand's water infrastructure challenges through the Government's Local Water Done Well programme, a three-stage process to improve water quality and update aging infrastructure. The first bill repealed the previous Government's water services legislation. The second bill established the preliminary arrangements for the new water services system. The third bill, the Local Government (Water Services) Bill 2024 (the Bill) established the enduring settings for the water services system. On the final reading, certain clauses of the Bill, were split into a separate bill - the Local Government (Water Services) (Repeals and Amendments) Bill 2024. These bills were passed into legislation on 26 August 2025 and came into effect the following day.

Implications of the Local Government (Water Services) Act 2025

The Local Government (Water Services) Act 2025 (the Act) represents a significant shift in the governance, delivery, and regulation of water services, supporting transparency, accountability and financial sustainability of water services entities.

This Act provides for:

- arrangements for the new water services delivery system

- a new economic regulation and consumer protection regime for water services
- changes to the regulatory framework for water quality and to the water services regulator.

Auckland Council remains the sole shareholder of Watercare. However, Watercare:

- continues to be prohibited from paying dividends or any surplus to Auckland Council
- is excluded from the charging provisions under the Act and continues to rely on its contractual charging method
- is unable to use the development contributions regime in the Act.

With effect from 1 July 2025, an income tax exemption was introduced for water organisations including Watercare. Watercare's accumulated historical income tax losses are expected to continue to be available to carry forward for use by the Auckland Council Group under current income tax legislation. Once Watercare's tax return for the year ended 30 June 2025 is completed and, the total quantum of available tax losses is determined, the group expects to record a deferred tax asset based on the income tax profit projections of the group. The change in Watercare's tax status is expected to require an adjustment in 2025/2026 to reverse Watercare's net deferred tax liability in relation to temporary differences. This adjustment is expected to affect both tax expense and tax on other comprehensive revenue and expenditure.

Although the recent legislation has only just been enacted, the group has considered the implications of the Act and concluded Auckland Council continues to retain control over Watercare. Accordingly, Watercare will remain consolidated within the group.

Progress on Local Government (Water Services Preliminary Arrangements) Act 2024 obligations

Under section 77 of the Local Government (Water Services Preliminary Arrangements) Act 2024, central government approved the Watercare Charter on 12 December 2024 and it came into force on 1 April 2025. The Watercare Charter sets service quality standards and financial performance objectives, which are applicable for the three years through to 30 June 2028. The Commerce Commission (as Crown monitor) is monitoring Watercare's performance against the Watercare Charter, with full economic regulation commencing in 2028.

Under the new legislation, Auckland Council may not receive equity returns from Watercare Services Limited. The council also may not provide loans or credit facilities to Watercare that would result in a financial return to the council. Notwithstanding

these restrictions, Watercare remains obligated to repay its existing debt to Auckland Council by 2030.

In the past, Auckland Council secured borrowings for water infrastructure and on-lent them to Watercare under an intercompany loan. As required under Local Government (Water Services Preliminary Arrangements) Act 2024 section 109 and the Local Government (Auckland Council) Act 2009 section 56A, Watercare's financial separation from Auckland Council was formally achieved on 1 July 2025. Under the new financial model Watercare now borrows funds in its own name for investment in water infrastructure and will repay its current loan to Auckland Council over a 5-year period under the Transitional Debt Facility Agreement.

Watercare received an Aa3 credit rating from Moody's Investor Services, supporting its ability to borrow efficiently and effectively. In accordance with the debt management policy settings in the council's financial strategy, Watercare's financial separation will result in its exclusion from the rest of the group's debt-to-revenue ratio calculation from 1 July 2025. As a result, the rest of the group's debt to revenue ratio will be lower.

Changes to Council-Controlled Organisation (CCO) delivery model

Auckland Council's Governing Body intends to enhance democratic oversight by increasing elected members' involvement in CCO decision-making, ensuring council services are more responsive to the needs of Aucklanders. To achieve this, council initiated CCO reforms in 2024/2025.

Transport reform

On 3 December 2024, central government proposed legislative change to reform the role of Auckland Transport including

- returning the strategy, policy and planning functions of Auckland Transport to the council
- establishing a new Auckland Regional Transport Committee with a focus on long-term, integrated transport planning
- making the council the Road Controlling Authority
- enabling greater local decision making about transport decisions
- council retains transport CCO focused on delivering key transport projects and services and
- council has six months post-legislation to define transport CCO's specific functions.

On 24 June 2025, the Auckland Transport Board approved the delegation of specific transport strategy and policy functions from Auckland Transport to the council which was approved by the Auckland Council Governing Body on 26 June 2025.

Transfer of urban regeneration, property management and economic development functions

On 12 December 2024, the Auckland Council Governing Body agreed to transfer all functions of Eke Panuku and the economic development functions of Tātaki Auckland Unlimited Limited (TAUL) to Auckland Council no later than 1 July 2025. There would be no changes to destination marketing and major events functions (with the council responsible for the relevant strategy and policy), and management of regional facilities. Tātaki Auckland Unlimited Trust would keep its charitable trust status and continue its operations.

On 30 June 2025, the council purchased the assets and operations of Eke Panuku and TAUL's economic development function for \$13 million, which was returned to the council as an unbudgeted dividend. Eke Panuku and the economic development function of TAUL were integrated into Auckland Council from 1 July 2025, leading to the establishment of council's Auckland Urban Development Office, Property department and Economic Development Office. The transition resulted in some role redundancies, however, there were no reductions in funding or services.

Looking ahead

The council is getting ready for integration of transport strategy and policy and will recommend changes to legislation. It will continue to progress other initiatives to support transport reform (refer to Transport governance reform in Subsequent events), strengthen the group CCO model and accelerate the rollout of group shared services.

Subsequent events

Building consent system changes

On 18 August 2025, the New Zealand Government announced major changes to the national building consent system—the biggest change since the Building Act was introduced in 2004. The proposed changes include:

- **Fairer liability rules:** Replacement of the joint and several liability framework with a proportionate liability model. Each party will be responsible for the part of the work they actually did.
- **Better protection for homeowners:** Options will be explored to bring in new rules for mandatory or opt-out home warranties and professional indemnity insurance for certain building projects.
- **Smarter use of council resources:** Councils will be able to combine their Building Consent Authorities. This will help them share resources and apply the Building Code more consistently across the country.

These changes are expected to reduce the financial risk for councils and ratepayers where other responsible parties can't be held accountable—especially in cases where other liable parties are insolvent or unavailable.

The Government plans to introduce these changes in early 2026. These changes are expected to impact the group's future liabilities, insurance and possibly its operations. At this stage, it's too early to reliably estimate the impact.

Auckland Future Fund

In August 2025, the directors of Auckland Future Fund's trustee appointed Vontobel Asset Management AG as its global investment manager with the responsibility to manage \$1.3 billion in funds on behalf of Auckland Council.

Transport governance reform

In September 2025, central government introduced the Local Government (Auckland Council) (Transport Governance) Amendment Bill (the Bill). 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. Along with moving the transport policy and planning function to Auckland Council, it proposes that Auckland Council be responsible for delivering the transport capital programme, as well as renewals and maintenance of transport infrastructure, and for council to become the road controlling authority for Auckland. Under the proposed legislation, the function of Auckland Transport has been streamlined to focus on public transport services. Local boards will have greater decision-making responsibilities for local transport functions on local and collector roads. The transport governance reform is still in its early stages. Based on the current wording of the bill, we do not expect it to have a significant impact on the Auckland Council Group overall. However, it is likely to have a notable effect on Auckland Council's financial statements. At this stage, we cannot reliably estimate the impact.

Other

We have provided the latest information as it relates key aspects impacting the financial statements within the disclosure notes. There are no further significant events that occurred subsequent to balance date that require disclosure.

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Te tirohanga whānui ki te pūtea

Independent Auditor's Report

To the readers of Auckland Council and Group's summary of the annual report for the year ended 30 June 2025

The summary of the annual report was derived from the annual report of the Auckland Council and Group for the year ended 30 June 2025.

The summary of the annual report comprises the following information on pages 27-37 and pages 39-44:

- the summary statement of financial position as at 30 June 2025;
- the summary statement of comprehensive revenue and expenditure, the summary statement of changes in equity and the summary statement of cash flows for the year ended 30 June 2025;
- the notes to the summary financial statements that include accounting policies and other explanatory information; and
- the summary service performance information, referred to as “performance by groups of activities”.

Opinion

In our opinion:

- the summary of the annual report represents, fairly and consistently, the information regarding the major matters dealt with in the annual report; and
- the summary statements comply with PBE FRS 43: *Summary Financial Statements*.

However, the performance by groups of activities includes a limitation in scope to the equivalent extent as the full audited service performance information. This limitation is explained below in *The full annual report and our audit report thereon* section.

Summary of the annual report

The summary of the annual report does not contain all the disclosures required by generally accepted accounting practice in New Zealand. Reading the summary of the annual report and the auditor's report thereon, therefore, is not a substitute for reading the full annual report and the auditor's report thereon.

The full annual report and our audit report thereon

We expressed a qualified opinion in relation to one particular performance measure in the service performance information, and an unmodified opinion on the rest of the audited information in the full annual report for the year ended 30 June 2025 in our auditor's report dated 25 September 2025.

The basis for our qualified opinion on the service performance information is explained below.

The Group's Long-term plan 2024-2034 includes a new performance measure related to monitoring of high-risk resource consents. The Council has reported its performance against this measure in Volume 1 on pages 82 and 84 of the full annual report.

The Council has also explained in the full annual report that there are data integrity issues, including inaccuracies in the risk classifications of consents. Due to these data limitations, we are unable to determine whether the reported result is materially correct. As a result, our opinion on the full annual report is qualified in respect of this performance measure.

That report also includes communication of key audit matters. Key audit matters are those matters that, in our professional judgement, were of most significance in our audit of the audited information of the Auckland Council and Group for the current period.

Council's responsibility for the summary of the annual report

The Council is responsible for preparing the summary of the annual report which includes preparing summary statements, in accordance with PBE FRS 43: *Summary Financial Statements*.

Auditor's responsibility

Our responsibility is to express an opinion on whether the summary of the annual report represents, fairly and consistently, the information regarding the major matters dealt with in the full annual report and whether the summary statements comply with PBE FRS 43: *Summary Financial Statements*.

Our opinion on the summary of the annual report is based on our procedures, which were carried out in accordance with the Auditor-General's Auditing Standards, which incorporate the independence requirements of Professional and Ethical Standard 1: *International Code of Ethics for Assurance Practitioners (including International Independence Standards) (New Zealand) (PES 1)*, as applicable to audits of public interest entities, issued by the New Zealand Auditing and Assurance Standards Board. We have also fulfilled our other ethical responsibilities in accordance with the Auditor-General's Auditing Standards.

In addition to reporting on the summary and full annual reports, the Auditor-General's staff and appointed auditors and their staff have carried out a range of other assurance engagements, which are compatible with independence requirements. Other than this reporting and these engagements, and in exercising our functions and powers under the Public Audit Act 2001, we have no relationship with, or interests in, Auckland Council or its subsidiaries and controlled entities.



Wikus Jansen van Rensburg

Appointed Auditor
Auckland, New Zealand
25 September 2025



Grant Taylor

Controller and Auditor-General
Wellington, New Zealand
25 September 2025

Me pēhea te whakapā mai ki te kaunihera

How to contact the council

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Locations that offer council services

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44-46 Lorne Street, CBD

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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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