



BRIEFING

Auckland Consolidated Central Government Work Programme

Date:	11 September 2025	Priority:	Medium
Security classification:	In Confidence	Tracking number:	BRIEFING-REQ-0020487

Action sought			
	Action sought	Deadline	
Hon Simeon Brown Minister for Auckland		15 September 2025	

Contact for telephone discussion (if required)			
Name	Position	Telephone	1st contact
Michael Quinn	Head of the Auckland Policy Office	Privacy of natural persons	
Andy Hill	Director Auckland		✓

The following departments/agencies have been consulted
Multiple departments/agencies have contributed content including: Department of Conservation, Department of Internal Affairs, Health New Zealand, Ministry for Ethnic Communities, Ministry for the Environment, Ministry of Business, Innovation and Employment, Ministry of Culture and Heritage, Ministry of Education, Ministry of Foreign Affairs and Trade, Ministry of Health, Ministry of Housing and Urban Development, Ministry of Social Development, Ministry of Transport, New Zealand Police and Te Puni Kōkiri.

Minister's office to complete:

<input type="checkbox"/> Approved	<input type="checkbox"/> Declined
<input type="checkbox"/> Noted	<input type="checkbox"/> Needs change
<input type="checkbox"/> Seen	<input type="checkbox"/> Overtaken by Events
<input type="checkbox"/> See Minister's Notes	<input type="checkbox"/> Withdrawn

Comments



BRIEFING

Auckland Consolidated Central Government Work Programme

Date:	11 September 2025	Priority:	Medium
Security classification:	In Confidence	Tracking number:	BRIEFING-REQ-0020487

Purpose

To provide you with draft reports on the consolidated central government work programme in Auckland (including initiatives undertaken over the period 1 January 2025 to 30 June 2025 and initiatives planned for the period 1 July 2025 to 30 June 2026) and a proposed approach for sharing the reports with relevant Ministers.

Recommended action

The Ministry of Business, Innovation and Employment recommends that you:

a **Agree** to discuss with officials the draft reports on the central government Auckland work programme and the proposed approach for providing the reports to relevant Ministers.

Agree / Disagree

Michael Quinn
Head of the Auckland Policy Office

11 / 09 / 2025

Hon Simeon Brown
Minister for Auckland

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Background

1. On 14 May 2025, you presented the first report on the consolidated central government work programme in Auckland to Cabinet Economic Policy Committee (ECO), covering the period 1 January 2024 to 31 December 2024. That report responded to an invite from ECO for you to report back to that Committee every 6 months on the cross-government work programme in Auckland [ECO-24-MIN-0108 refers].
2. The initial report has been proactively released on the MBIE website.
3. At the 14 May meeting, ECO noted your intention to work directly with relevant Ministers to effectively and efficiently progress the cross-government work programme. You were invited to provide future reports directly to relevant Ministers (rather than ECO) at least once every six months. To ensure you can meet your reporting commitments and fulfil the advocacy and coordination functions of the Auckland portfolio, you were also given a mandate to seek information on central government Auckland-related initiatives directly from relevant agencies [ECO-25-MIN-0068 refers].

Collated reports

4. Your Auckland officials have worked with central government agencies that are active in Auckland to collate the next 6 monthly report, covering the period 1 January 2025 to 30 June 2025. The draft report is attached at **Annex One** and is consistent in format and content criteria with the initial report.
5. While this report includes initiatives started, advanced or completed over the reporting period, it is clear that there are a number of important pieces of work in Auckland that are planned for financial year 2025/26. To ensure that you have a full picture of what agencies have planned, a forward-looking report for the period 1 July 2025 to 30 June 2026 has also been collated. This report follows the same reporting format and is attached at **Annex Two**.

Key observations from the reports

Infrastructure and economic growth

6. Auckland remains New Zealand's focal point for major infrastructure investment with the first fast-track consent approvals located in the Auckland region. The City Rail Link is progressing toward opening in 2026, with extensive testing underway to ensure readiness. Complementary rail upgrades, including the Rail Network Rebuild, Drury Railway Stations, and the Level Crossing Removal Programme, are enhancing safety and connectivity for commuters and businesses.
7. Major roading projects such as Mill Road, Penlink, East-West Link, and the Northwest Alternative Highway are advancing, supporting growth and improving access across the region. The Franklin Workforce Development Supply Project is addressing workforce supply gaps in key growth areas. The Alo Vaka programme continues to support Pacific workers into higher-skilled employment, with a transition to the Ministry of Social Development in 2026.

Governance and reform

8. The Watercare Charter has been implemented to support financial separation from Auckland Council and introduce economic regulation, with the Commerce Commission appointed as Crown Monitor. Negotiations on City and Regional Deals are underway, aiming to formalise objectives and funding arrangements between central government and Auckland Council.

Legislation to strengthen Auckland transport governance and planning is also progressing, with a focus on democratic accountability and joint planning.

Social services and community wellbeing

9. There is significant investment in community-led health initiatives, such as Healthy Families NZ in Waitākere and South Auckland, and developing a twenty-four seven urgent and after-hours care clinic in South Auckland. The HeEd Collaborative brings together health and education agencies to improve outcomes for tamariki, while a crisis café is being developed as an alternative to emergency departments for those with mental health or addiction issues.
10. The Whānau Ora programme is expanding navigator support and commissioning agencies to improve outcomes for Māori and Pacific families. The Resilience to Organised Crime in Communities initiative in Counties Manukau combines social and economic intervention with targeted enforcement to build community resilience, and there is an increasingly visible Police presence across the region.

Education

11. Reform of attendance services is underway, with new, localised providers in place from January 2026. Place-based, multi-agency collaborations, such as the Otara Multi Agency Collaboration, are supporting youth and whānau at risk of disengagement or entering the justice system.

Cultural and environmental investment

12. Restoration of the St James Theatre, co-funded by the Crown and Auckland Council, is moving into its physical works phase. The National Erebus Memorial remains under consideration for Auckland, with ongoing engagement with families and mana whenua. The Hauraki Gulf Marine Protection Bill is scheduled to pass in 2025, expanding protected areas and supporting marine biodiversity. Upgrades to Auckland visitor sites, such as Goat Island Marine Reserve, Rangitoto, and Motutapu, are also planned.

Events, trade, and international connections

13. Auckland continues to host and plan for major events, including the New Zealand Sail Grand Prix, ASB Polyfest, and The Ocean Race, which contribute to the city's profile and economy. The NZ UAE Comprehensive Economic Partnership Agreement event, the Auckland Trade and Economic Policy School and the Ethnic Xchange Symposium will further position Auckland as a hub for international engagement and policy leadership.

Next steps

14. Once you are satisfied with the content and format of the reports, officials will work with your office to provide the documents to relevant Ministers.
15. Given the importance of Auckland to the national economy we recommend that the reports are sent to all members of ECO. A list of ECO members, identifying those with portfolio content in the reports, is included at **Annex Three**.
16. We recommend that a cover letter from you accompanies the reports. This letter presents an opportunity for you to:
 - reaffirm your advocacy and coordination role as the Minister for Auckland and your Cabinet mandate to request Auckland-related information directly from central government agencies;
 - highlight the breadth and scale of the government work programme in Auckland;

- acknowledge that, while a consolidated work programme is not necessarily a coordinated one, initiatives like an Auckland City and Regional Deal, spatial planning and transport reforms could be central to a more coordinated government approach to unlocking Auckland's potential; and
- note that you intend to proactively release the reports to demonstrate and reaffirm Ministers' collective commitment to supporting a thriving and vibrant Auckland, in the national interest.

Annexes

Annex One: Draft Auckland consolidated central government work programme: 1 January 2025 – 30 June 2025.

Annex Two: Draft Auckland indicative central government work programme: 1 July 2025 – 30 June 2026.

Annex Three: Draft list of relevant Ministers.

Annex One: Draft Auckland central government work programme: 1 January 2025 – 30 June 2025

Confidential advice to Government

Annex Two: Draft Auckland indicative central government work programme: 1 July 2025 – 30 June 2026

Confidential advice to Government

Confidential advice to Government

Confidential advice to Government

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Annex Three: Draft list of relevant Ministers

ECO members	Portfolios with initiatives included in the reports
Hon Nicola Willis	Economic Growth
Rt Hon Christopher Luxon	
Hon David Seymour	
Rt Hon Winston Peters	Foreign Affairs
Hon Chris Bishop	Housing, Infrastructure, RM Reform, Transport
Hon Simeon Brown	Auckland, Health
Hon Brooke van Velden	
Hon Shane Jones	
Hon Erica Stanford	Education
Hon Paul Goldsmith	Arts, Culture and Heritage
Hon Louise Upston	Social Development and Employment
Hon Dr Shane Reti	Innovation, Science and Technology
Hon Todd McClay	Trade and Investment
Hon Tama Potaka	Conservation, Māori Development
Hon Simon Watts	Energy, Local Government
Hon Chris Penk	
Hon Penny Simmonds	
Hon Andrew Hoggard	
Hon Nicola Grigg	
Hon Mark Patterson	
Hon James Meager	
Hon Scott Simpson	
Simon Court MP	
Jenny Marcroft MP	



BRIEFING

Auckland City Centre

Date:	13 October 2025	Priority:	Medium
Security classification:	In Confidence	Tracking number:	BRIEFING-REQ-0022267

Action sought			
	Action sought	Deadline	
Hon Simeon Brown Minister for Auckland	Note the contents of this briefing Agree to forward this briefing to Ministers attending the meeting	15 October 2025	

Contact for telephone discussion (if required)			
Name	Position	Telephone	1st contact
Michael Quinn	Head of the Auckland Policy Office	Privacy of natural persons	✓
Andy Hill	Director Auckland		

The following departments/agencies have been consulted

Minister's office to complete:

<input type="checkbox"/> Approved	<input type="checkbox"/> Declined
<input type="checkbox"/> Noted	<input type="checkbox"/> Needs change
<input type="checkbox"/> Seen	<input type="checkbox"/> Overtaken by Events
<input type="checkbox"/> See Minister's Notes	<input type="checkbox"/> Withdrawn

Comments



BRIEFING

Auckland City Centre

Date:	13 October 2025	Priority:	Medium
Security classification:	In Confidence	Tracking number:	BRIEFING-REQ-0022267

Purpose

You have convened a meeting of Ministers to discuss actions to address homelessness and anti-social behaviour in Auckland's central city.

You have invited Hon Mark Mitchell, Minister of Police; Hon Tama Potaka, Associate Minister of Housing; Hon Louise Upston, Minister of Social Welfare and Employment; and Hon Mat Doocey, Minister for Mental Health.

We understand officials will be invited from other portfolios. Michael Quinn, Head of the Auckland Policy Office will be in attendance at your request.

This briefing provides you with background information and suggested intervention opportunities to inform that meeting.

Recommended action

The Ministry of Business, Innovation and Employment recommends that you:

a **Note** the contents of this briefing

Noted

b **Agree** to forward this briefing to Ministers attending the meeting

Agree / Disagree

Michael Quinn

Head of the Auckland Policy Office

13 / 10 / 2025

Hon Simeon Brown

Minister for Auckland

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Background

1. You have convened a meeting of Ministers to discuss ongoing pressures in central Auckland. Increasing homelessness, safety concerns and anti-social behaviour risk affecting the performance and perception of Auckland's city centre.
2. Homelessness and visible rough sleeping have increased, with Auckland Council data showing a 90 per cent rise since September 2024. In January 2025, around 650 people were identified as homeless, up from 426 in September 2024, and by May that number had surpassed 800.
3. Antisocial and unsafe behaviour is reportedly more evident across the city centre, contributing to a sense that the area is less welcoming and secure. These behaviours are not confined to people experiencing homelessness but reflect a broader mix of social and health factors concentrated in the city centre.
4. Community organisations report growing demand for their services and have engaged with Ministers to seek additional funding support.
5. The business community has raised concerns about the impact of these issues on the city centre's trading environment, particularly ahead of major openings such as the New Zealand International Convention Centre and the City Rail Link, both scheduled for 2026.
6. These pressures are now influencing how the central city is perceived and risk constraining its wider economic and social performance.

Why Auckland's Central City matters

7. Concerns about the condition of Auckland's city centre are significant because of the unique role the area plays in New Zealand's economy and identity. The city centre is the country's largest concentration of employment, business activity, higher education and visitor movement. It serves as the gateway to international investment, tourism and migration, and it shapes national and global perceptions of New Zealand as a place to live and do business.
8. Within an area of only 4.5 km², the city centre generates nearly 8 percent of national GDP and is home to many of New Zealand's leading businesses, institutions and organisations. No other New Zealand city performs these functions at comparable scale or with similar national reach.
9. City centres of this kind hold a unique position within their national economies. Their high concentration of economic activity, employment, transport and investment gives them an influence on confidence and reputation that extends well beyond their immediate boundaries. The quality, appearance and safety of the central area directly affect business performance, inward investment, visitor number and the perception of their host country internationally.
10. Pressures now visible in Auckland's city centre have wider system impacts. A decline in safety or amenity can reduce activity, deter investment and damage Auckland's and therefore New Zealand's economic performance and reputation. Recognising Auckland's city centre as a high-value urban area means acknowledging that its role, exposure and contribution are distinct and that it merits coordinated attention across multiple agencies.
11. The city centre's current pressures and performance have implications beyond Auckland itself, with outcomes that affect national economic confidence and New Zealand's wider reputation.

Opportunities for action

Existing Ministerial actions

12. On 25 September 2025, the Hon Mat Doocey convened a meeting attended by Ministers Mitchell and Goldsmith, Viv Beck from Heart of the City, Mark Knoff-Thomas from the Newmarket Business Association, and officials from Police, Health New Zealand, the Ministry of Health, the Ministry of Justice and MBIE. The meeting followed concerns raised by business representatives about the increasing prevalence of people exhibiting antisocial behaviour associated with mental health issues, which was affecting confidence in the central city.
13. A key outcome from that meeting was an agreement that resolving the issues facing the central city, and in particular the burgeoning issue of rough sleepers and antisocial behaviour, is a complex issue requiring input from multiple agencies and community groups. This is particularly true for activities where Police are unable to directly intervene because they are not criminal or actionable under mental health.
14. Minister Mitchell undertook to re-establish the interagency business forum he previously chaired to progress this work. The group would focus on practical solutions using existing legislative and regulatory tools, while identifying where further policy or legislative change may be required.
15. At your recent quarterly meeting with the Tāmaki Makaurau Business Network¹ (the Network), members raised similar concerns about the city centre's condition and its impact on the opening of the CRL. While the Network views the opening as an opportunity to refresh and reposition the city, members are concerned that current levels of homelessness and antisocial behaviour could undermine that opportunity. Confidential advice to Government

Opportunities for additional action

16. There is potential for overlap between these two groups in both membership and purpose. Minister Mitchell's initiative is focused on rough sleeping and antisocial behaviour, while yours is focused on the CRL opening, including activation and investment opportunities. Improved coordination between these efforts, amplifying rather than duplicating work, would be a valuable outcome of the current discussion.
17. While recent ministerial attention has provided useful focus, the issues affecting Auckland's city centre extend well beyond the scope of any single portfolio or agency. They involve overlapping responsibilities across local and central government, community organisations, the tertiary sector, businesses and residents. Progress requires sustained coordination and collective ownership across these groups.
18. At present, there is no single forum, mandate or programme of work that brings these efforts or agencies together². A ministerially managed process maintains visibility and accountability but has practical limits as a mechanism for ongoing coordination and delivery.

¹ The Network is co-chaired by Viv Beck (CEO, Heart of the City) and Michael Quinn (Head of the Auckland Policy Office). Membership includes chief executives and senior representatives from the Auckland Business Chamber, Auckland Council, Committee for Auckland, Employers and Manufacturers Association, Pacific Business Trust, Retail New Zealand, Travel Agents Association of New Zealand and Whāriki. The Ministry of Business, Innovation and Employment convenor and provides secretariate support.

² Auckland Council developed a City Centre Safety Plan in mid-2024. Some government agencies are identified in the plan.

19. Ministers have several options for how they wish to progress this work. If the aim is to achieve a visible improvement in conditions within the next 6 to 12 months, there is value in strengthening and aligning the existing efforts already underway. This could include directing agencies to work together on a coordinated programme of interrelated actions and appointing a lead individual or agency to drive delivery across the system.
20. Approaches could range from maintaining current arrangements through to establishing a more formal structure. For example:
 - a. Current arrangements: continue with existing agency responsibilities where they exist, augmented by regular progress reporting to Ministers.
 - b. Closer ministerial alignment: coordinate relevant portfolio Ministers to guide interventions and agree shared priorities.
 - c. Designated leadership: assign a lead Minister and agency to coordinate activities to better ensure an impact.
 - d. Structured cross agency programme: establish a dedicated project team with clear objectives, milestones and accountability measures.
21. Regardless of the approach taken, we see value in Ministers agreeing what end-state they are seeking for the Auckland central city to enable it to deliver on the unique and critical role it plays in the national economy.

Heart of the City September 2025 Survey

22. Your office was provided with a copy of the Heart of the City business survey conducted last month. The survey results were released to the media last week.
23. Heart of the City conducted the survey in late September 2025 to assess business sentiment in Auckland's central city. It received 102 responses from businesses located primarily in the Queen Street valley, which contains just over 2,800 businesses. While not a representative sample, the results indicate consistent concern across several areas.
24. Respondents raised issues relating to cleanliness, enforcement of bylaws and the visibility of homelessness and antisocial behaviour, which they say are affecting customer experience and commercial viability.
25. A copy of the survey is attached at **Annex One**.

Next steps

26. Your discussion with your colleagues provides an opportunity for Ministers to confirm their intent and appetite for intervention in Auckland's city centre and agree how best to delivery change.
27. The re-election of Mayor Brown provides an opportunity to gain agreement on respective roles and responsibilities.

Annexes

Annex One: Heart of the City Business Survey Fact Sheet

Annex One: Heart of the City Business Survey Fact Sheet

HEART OF THE CITY BUSINESS SURVEY

*"We are reluctantly releasing these survey results to get the step-change needed in time for the opening of the NZICC and CRL in 2026. There are areas of excellence in the city centre and some great people doing great things, with significant opportunity ahead. **It is imperative that fast action is taken so businesses in all areas of the city centre can grow and thrive after a decade of major disruption.** We are looking to central government and the incoming council to work collaboratively with us to achieve excellence in our public spaces, taking a leaf from some outstanding places created by private developers."* - Viv Beck, Chief Executive, Heart of the City

Topline results

- The online survey was taken on 23-26 September 2025 to gauge sentiment about the state of the city centre.
- It had 102 respondents from Auckland city centre businesses located in and around the Queen Street valley area.
- The key findings:
 - **77% believe Council/Government does NOT listen** to business needs when planning projects and policies relating to the city centre.
 - **79% do NOT think they're getting a fair deal** as city centre business/property owners.
 - **66% said Council's Queen Street streetscape development had NOT had a positive impact** on their business/property.
 - **71% believe that investment was NOT money well spent.**
 - **91% said people sleeping and begging nearby IS affecting their business.**
 - **81% believe the city centre is NOT in a good state** to attract significantly more people and investment.
 - **77% believe more police are needed** in the city centre before the City Rail Link opens.
 - **72% do NOT believe police and Council are doing enough** to ensure existing laws and by-laws are enforced.
 - **79% do NOT agree with AT fining people (\$150) for driving in restricted access areas on Queen Street.**

- **71% say Council/AT's cleaning and maintenance standards are NOT good enough.**
- **72% are either dissatisfied or very dissatisfied** with the standard of Queen Street's cleanliness.

Why this survey matters now

1. The NZICC opens in February, which will bring more international visitors.
2. The CRL opens in 2026 – it is meant to be transformative, but many businesses are sceptical.
3. It shows a breakdown in the relationship between Council and the business community, with many businesses feeling unheard and dismissed.
4. It reveals the human cost - one business owner said homeless people "defecate in the street" daily.
5. Our international reputation is at stake - "Auckland is a beautiful city but its current CBD is letting it down."

What businesses want to prioritise

When asked about how to attract more people and an appealing place, businesses consistently cited:

- Better parking and access
- Addressing safety and antisocial behaviour
- Removing homeless encampments
- Better cleaning and maintenance
- More police presence
- Enforcement of existing laws and bylaws
- Completing construction works

Selected verbatim comments from business owners on Queen Street and Victoria Street

On the state of Queen Street:

- "The general condition of the central city has reached an unacceptable level. The prevalence of vagrancy, together with unmanaged rubbish and litter, creates an impression of neglect and disorder."
- "In my experience living around the world, very few cities recover once their central business district is taken over by homelessness, drug use, and antisocial behaviour."

On social issues:

- "I can't think of anytime I have seen anyone sitting there that was for the intended purpose."
- "These temporary parks have become gathering places for the homeless, drug dealers and other degenerate behaviour. This causes major negative impact on our trading with customers put off visiting due to the awful and often frightening experience."
- "One man smashed our window while under the influence, we still see him walking on Queen Street on most days, but police wouldn't investigate further or arrest him."

On Council engagement:

- "The risk of inadvertently entering a bus lane and receiving a hefty \$150 fine only adds to public frustration."
- "The cafe folk tell me that they cannot get food delivered during the day unless the delivery vehicle parks 400 metres away...that is just silly, inefficient, costly, and fraught with issues."

On the CRL:

- "The CRL will be a great addition to the city making it much more accessible similar to Sydney's Metro."
- "If we don't end the tolerance of antisocial behaviour, especially the violence, the CRL will be a white elephant."
- "The CRL is not a golden solution. By the time it becomes something that everyone uses the CBD will have been destroyed."

ends



BRIEFING

Auckland City Centre Meeting

Date:	17 October 2025	Priority:	High
Security classification:	In Confidence	Tracking number:	BRIEFING-REQ-0022670

Action sought			
	Action sought	Deadline	
Hon Simeon Brown Minister for Auckland	Agree to update the invitee list for your meeting with Auckland's central city business community on 30 th October 2025.	20 October 2025	

Contact for telephone discussion (if required)			
Name	Position	Telephone	1st contact
Michael Quinn	Head of the Auckland Policy Office	Privacy of natural persons	
Andy Hill	Director Auckland		✓

The following departments/agencies have been consulted

Minister's office to complete:

<input type="checkbox"/> Approved	<input type="checkbox"/> Declined
<input type="checkbox"/> Noted	<input type="checkbox"/> Needs change
<input type="checkbox"/> Seen	<input type="checkbox"/> Overtaken by Events
<input type="checkbox"/> See Minister's Notes	<input type="checkbox"/> Withdrawn

Comments



BRIEFING

Auckland City Centre Meeting

Date:	17 October 2025	Priority:	High
Security classification:	In Confidence	Tracking number:	BRIEFING-REQ-0022670

Purpose

To propose an update of the invitee list for your meeting on 30 October 2025 with business representatives, focussed on issues and opportunities for action in Auckland's city centre.

Recommended action

The Ministry of Business, Innovation and Employment recommends that you:

a **Agree** to update the invitee list for your meeting with Auckland's central city business community on 30th October 2025.

Agree / Disagree

Michael Quinn

Head of the Auckland Policy Office

17 /10 / 2025

Hon Simeon Brown

Minister for Auckland

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Background

1. On 23 September you had your regular quarterly meeting with the Tāmaki Makaurau Business Network (the Network). A key issue raised by the Network was concern around the numbers of homelessness and the prevalence of anti-social behaviour in Auckland's central city, and the chilling effect that is having on business confidence and economic activity. Concerns were particularly raised in the context of ensuring the state of the central city was best placed to maximise the benefit from the opening of the New Zealand International Convention Centre and City Rail Link in 2026.
2. In response, you agreed to chair a group focussed on the opening of the CRL and tasked officials with establishing that group [BRIEFING-REQ-0022233 refers]. To advance that discussion, you have requested a further meeting with the Network on 30 October.
3. Subsequently, on 15 October you met with Ministers Upston, Potaka and Doocey and senior officials from relevant agencies. At that meeting there was agreement on the importance of the Auckland city centre to the national economy, and the urgent need for action to address the negative impact of homelessness and antisocial behaviour. You asked for improvements to the city centre by mid-November 2025 and mid-February 2026.

Meeting on 30 October 2025

4. Given the urgency of action required, we recommend revisiting the attendance at the 30 October meeting. While the Network has an important perspective on the issue, membership includes some New Zealand and wider-Auckland focussed organisations that are not necessarily engaged directly with the central city. Members are also typically business representatives rather than business owners themselves.

Attendees

5. We recommend you amend the attendee list. The amended list should include some members from the Network (e.g. Heart of the City and the Auckland Business Chamber). It should also include other representatives of the city centres business community. These could be drawn from the Auckland's City Centre Advisory Panel (CCAP) who have significant experience and understanding of the central city. Significant business owners and developers with interests in the central city would also add value and perspective to discussions. You have already said that the Auckland Mayor and Auckland Council Chief Executive Phil Wilson are to be invited.
6. We suggest the following invite list:

Auckland Council

- Mayor Wayne Brown
- Phil Wilson (Auckland Council)

Tāmaki Makaurau Business Network

- Viv Beck (Heart of the City and CCAP)
- Simon Bridges (Auckland Business Chamber)

Central city Business Improvement Districts

- Jamey Holloway (Karangahape Road Business Association)
- Brent Kennedy/Emma Sparks (Uptown Business Association)

Business owners

- Mathew Cockram (Cooper and Company – Britomart)

- Scott Pritchard (Precinct Properties and CCAP)
- Neville Findlay (retail sector – Zambesi and CCAP)
- Debbie Summers (tourism and travel sector - ID Tours and CCAP)

Next steps

7. If you agree to update the invitee list for the 30 October meeting, we will work with your office to confirm details ahead of that meeting.



BRIEFING

Auckland City Centre Report Back

Date:	23 October 2025	Priority:	Medium
Security classification:	In Confidence	Tracking number:	BRIEFING-REQ-0022689

Action sought		
	Action sought	Deadline
Hon Simeon Brown Minister for Auckland	Note the contents of this report.	31 October 2025
Hon Louise Upston Minister for Social Development and Employment		
Hon Mark Mitchell Minister of Police		
Hon Tama Potaka Associate Minister for Housing		
Hon Matt Doocey Associate Minister for Health		

Contact for telephone discussion (if required)			
Name	Position	Telephone	1st contact
Michael Quinn	Head of the Auckland Policy Office	Privacy of natural persons	
Jules Lynch	Regional Public Service Commissioner, Auckland		

The following departments/agencies have been consulted
Ministry of Business, Innovation and Employment; Ministry of Social Development; Ministry of Housing and Urban Development; and NZ Police. Auckland Council are aware of the contents of this report.

Minister's office to complete:

Approved
 Noted
 Seen
 See Minister's Notes

Declined
 Needs change
 Overtaken by Events
 Withdrawn



BRIEFING

Auckland City Centre Report Back

Date:	23 October 2025	Priority:	Medium
Security classification:	In Confidence	Tracking number:	BRIEFING-REQ-0022689

Purpose

At your meeting on 15 October 2025, Ministers discussed conditions in Auckland's city centre and the negative impacts this was having on public amenity and economic performance. Ministers agreed that a more coordinated and visible response was required to address the growing impact of rough sleeping, antisocial behaviour and related health and social challenges.

Officials were asked to:

- i. Identify the key issues and the agencies responsible for responding to them.
- ii. Strengthen coordination between central government, Auckland Council and other partners.
- iii. Report back on immediate actions, responsibilities and potential interventions.

This paper provides an update on progress since that meeting, including steps taken to improve coordination, the programme of work now underway, and the next actions to maintain momentum.

Executive summary

Auckland's city centre is critical to New Zealand's economic performance because it is the country's primary commercial and international hub. Within an area of just 4.5 km², it generates close to 8 percent of national GDP and around 20 percent of Auckland's regional GDP, making its effective functioning essential to national growth and economic confidence.

Ministers have expressed concern about the increasing visibility of rough sleeping, antisocial and intimidating behaviour, and related health and social challenges that are affecting public confidence and business activity in the city centre. These conditions risk undermining the area's performance and the significant public and private investment that supports it.

In response, and at Ministers' direction, officials have begun a coordinated programme to lift the pace and impact of existing work, strengthen alignment across agencies, and identify any further measures required. The immediate aim is to achieve a visible improvement in the city centre environment through the pre-Christmas period and into early 2026, ahead of the opening of the New Zealand International Convention Centre and City Rail Link later in 2026.

Recommended action

It is recommended that you:

- a **Note** the contents of this report.

Noted



Michael Quinn

Head of the Auckland Policy Office

23 / October / 2025



Hon Simeon Brown

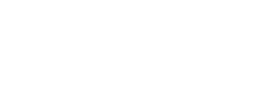
Minister for Auckland

..... / /

Jules Lynch

**Regional Public Service Commissioner,
Auckland**

23 / October / 2025



Hon Louise Upston

**Minister for Social Development and
Employment**

..... / /



Hon Mark Mitchell

Minister of Police

..... / /



Hon Tama Potaka

Associate Minister of Housing

..... / /



Hon Matt Doocey

Associate Minister of Health

..... / /

Background

1. On 15 October 2025 Ministers met with officials to discuss conditions in Auckland's city centre that are affecting its performance and public confidence. Ministers expressed concern that increasing social and behavioural challenges are undermining the city centre's safety, appeal and economic activity.
2. Ministers asked officials to provide advice on what interventions and levers are available to affect a rapid improvement. Ministers requested an initial report back on the key issues, the agencies and entities with responsibility for responding to them, and the levers available for change.

Existing work and Ministerial direction

3. A wide range of government agencies, Auckland Council and community organisations are already active in addressing rough sleeping, physical and mental-health needs, antisocial behaviour and public safety. These programmes provide essential support to those most in need.
4. The Ministers' direction does not replace the ongoing work programmes. It seeks to bring stronger focus, pace and coordination so that current efforts achieve visible improvements more quickly. The immediate objective is to accelerate progress, enhance alignment across agencies, and refine interventions where needed to improve effectiveness and reduce unintended impacts.
5. Officials are also aware that Justice Sector Ministers recently discussed options to strengthen Police powers to address public behaviour that affects safety or amenity in certain locations, and to consider restrictions on begging where appropriate.

Central Government and Auckland Council working together

6. Central government and Auckland Council each hold distinct but complementary responsibilities for the performance of the city centre. Auckland Council is responsible for the management of public spaces, bylaws and enforcement, urban amenity and local services that shape daily experience in the area. Government oversees the broader systems of social support, health, policing and housing that influence behaviour and wellbeing in public places.
7. Improvements depend on both sides acting with clarity and alignment. Central and local roles must operate in a coordinated way so that activities reinforce a shared objective consistent with maintaining a city centre that is safe, functional and economically productive.

Actions taken since the Ministerial meeting

Strengthening leadership and coordination

8. In the week following your joint Ministerial meeting, officials have strengthened coordination and engagement to ensure that effort is aligned, and momentum maintained.
 - i. A Senior Officials Group has been established to drive and oversee this work programme, ensuring clear action across agencies. This group includes senior staff from key agencies and Auckland Council.
 - ii. A Cross-Agency Working Group is coordinating operational planning and information sharing among enforcement, housing, health and social support agencies across government and Auckland Council. The group has completed an initial stocktake of issues and services operating in the Auckland city centre.

- iii. A Business and Government Forum has been convened to connect directly with city-centre businesses and share practical insights on safety and the performance of the city centre.
- iv. Engagement with Auckland Council's senior leadership has been intensified to align priorities and resources.

9. Engagement with community providers and NGOs is planned for the next phase of the project to ensure that operational work reflects local expertise and service capability, and that key partners are briefed and actively involved in this work programme.

Project phasing

10. The project is structured in four phases to ensure focus and measurable progress:

- i. Set-up and discovery (current phase): Confirm governance and engagement arrangements, identify data, sources and map key issues and responsibilities.
- ii. Issues identification and intervention options (next phase): Define challenges, test short-term and medium-term intervention options.
- iii. Recommendations and implementation: Provide Ministers with advice on actionable measures.
- iv. Monitoring and feedback: Track results and adjust activity as required.

Responsibilities and accountability

11. You asked for the Auckland Regional Public Service Commissioner and the Head of the Auckland Policy Office to jointly lead this work programme in conjunction with Phil Wilson, Auckland Council's Chief Executive. We can report that all participating government agencies are applying resources and lending senior support. Auckland Council's executive management is working with officials to form a joint response.

Why the city centre matters

Auckland's city centre is of national importance

- 12. City centres such as Auckland's play a national role. They are concentrated urban economies where scale and proximity create productivity and innovation advantages. Density and concentration generate agglomeration benefits, knowledge sharing and higher levels of output that lift regional and national performance. These features underpin the competitiveness of cities and create value that extends beyond their immediate boundaries.
- 13. Auckland's city centre is the largest and most economically significant example of this in New Zealand. Within an area of only 4.5 km², it accounts for around 20 percent of Auckland's GDP and nearly 8 percent of national GDP. Because of this contribution, its effective functioning is critical to both regional and national economic performance. A sustained loss of activity or amenity in the city centre would have direct consequences for growth, employment and confidence.
- 14. The city centre concentrates high-value employment, commercial activity and international connections that cannot be replicated elsewhere. It contains the highest concentration of public and private investment in the country. Major transport, streetscape and commercial developments have been designed to improve accessibility, productivity and liveability. Protecting these assets and ensuring they deliver a sustained return requires that the surrounding environment remains safe, inclusive and attractive to workers, residents and visitors.

15. Because of this concentration, even small problems in the city centre can have large effects. A visible decline or reduction in amenity can quickly affect public confidence and business decisions, with flow-on impacts for employment, investment, visitor activity and the wider economy. If left unaddressed, these pressures risk eroding the city's competitive advantages and could lead to businesses exiting or reduced investment, with national implications for growth and productivity.
16. Ensuring timely action to address issues impacting the city's performance will maximise the economic opportunities for the 2025/26 summer period, as well as the opening of the New Zealand International Convention Centre and the City Rail Link later in 2026.

Current challenges affecting performance

17. Over the past decade, Auckland's city centre has experienced a visible increase in social need and behaviours that are affecting how people use and experience the area. These include rough sleeping and homelessness, untreated physical and mental-health needs, and behaviours that at times cause distress or discomfort for the individuals and others sharing the same public spaces.
18. Multiple sources report that the general trend of the number of people experiencing homelessness and health-related hardship has increased. The visibility of disruptive or anti-social behaviour has also grown. Surveys, business and residential feedback, and media reporting all point to a noticeable change in the overall environment and public sentiment.
19. This appears to reflect a combination of factors, including housing pressures, gaps in support services and the visibility that comes with a compact, high-traffic urban environment. Just as cities attract firms, workers and retail activity, they also attract concentrations of people seeking connection, shelter and support. Without effective intervention and service coordination, these conditions can intensify over time and become harder to address.
20. These issues can be broadly grouped as:
 - Homelessness and rough sleeping
 - Mental health issues
 - Physical health issues
 - Anti-social behaviour
 - Begging
 - Criminal behaviour
 - Illegal drug use
 - Intimidating behaviour
 - Public intoxication
21. Homelessness, rough sleeping and begging are not synonymous with anti-social, illegal or intimidating behaviour, and it is important that responses distinguish between social vulnerability and other issues.

Why challenges are concentrated in Auckland's city centre

22. Anecdotally, and subject to data verification, the number of people who are homeless or experiencing complex social and behavioural challenges has increased over the past decade in the city centre¹.
23. Part of this increase reflects the role of city centres as places where people and communities naturally gather. The city centre provides access to people, services and public spaces where communities and individuals can connect and find support.
24. In response, a range of government agencies, Auckland Council, community organisations and charities have developed services to meet these needs. These interventions provide essential support to people who are vulnerable or in distress.
25. An unintended consequence, however, is that the combination of the city centre's accessibility and the concentration of support services may have contributed to a larger and more persistent community of people seeking assistance. This is not a problem in itself, unless the competing demands on public spaces become incompatible with other activities in the city centre. In Auckland's case, the city centre's economic significance and density raise questions about whether some services at this scale should be delivered in alternative settings to help moderate demand and local impacts.

Why intervention is needed

26. The concentration of social and behavioural pressures in Auckland's city centre risks undermining its ability to perform its core economic and operational functions. Left unaddressed, these issues can become entrenched and more difficult to reverse. They also signal to residents, visitors and investors that the city centre is in decline, which can discourage activity and weaken confidence in Auckland as a whole.
27. The factors contributing to the current situation span public health, housing, social support, policing, local regulation and public-space management. Addressing them will require effort across multiple portfolios and alignment between central and local activities so that responses are consistent, complementary and effective.

Identified locations for response

28. Based on information provided by Police and Auckland Council, there are approximately Maintenance of the law in the city centre which are considered problematic. A map of the locations is attached at Annex One. We are working with Police and agencies to better understand the types of incidents that occur at these locations and additional interventions that would be appropriate. This will also include solutions that relate to Crime Prevention Through Environmental Design (CPTED) principles.

Activities to note

Focus on known priority areas and a temporary increase in Police visibility

29. Police have initiated *Operation Maheia 2025*, aimed at reducing public harm and improving community safety in the lower Auckland city centre. The operation targets individuals known to be dealing or supplying drugs to unhoused and transient people through a coordinated, prevention-focused approach.

¹ Over the past year, the number of people identifying as homeless has increased across the Auckland region by 121 percent, but has dropped in the city centre by 33 percent from the previous quarter. Source: Auckland Council

30. It includes high visibility patrols, community engagement and advising Auckland Council on environmental improvements such as removing concealment structures and enhancing lighting. *Operation Mahea* is expected to reduce aggressive incidents, drug activity and alcohol-ban breaches, while improving perceptions of safety and reducing related offending.
31. Police will also temporarily increase the number of visible officers in and around the city centre by Confidential advice to Government for a five-to-six-week period, which commenced on 14 October 2025. This heightened presence will assist in the lead up to the busy pre-Christmas trading period and reinforce public confidence.
32. Police are working with the Ministry of Social Development (MSD), the Ministry of Housing and Urban Development (HUD), Health New Zealand and Auckland Council to form an integrated support team for officers on the beat in the central city. This will enable quicker referral and connection to services for people encountered by Police who require health, housing and social support or compliance guidance.

Consideration of additional day shelter capacity

33. HUD and Auckland Council are in the late stages of considering a proposal from the Auckland City Mission to deliver the Te Tāpui Atawhai Day Programme from the Mission's HomeGround facility.
34. The initiative will provide daytime shelter for people who would otherwise spend time on the streets and in public spaces. It will enable access to housing, health and social-support services where attendees can connect directly with relevant agencies and NGOs, and create pathways to education, employment and cultural reconnection.
35. The programme will complement enforcement activity by providing an alternative place for people to move to when asked to leave public spaces. This will allow agencies to engage more constructively with those in need, connect them more quickly to services, and reduce repeated interactions in public areas.
36. If approved and funded, the initiative will operate as a short-term pilot to assess its effectiveness and inform future service delivery options.

Next steps

37. Officials are moving into the next phase of the project that will include an assessment of known issues and an assessment of immediate interventions options. An initial summary of issues is attached at Annex Two. A detailed list can be provided on request.
38. Wider consultation and engagement will commence with the business community, NGO's and community providers. Their input and views will form an important part of the identification and assessment of intervention options.
39. Officials will provide an update and any key recommendation to Ministers in the week commencing 3 November 2025.

Annexes

Annex One: Identified Locations for Response

Annex Two: Initial Stocktake of Issues and Services

Annex One: Identified Locations for Response

Maintenance of the law



Annex Two: Initial Stocktake of Issues and Services

An initial stocktake of issues and services operating in the Auckland city centre has been completed, drawing on information from central and local government agencies. This provides a clearer view of current service coverage, highlights areas of overlap and potential gaps, and will support more coordinated and targeted responses.

The combined analysis of Police hotspot data and initial cross-agency stocktake of services has highlighted a set of interconnected issues contributing to both anti-social behaviour and homelessness in the Auckland city centre. The data points to persistent rough sleeping, anti-social behaviour in high-traffic public spaces, limited access to coordinated support, displacement risks, poor continuity of care following release from prison, and limited visibility of key cohorts with complex needs.

Lead agencies have been identified for each issue based on their statutory responsibilities and operational role. These agencies hold a range of levers that can be activated to drive change. The table below summarises the key issues, lead agencies and relevant levers to support a coordinated and targeted multi-agency response. The complete stocktake can be provided on request.

Issue	Owners	Providers	Levers
Rough sleeping and homelessness in the city centre	HUD, Kāinga Ora, MSD, Auckland Council	Auckland City Mission, Lifewise	Review of transitional housing stock, Housing First, rapid rehousing, lease private rentals, policy development, low barrier transitional housing solutions, MSD tactical plan
Anti-social behaviour in hotspots	NZ Police, Auckland Council	Heart of the City, Outreach Service Providers	Inter-agency tactical teams, bylaws enforcement with outreach teams, Crime Prevention Through Environmental Design (CPTED)
Lack of wraparound support	Te Whatu Ora, Mental Health & Addiction Services, MSD	Kāhui Tū Kaha, Vision West	Co-location services, scale mobile health teams, integrated social support
Displacement due to enforcement-led responses	Auckland Council, MSD, HUD, Health NZ		Policy, By-laws, Integrated Responses (Central & Local Government, Service Providers, Businesses), create day hubs outside city centre, reconnect to home communities
Poor continuity of care post-corrections release	Corrections, Health agencies, MSD		Seamless referral processes, information sharing guidelines, reintegration programmes
Limited visibility of cohorts	All agencies, Auckland Council		Develop by-name profiles, real-time data sharing, demographic analysis



BRIEFING

Auckland City Centre Meeting

Date:	29 October 2025	Priority:	Urgent
Security classification:	In Confidence	Tracking number:	BRIEFING-REQ-0022958

Action sought			
	Action sought	Deadline	
Hon Simeon Brown Minister for Auckland	Note contents to inform your meeting with Mayor Brown and Auckland stakeholders on Thursday 30 October 2025 at 12.30pm.	30 October 2025	

Contact for telephone discussion (if required)			
Name	Position	Telephone	1st contact
Michael Quinn	Head of the Auckland Policy Office	Privacy of natural persons	✓
Andy Hill	Director Auckland		

The following departments/agencies have been consulted
Ministry of Social Development, Ministry of Housing and Urban Development and NZ Police.

Minister's office to complete:

<input type="checkbox"/> Approved	<input type="checkbox"/> Declined
<input type="checkbox"/> Noted	<input type="checkbox"/> Needs change
<input type="checkbox"/> Seen	<input type="checkbox"/> Overtaken by Events
<input type="checkbox"/> See Minister's Notes	<input type="checkbox"/> Withdrawn

Comments



BRIEFING

Auckland City Centre Meeting

Date:	29 October 2025	Priority:	Urgent
Security classification:	In Confidence	Tracking number:	BRIEFING-REQ-0022958

Purpose

This report provides advice ahead of your meeting on Thursday 30 October 2025 with the Mayor of Auckland and key stakeholders, which will focus on Auckland city centre safety and preparation for the opening of the City Rail Link (CRL).

Executive summary

You have asked for practical steps on city centre safety that can deliver visible change in the short term, clarify responsibilities across Government and Auckland Council, and ensure accountability for delivery.

While substantial work is already underway, the collective response across government, Auckland Council and NGOs requires greater alignment, visibility and pace.

We recommend the aim of the meeting is to:

- Confirm the specific actions needed to improve safety and amenity in Auckland's city centre (Annex One).
- Assign clear responsibility for each action across agencies and Auckland Council.
- Agree timeframes and coordination arrangements to maintain focus and drive implementation.
- Confirm the governance arrangements for this immediate phase, and then longer term from February 2026 (para 17 to 20).

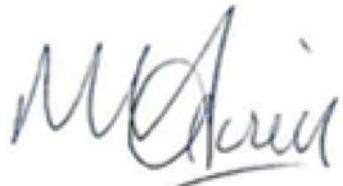
You will be supported by officials from HUD, MBIE, MSD and Police.

Recommended action

The Ministry of Business, Innovation and Employment recommends that you:

a **Note** the contents of this briefing

Noted



Michael Quinn

Head of the Auckland Policy Office

29 / October / 2025

Hon Simeon Brown

Minister for Auckland

..... / /

Background

1. Ministers have expressed concern about the increasing visibility of homelessness, antisocial and intimidating behaviour, and broader health and social challenges in Auckland's city centre. These issues are undermining public confidence, discouraging business and visitor activity, and putting at risk the substantial public and private investment made in the area.
2. The issues have become more visible at the same time as Auckland prepares for the City Rail Link (CRL) opening and other major investments. While many agencies, Auckland Council and community organisations are active in addressing these challenges, their efforts could be better coordinated at a programme level. Accountability is diffuse and progress uneven.
3. You and your Ministerial colleagues have asked for clearer identification of the key issues, responsibilities, agreed actions and timelines, and a demonstration of visible improvement over the coming months.
4. Your meeting with Mayor Brown and other stakeholders provides an opportunity to agree on a suite of interventions that will produce early, visible improvements through the pre-Christmas period and into 2026, alongside CRL activation and other major events.

Intervention options

5. You asked for a list of initiatives that could be implemented to improve the city centre. These have been discussed with officials as plausible options. They include new initiatives and pre-existing initiatives that should be amplified.
6. This will assist you in securing agreement from Mayor Brown and agency representatives on interventions that can be implemented quickly.
7. A list of initiative is at Annex One.

Auckland Council responsibilities

8. You requested advice identifying Auckland Council's responsibilities.
9. Auckland Council's *City Centre Safety Plan* (June 2024) is the Council's main framework for maintaining safety, amenity and public confidence in the city centre. The plan positions Council as the coordinator of city-centre safety activity, aligning its own operations and those of its Council-controlled organisations with the work of Police, central government agencies and community providers.
10. Within this framework, Council is directly responsible for the quality and management of public spaces, including cleaning, maintenance, lighting, design and bylaw enforcement. It also commissions outreach services, leads community engagement, and provides non-police safety patrols and performance reporting.
11. While the plan demonstrates a commitment to collaboration, its current emphasis is largely facilitative. Ministers should seek from Mayor Brown greater clarity and measurable targets for Council led activity, particularly around public-space management, bylaw enforcement, and coordination of outreach and safety services. Visible leadership and accountability in these areas will be essential to achieve the improvements Ministers expect.
12. **Although the Council cannot by itself resolve homelessness or complex social issues, it can and should ensure that the city centre remains safe, well managed and welcoming. These are core operational responsibilities, not optional contributions.**

13. A detailed summary of responsibilities drawn from Auckland Council's *City Centre Safety Plan* is provided at Annex Two.

Broader changes that would improve effectiveness of interventions

14. Significant work is already underway across government agencies, Auckland Council, community organisations and service providers to improve safety in Auckland's city centre.
15. The following observations are based on a rapid assessment of this collective effort. They do not indicate a lack of activity, but highlight where greater coordination, alignment and pace would strengthen the overall response and ensure visible improvement in the city centre over the coming months.
 - a. **Opportunity to lift pace and visibility:** A wide range of actions are underway to improve safety. However, the overall visibility and scale of activity could be increased. More consistent public space management, visible enforcement and coordinated outreach would demonstrate that agencies and Auckland Council are acting with urgency and purpose, particularly in the lead-up to the CRL opening and the summer period.
 - b. **We are creating demand for services in the city centre resulting in an increased transient population:** Services designed to meet immediate need can, over time, draw more people into the city centre and reinforce existing concentrations of social challenges. Strengthening coordination between support services, enforcement and public-space management would help balance personal needs with the effective functioning of the city centre as a primary place for business, tourism and public activity.
 - c. **Fragmented governance and coordination:** A large number of agencies, entities and providers contribute to city-centre outcomes. While collaboration occurs at multiple levels, there is no single structure that connects these efforts into an integrated programme with shared objectives and clear accountability. Auckland Council's *City Centre Safety Plan* (June 2024) sought to address some of these issues through a stronger partnership model, but the level of coordination across the wider system remains uneven.
 - d. **Varied accountability and focus:** Most activity is driven by the mandates of individual agencies and providers. Strengthening joint accountability, particularly at senior operational levels, would ensure that actions are mutually reinforcing and that gaps or overlaps are identified early.
 - e. **Absence of shared outcomes and milestones:** Work across agencies is progressing but not always aligned to a common set of outcomes or measured against agreed milestones. Establishing shared targets and timeframes would create clearer expectations, support transparency and maintain public confidence in progress.
 - f. **Recognising the city centre's wider role:** Most activity is rightly focused on people and their immediate needs. Complementing this with a place-based perspective that recognises the city centre's national economic importance would help ensure interventions support the city centre's wider economic contribution to Auckland and New Zealand.
16. You do not need to address these issues immediately. We recommend effort should instead be focused on implementing immediate and actionable interventions that will improve the city centre in the near term. However, we recommend the above observations are addressed soon so that the programme of work is well coordinated and impactful.

Governance and accountability

17. While Auckland Council's *City Centre Safety Plan* sets out its local responsibilities, there is no agreed governance or accountability structure between Auckland Council and Government for the city centre as a shared system. In response to direction from Ministers at your recent meeting, a temporary governance arrangement has been established to guide this period of intensified activity and coordination.
18. **The current governance group comprises the Auckland Regional Public Service Commissioner (Jules Lynch, MSD), the Head of the Auckland Policy Office (Michael Quinn, MBIE) and Auckland Council's Phil Wilson (represented by Tier 2 Rachel Kelleher).** This senior leadership arrangement enables a whole-of-system view across social, economic and urban issues, ensuring that agencies and Council are working in a coordinated and accountable way. It also provides direct oversight of delivery against the priorities set by Ministers. It also ensures your interest are represented at the governance level.
19. **It is recommended that this governance group remain in place through the current phase of recalibration and accelerated activity, with a transition to a new joint governance model from February 2026.** From that date, governance would be jointly led by the Auckland Council Chief Executive and the Auckland Regional Public Service Commissioner.
20. These arrangements will maintain focus and accountability in the short term while establishing a durable structure for ongoing leadership and alignment between Government and Auckland Council.

Annexes

Annex One: Intervention options

Annex Two: Auckland Council responsibilities

Annex Three: Attendees

Annex One: Intervention options

Attached.

Annex Two: Auckland Council responsibilities

The following information is based on information contained in Auckland Council's City Safety Plan (2024).

Responsibility	Description	Council teams/partners	Ministerial expectations
Leadership and coordination	Leads and convenes the city-centre safety programme (endorsed by Council in August 2024). Aligns work of Council, CCOs and partners. Reports to Regulatory and Community Safety Committee.	City Centre Programme Team	Council should be expected to lead not just facilitate.
Public-space management and amenity	Responsible for cleanliness, waste removal, graffiti response, lighting and landscaping across the city centre.	Waste Solutions; Parks & Community Facilities; Licensing & Compliance	Ministers expect consistent and high standards, faster response times and visible improvements.
Bylaw enforcement and compliance	Enforces bylaws on alcohol bans, street trading, signage and public nuisance; coordinates with Police on overlapping issues.	Licensing & Compliance	Ministers expect stronger enforcement of bylaws, the introduction of new or amended bylaws to address persistent issues and clear consequences for breaches.
Urban design and environmental safety	Leads design and lighting upgrades, applies CPTED principles, removes concealment structures, and manages amenity improvements.	Auckland Urban Development Office; Auckland Transport	Ministers expect targeted improvements in high-risk areas. Ministers expect Council to respond to Police feedback on the design of public spaces.

Responsibility	Description	Council teams/partners	Ministerial expectations
Outreach and social-support commissioning	Commissions and funds some homelessness and outreach services (City Mission, Lifewise, Kāhui Tū Kaha, etc.) and manages the Mayoral Fund for Homelessness.	Community & Social Innovation Team	<p>Ministers expect Council to align outreach activity with public-space management and enforcement to ensure a joined-up approach.</p> <p>Ministers should expect Council to not inadvertently drive an increase in transient populations by offering more support services in the city centre.</p>
Community safety presence	Operates CityWatch patrols and supports Māori Wardens and community ambassadors to provide a visible, non-police safety presence.	Council Compliance; Community Safety; Māori Wardens	Ministers should expect Council to respond to the current challenge with greater visibility and longer operating hours of non-Police safety services.
Partnership and engagement	Leads engagement with Heart of the City, K Road Business Association, residents and NGOs; coordinates forums and campaigns.	City Centre Engagement Team	Ministers should expect clear communication to key groups and practical results from engagement.
Monitoring, data and reporting	Maintains a safety dashboard, tracks incidents and public perceptions, and reports quarterly to Council committees.	City Centre Programme Team	Ministers should expect more outcome-data reporting and regular public updates.

Annex Three: Meeting attendees

Council	Mayor Wayne Brown		Auckland Council
	Phil Wilson	Chief Executive	Auckland Council
	Barry Potter	Director Resilience and Infrastructure	Auckland Council
	Rachel Kelleher	Director Community	Auckland Council
	Tamsyn Matchett	Mayoral Chief of Staff	Auckland Council
Business	Brent Kennedy	Manager	Uptown Business Association
	Jamey Holloway	General Manager	K' Road Business Association
	Mathew Cockram	Chief Executive	Cooper and Company
	Neville Findlay	Founder	Zambesi
	Scott Pritchard	Chief Executive	Precinct Properties
	Viv Beck	Chief Executive	Heart of the City
Agencies	Afoa Tevita Malolo	Director, Auckland	HUD
	Andy Hill	Director, Auckland	MBIE
	Jules Lynch	Regional Public Service Commissioner	MSD
	Michael Quinn	Head of the APO	APO
	Superintendent Sunny Patel	District Commander, Auckland City	Police

Annex One: Intervention options

INITIATIVE	ACTIONS	LEAD AGENCY	STATUS	NOTES
1. Increase visible Police presence and focus on enforcement of drug and alcohol laws and bylaws supported by Auckland Councils safety wardens and compliance staff.	<ul style="list-style-type: none"> a. Short term Police Conf in the central city b. Police and Council patrols focused on anti Maintenance of the law c. Police focus on enforcement of drug and alcohol laws and bylaws 	Police, Auckland Council	Commenced on 14 October.	<p>Duration 5-6 weeks</p> <p>Police and Council staff will undertake a focussed programme of daily joint patrols throughout the city centre taking a low tolerance approach to anti-social behaviour and bylaw breaches.</p> <p>Council safety wardens are able to ensure any remedial action (removal of litter/encampments is promptly actioned by its maintenance contractors).</p>
2. Enable support services to accompany Police, facilitating immediate referral for specific needs (mental health, drug and alcohol addiction, Temporary Housing)	<ul style="list-style-type: none"> a. Personnel from social agencies including MSD and Outreach Providers to join Police patrols 	Police supported by MSD, HUD, Health New Zealand, Auckland Council and Outreach Providers	In discussion.	<p>This is an initiative that has been used previously.</p> <p>Current intent is to build up to 3 days per week.</p>
3. Recalibrate service provision in the city centre to mitigate attraction of rough sleepers	<ul style="list-style-type: none"> a. Orange Sky laundry service relocated b. Shower and washing facilities relocated 	Auckland Council	In progress	<p>The facilities currently provided at Sturdee Street will be discontinued will building works commence at the Downtown Carpark site.</p> <p>Auckland City Mission has laundry and shower facilities which may be able to be utilised as part of the day programme.</p> <p>Auckland Council will engage with other service providers to look at how and where these services are being offered.</p>
4. Strengthen move on interventions, directing rough sleepers and individuals engaged in anti-social behaviour to more appropriate locations	Confidential advice to Government	HUD, Auckland Council MSD	Confidential advice to Government	Confidential advice to Government
5. Improve Crime Prevention Through Environmental Design to remove 'hot spots' for drug dealing and alcohol and drug use	<ul style="list-style-type: none"> a. Implement redesign of Pocket Park (corner of Queen Street and Fort Street) b. Consider redesign of remaining M Maintenance of the law ai 	Auckland Council	In progress	<p>Auckland Council are making improvements including improving seating and reducing attractiveness for criminal behaviour.</p> <p>Police are engaging with Auckland Council on interventions they consider necessary to reduce opportunities for criminal activity, particularly drug dealing and drug use.</p>
6. Provide day storage facilities for rough sleepers	<ul style="list-style-type: none"> a. Auckland City Mission to provide day storage function at HomeGround 	Auckland Council	In discussion	Currently possessions are stored in and around Auckland Central Library.
7. Provide additional housing options for rough sleepers	<ul style="list-style-type: none"> a. An additions 207 Housing First places (Auckland wide) Confidential advice to Government 	HUD HUD	Contracted and delivery to commence November 2025	Confidential advice to Government
8. Effective targeting of known individuals and their locations	<ul style="list-style-type: none"> a. Sharing information about known individuals b. Agencies take a case-management approach 	Auckland Council (with Police, MSD, HUD AND Health)	In discussion	Includes 30-40 regular individuals.
9. Increase safety patrols	<ul style="list-style-type: none"> a. Increased volume and operating hours of patrols by private sector providers, Māori and Pacific Wardens 	Auckland Council	In discussion	Funded by targeted rates and Auckland Council.
10. Enforcement on lower-level offending	Confidential advice to Government	Police	In discussion	<p>For example, addressing verbal abuse, intimidating behaviour etc.</p> <p>Has been used before and could be reactivated.</p>
11. Ensure city centre remains well managed and welcoming	<ul style="list-style-type: none"> a. Regular and consistent graffiti removal b. Rubbish collection to a high and regular standard 	Auckland Council	To be discussed	<p>Core Council responsibility.</p> <p>Reviewing operating standards.</p>