



EVENT BRIEFING

Auckland based CEO Lunch

Date:	12 November 2025	Priority:	Medium
Security classification:	In Confidence	Tracking number:	BRIEFING-REQ-0023464

Action sought		
	Action sought	Deadline
Hon Simeon Brown Minister for Auckland	Note the contents of this briefing	14 November 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:

☐ Approved

☐ Declined

☐ Noted

☐ Needs change

☐ Seen

☐ Overtaken by Events

☐ See Minister's Notes

☐ Withdrawn

Comments



EVENT BRIEFING

Auckland based CEO Lunch

Date:	12 November 2025	Priority:	Medium
Security classification:	In Confidence	Tracking number:	BRIEFING-REQ-0023464

Purpose

You have agreed to attend a Chief Executives lunch organised and hosted by SkyCity at the Metita restaurant private dining room on Friday 14 November 2025 at 12:15-1:30pm.

Immediately prior to the lunch, you will be taken on a tour of the New Zealand International Convention Centre at 11:30am-12:10pm.

This briefing provides logistical details about the event.

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

12 /11 / 2025

Hon Simeon Brown

Minister for Auckland

..... / /

Logistics

1. You are attending a personal tour of the New Zealand International Convention Centre (NZICC) from 11:30am to 12:10pm on Friday 14 November 2025. Immediately following the tour, you will be attending a Chief Executives lunch from 12:15-1:30pm.
2. The dress code is business attire.

NZICC tour

3. For the NZICC tour you will meet at the Horizon Hotel's porte-cochère, an underground drop off point. Entrance for your vehicle is via the SkyCity car park at 46 Nelson Street, Auckland. Your driver is advised to use the far-right hand lane as you turn off Nelson Street, then follow 'Horizon Hotel' signage. Valet parking has been arranged.
4. You will be met by Jason Wallbridge (SkyCity CEO), Anna Shipley (SkyCity Chief Corporate Affairs Officer) and Pru Daly (NZICC General Manager).

Chief Executives lunch

10. Following the NZICC tour, you will be taken to the private dining room at the Metita restaurant, located at SkyCity. At the lunch you will be hosted by Jason Walbridge and Anna Shipley.
11. Chief Executives attending the lunch are Sky Daniels from NIB Health Insurance, Simon Keating from Evolution Healthcare, Matthew Cockram from Cooper & Co., Lisa Hopkins from Business Events Aotearoa and René de Monchy from Tourism New Zealand.
12. Anna Shipley will open the lunch event and introduce Jason Wallbridge who will say a few words and introduce you. You will have an opportunity for a brief reply before introductions of the remaining attendees.
13. The aim of the event is to provide an opportunity for free and frank conversations about the issues that are top of mind for yourself and other attendees. The session is designed to be informal and constructive.
14. SkyCity note that this lunch is part of a regular series of Chief Executive / Minister engagements that they organise and host. Conversation is typically free-flowing and SkyCity stress that for the duration of the lunch, Chatham House rules apply.
15. Brief biographies of all attendees at the tour and lunch are provided at **Annex One**.

Background information

New Zealand International Convention Centre

Background

16. In 2013, the Government entered a deal with SkyCity to build a new international convention centre for Auckland. Under this deal, SkyCity met the full cost of the project and received an extension to their casino license with permission for additional gaming machines and tables.
17. An international, high-quality, convention centre is important for New Zealand because it attracts international visitors at times of the year when there are fewer tourists and, in particular, increases visitation mid-week.

SkyCity are responsible for construction of the NZICC

18. The contract, as originally negotiated, gave joint responsibility for the construction of the NZICC to SkyCity and the Crown. However, it was subsequently varied to give SkyCity greater control over the construction. This variation was in return for a greater financial

contribution by SkyCity and to take responsibility for all the risk. In 2015, Fletchers was selected as the main contractor for the NZICC build.

The NZICC opening has been significantly delayed

19. In 2019, a serious fire damaged the construction site. This has required serious remediation of the build. All steelwork in the structure was completely stripped and recoated. Many of the fittings needed to be removed with new fittings sourced. Fletchers and SkyCity have undertaken extensive work on developing a new programme for the build of the NZICC.
20. SkyCity issued force majeure notices in relation to the fire of October 2019 and the impacts of the COVID-19 pandemic. As a result, the previous Minister for Economic Development agreed to extend the long-stop completion date¹ from 1 January 2023 to 15 December 2027.
21. Recently, Fletchers completed practical completion and transferred the NZICC to SkyCity. The Crown has reviewed all relevant documentation associated with this completion and, at this stage, are satisfied that the terms of the contract relating to construction will be met. SkyCity will now undertake the final work to ready the NZICC for opening in February.

The NZICC is a significant investment in tourism and events

22. In recent financial disclosures, SkyCity noted that the total cost of the Convention Centre is \$750 million with \$76 million remaining to complete. They estimate a pre-opening operating expenditure of \$11 million for the 2025 financial year. They are currently in the process of securing future events and conferences for the centre.
23. When opened, the NZICC is aiming to hold 500 events a year, attracting half a million people through its doors. SkyCity intend that 80% of the events would be business-focused and would take place between February and November. The rest would be events like concerts, exhibitions and community gatherings.
24. Bookings are already confirmed through to 2033, with a strong pipeline of events. Major international conferences already confirmed include:
 - International Coral Reef Symposium
 - International Dairy Federation World Dairy Summit
 - World Congress on Public Health

Business event funding

25. Business events are currently not eligible for funding from the Major Events Fund because the fund is not designed to cover financial support for conferences. The reason is that the benefits of these events mostly stay within the specific industry they relate to, rather than helping the wider community.
26. However, people who attend business events usually spend more and are considered high-value visitors. Tourism NZ operate a fund to support bids for attracting business events. MBIE Major Events refer business event opportunities that it has become aware of to Tourism NZ for its team to consider.

Suggested discussion topics

27. Given the nature of the event as an informal and in confidence discussion with senior business leaders, it is difficult to determine the topics attendees will seek to raise with you.
28. However, you may wish to take the opportunity to discuss your efforts to revitalise the Auckland city centre. While Matthew Cockram attended your recent meeting with Mayor

¹ the final contractual deadline by which the project must be completed, regardless of delays.

Brown, business and government representatives and will be familiar with the approach you are taking, the others may not.

29. Given the group includes significant central city business covering precinct owners and operators, tourism, business events and health, explaining your actions to unlock the potential of the central city will likely be well received. Establishing their support for your vision for the city centre, with a particular reference to ensuring the opportunity of the opening of the NZICC is realised, would be a useful outcome from the meeting.
30. You may also wish to seek their views on what further action could be taken to unlock economic growth opportunities in Auckland.

Risks and mitigations

31. We have not identified any risks associated with this event.

Communications/Media

32. No media are invited and SkyCity stress that Chatham House rules apply to all discussions.

Contacts

Name	Position / organisation	Telephone	Will meet you on arrival
Anna Shipley	Chief Corporate Affairs Officer	Privacy of natural persons	✓
Sharon Wong	Executive Assistant		

Annexes

Annex One: Biographies of attendees

Annex One: Biographies of attendees

	Jason Walbridge, Chief Executive Officer, SkyCity Entertainment Group Limited Jason joined SkyCity as Chief Executive Officer in July 2024, following over 20 years' senior executive experience in the global land-based and online gaming industries. Prior to joining SkyCity, he was a Strategic Advisor to global gaming and technology company Aristocrat Leisure Limited on its acquisition of NeoGames S.A, and the Executive Chairman of National Entertainment Network LLC. Jason has previously held roles with the online gaming supplier NYX Gaming Group Limited and its acquirer Light & Wonder Inc and spent 18 years with Aristocrat Leisure Limited where he held executive leadership roles in New Zealand and the United States. Prior to this, he held senior roles within consulting and was an Officer in the New Zealand Defence Force.
	Anna Shipley, Chief Corporate Affairs Officer, SkyCity Entertainment Group Limited Prior to joining SkyCity, Anna was Chief Corporate Affairs Officer at The Warehouse Group, responsible for building reputation across their brands: The Warehouse, Warehouse Stationery and Noel Leeming. Anna's previous roles include General Manager Corporate Affairs at Bank of New Zealand (BNZ), as well as Director of Communications and Head of Marketing for Nokia China and APAC based in China, and Head of Communications for Nokia & UK based in the United Kingdom.
	Prue Daly, GM, NZICC Prue joined the NZICC in October 2016 as Director of Sales and Marketing. She has extensive experience in the global business events and hospitality industries, including the Melbourne Convention and Exhibition Centre, Starwood Hotels & Resorts and Accor. Prue was promoted to General Manager of the NZICC in 2023 in preparation for opening in 2026. Her focus in the role is growing strategic partnerships that will ensure the success of large-scale international bidding and the growth of the business events sector for New Zealand. She also serves on the Business Events Industry Aoteroa board.
	Skye Daniels, Chief Executive Officer, NIB Skye joined NIB NZ Limited as Chief Executive Officer and was appointed a Director of NIB NZ limited and OrbitProtect Ltd, in August 2025. Skye has held several senior management roles, including Chief Financial Officer (CFO) at Southern Cross Health Society; CFO and COO at Mediaworks Group and general manager of finance at Air New Zealand. Skye is a Trustee, and chair designate of the Audit, Risk and Investment Committee, of the Starship Foundation and a mentor for the Springboard Trust.

	Simon Keating, Chief Executive Officer, Evolution Healthcare Simon is an experienced senior executive having worked in the healthcare sector internationally across both the public and private sectors, including private equity and not-for-profits. Simon has worked as a CEO in Private and Public Healthcare, Aged Care and Retirement Living and in Primary Health. He has also specialised in growth in private equity-backed companies with a tenure as the Managing Director of iMedX Australia and New Zealand; with his most recent role as a CEO of McKenzie Aged Care Group.
	Matthew Cockram, Chief Executive Officer, Cooper & Company Matthew is responsible on the Britomart and The Landing projects and other Cooper and Company's NZ based investments and activities such as RugbyPass. Matthew practiced as a lawyer at Bell Gully in Auckland from 1984 to 2005, including 13 years as partner and four years as Chairman of the Board of Partners. Matthew's legal background is in commercial property, construction and large-scale public and private infrastructure projects.
	Lisa Hopkins, Chief Executive Officer, Business Events Industry Aotearoa Lisa joined Business Events Industry Aotearoa in February 2020 as Chief Executive and leads the strategic direction, advocacy, and promotion of New Zealand's peak industry body domestically and internationally. She has over 25 years of experience in the hotel and venue sector in both Singapore and New Zealand. Her extensive experience in Asia Pacific includes Managing Director at BCD Meetings & Events with responsibility for 14 offices and over 250 staff across Asia Pacific including China, Japan, and India. Lisa is a trained member of the New Zealand Community Patrol, partnering with Police in her region to create safer communities.
	René de Monchy, Chief Executive Officer, Tourism New Zealand René was appointed Chief Executive of Tourism New Zealand in April 2021. He was previously Tourism New Zealand's Director Commercial where he led the team responsible for identifying key markets and audiences for travel to New Zealand. René also led the development of Tourism New Zealand's aviation strategy to guide partnerships with international airlines. Prior to that has over 20 years' experience in local and international marketing roles for Fonterra, Heineken and Asia Pacific Breweries in Singapore. René is currently a Board or panel member for Tourism Industry Aotearoa, New Zealand Screen Production Grant Significant Economic Benefits Verification Panel, New Zealand Story Board, New Zealand China Council and Qualmark New Zealand Limited.



EVENT BRIEFING

Opening of L'Oréal Groupe's New Zealand Distribution Centre

Date:	20 November 2025	Priority:	Medium
Security classification:	In Confidence	Tracking number:	BRIEFING-REQ-0023906

Action sought		
	Action sought	Deadline
Hon Simeon Brown Minister for Auckland	Note the contents of this briefing	21 November 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:

☐ Approved

☐ Declined

☐ Noted

☐ Needs change

☐ Seen

☐ Overtaken by Events

☐ See Minister's Notes

☐ Withdrawn

Comments



EVENT BRIEFING

Opening of L'Oréal Groupe's New Zealand Distribution Centre

Date:	20 November 2025	Priority:	Medium
Security classification:	In Confidence	Tracking number:	BRIEFING-REQ-0023906

Purpose

You have agreed to attend the opening ceremony for the L'Oréal Groupe New Zealand Distribution Centre on Monday 24 November 2025 at 2:15 – 4:30pm.

The Prime Minister will also be attending and will deliver the keynote address.

This briefing provides logistical details about the event.

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

20 / 11 / 2025

Hon Simeon Brown

Minister for Auckland

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Logistics

1. You are attending the opening of the L'Oréal Groupe New Zealand Distribution Centre on Monday 24 November 2025 at 2:15 – 4:30pm. The event will take place at Unit 9, 9 Manu Street, Ōtāhuhu, Auckland.
2. The Prime Minister will also be attending the event and he will deliver the keynote address. Alex Davison (CEO of L'Oréal Australia and New Zealand) and HE Madame Laurence Beau, (Ambassador of France to New Zealand, the Cook Islands and Samoa) will also speak at the event. Following the speeches there will be a presentation of Green Building Council certification; a ribbon cutting ceremony with the Prime Minister and Alex Davison; a facility tour and an opportunity for networking over shared refreshments. A runsheet for the event is included at **Annex One**.
3. On arrival you will be met by Sarah Harper, Corporate Affairs & Engagement Manager, L'Oreal NZ and Ben Craven, Senior Consultant, Iron Duke Partners.
4. Brief biographies of key attendees are included at **Annex Two**.
5. You have been allocated VIP parking in Zone A, directly outside the entrance to the Distribution Centre. Event traffic management personnel will be onsite to direct vehicles on arrival. A sitemap showing parking is attached at **Annex Three**.
6. The dress code for the event is business attire.

About L'Oréal Australia and New Zealand

7. L'Oréal Australia and New Zealand (ANZ) is part of the L'Oréal Groupe, the world's largest cosmetics company, operating in 151 countries with an international portfolio of 35 brands. Globally, the Group achieved €43.48 billion (approx. NZ\$79 billion) in sales in 2024 and employs over 85,000 people. Its mission is to offer the best of beauty innovation responsibly and sustainably, supported by advanced science and technology.
8. In New Zealand, L'Oréal commands 26% of the beauty market, generating NZ\$180 million in sales in 2024 and employing more than 180 people. The company's portfolio includes leading brands such as L'Oréal Paris, Maybelline, Lancôme, Garnier, and La Roche-Posay. L'Oréal ANZ has surpassed NZ\$1 billion in combined regional sales, reflecting strong growth and consumer demand.
9. This event is the official opening of L'Oréal Groupe's new 13,500 sqm distribution centre in South Auckland, representing a NZ\$20+ million investment. This facility reinforces L'Oréal's commitment to local market growth and sustainability. It has achieved a 6-Star Green Star Design Certified Rating, signifying "World Leadership" in environmentally sustainable building design. The centre operates on 100% renewable energy, aligning with L'Oréal's global "L'Oréal for the Future" sustainability program.
10. Key objectives of the event include:
 - **Showcasing economic contributions:** investment, employment, and support for over 300 local supplier partners and 1,200 customers.
 - **Highlighting innovation in logistics and digital transformation:** including automation and data-driven planning to improve efficiency and reduce emissions.
 - **Reinforcing L'Oréal's sustainability leadership:** with commitments to carbon neutrality and circularity across operations.
 - **Positioning Auckland as a strategic hub for L'Oréal's growth in New Zealand:** with this investment strengthening supply chain resilience and reducing delivery times.

Risks and mitigations

11. We have not identified any risks associated with this event.

Communications/Media

12. TVNZ have been confirmed as the exclusive media partner. They will be onsite from 1:00pm and will be filming throughout the event.

Contacts

Name	Position / organisation	Telephone	Will meet you on arrival
Sarah Harper	Corporate Affairs & Engagement Manager, L'Oreal NZ.	Privacy of natural persons	✓
Ben Craven	Senior Consultant, Iron Duke Partners.		✓

Annexes

Annex One: Runsheet

Annex Two: Biographies of key attendees

Annex Three: Site map and parking

Annex One: Runsheet

Time	Duration	Activity
2:00 - 2:30 pm	30 min	Guests Arrival & Registration (Guests will receive different coloured lanyards for tour grouping; no personal name badges)
2:30 – 2:35 pm	5 min	Event Opening & Welcome (Introduced by Sarah Harper)
2:35 - 2:42 pm	7 min	Speech 1: Alex Davison, CEO L'Oréal ANZ (Introduced by Sarah Harper)
2:42 - 2:52 pm	10 min	Speech 2: Right Honourable Christopher Luxon, Prime Minister of New Zealand (Introduced by Sarah Harper)
2:52 - 2:57 pm	5 min	Speech 3: Her Excellency Madame Laurence Beau, Ambassador of France to New Zealand and the Cook Islands. (Introduced by Sarah Harper)
2:57 - 3:02 pm	5 min	NZGBC 6-Star Rating Presentation - non-speaking, Andrew Eagles presenting award to Alex Davison (Introduced by Sarah Harper)
3:02 - 3:07 pm	5 min	Distribution Centre Ribbon Cutting – The Right Honourable Christopher Luxon with Alex Davison (Introduced by Sarah Harper)
3:07 - 3:27 pm	20 min	Guided Tour of Distribution Centre including 3 three stands highlighting L'Oréal's various activities in New Zealand by Sarah Harper)
3:30 pm	-	The Prime Minister leaves the event – moves to another part of 9 Manu Street complex to conduct the post cabinet stand up (exact location TBC).
3:30 – 4:30 pm	60 min	Shared refreshments & Networking
4:30 pm	-	Event Close & Gift Bags

Annex Two: Biographies of key attendees

	Alex Davison, CEO L'Oréal Australia and New Zealand Alex was appointed CEO of L'Oréal Australia and New Zealand in September 2023. He previously led L'Oréal Greece, delivering three years of double-digit growth and earning recognition for sustainability and inclusion. Alex joined L'Oréal in 2016 as UK General Manager for Dermatological Beauty after a 17-year career with Procter & Gamble in global and regional roles. With experience across six countries, he is known for driving digital transformation, fostering diverse teams, and championing responsible, innovative beauty leadership.
	Sarah Harper, Corporate Affairs & Engagement Manager, L'Oreal NZ Sarah Harper has over 25 years' experience in marketing and corporate affairs within the beauty industry. She has led major brand portfolios at L'Oréal, including Redken and Lancôme, and previously held senior roles at Revlon, PZ Cussons, and Kao Corporation. Since 2016, Sarah has managed corporate affairs and engagement for L'Oréal New Zealand, driving ethics, sustainability, and stakeholder partnerships. She also serves as a Board Member of Cosmetics New Zealand.
	HE Laurence Beau, Ambassador of France Her Excellency Laurence Beau has served as France's Ambassador to New Zealand, the Cook Islands, and Samoa since September 2022. A career diplomat with over 30 years' experience, she has held senior postings in Latin America, Africa, Australia, and Singapore, and previously served as Ambassador to Botswana. Laurence was awarded the Ordre National du Mérite and the Légion d'Honneur for her distinguished service to French diplomacy.
	Desley Simpson, Auckland Deputy Mayor Desley Simpson is Auckland's Deputy Mayor and Ōrākei Ward Councillor. In local government since 2007, she previously chaired the Ōrākei Local Board and Auckland Council's Finance Committee. Known for her focus on fiscal responsibility and community advocacy, Desley has championed major infrastructure projects and value-for-money initiatives. She comes from a family with a long history of civic service and is passionate about delivering efficient, transparent governance.



Pam Ford, General Manager - Economic Development Office, Auckland Council

Pam Ford leads Auckland Council's Economic Development Office, driving strategies for inclusive and resilient growth. She previously served as Director of Economic Development at Tātaki Auckland Unlimited and held senior roles with New Zealand Trade and Enterprise.

Pam is a former Chair of Economic Development New Zealand and a member of the Regional Skills Leadership Group. Recognized as a Women of Influence finalist, she is committed to fostering innovation, investment, and creative industries across Tāmaki Makaurau.



Melissa McMullan, General Manager, Cosmetics New Zealand Trade Association

Melissa McMullan is General Manager of Cosmetics New Zealand, representing the beauty and personal care industry nationally. With over 25 years' experience across multinationals, SMEs, and manufacturing, Melissa has expertise in sales leadership, business development, and product innovation.

She is passionate about collaboration and advocacy, working closely with government and industry partners to ensure a sustainable future for members. Melissa previously held senior roles at The Beauty Lab Collective and Pauling Industries.



Andrew Eagles, CEO, New Zealand Green Building Council

Andrew Eagles is Chief Executive of the New Zealand Green Building Council, leading efforts to create healthier, low-carbon homes and buildings. With over 20 years' experience in housing and construction, Andrew previously headed the Brick Development Association in the UK and Sustainable Homes.

He is a qualified economist and a strong advocate for climate action and sustainable finance. Under his leadership, NZGBC has expanded Homestar and Green Star certifications, driving innovation in the built environment.



Felicity Roxburgh, New Zealand International Business Forum

Felicity Roxburgh is Executive Director of the New Zealand International Business Forum, representing globally focused businesses in trade and policy dialogue. She brings nearly two decades of experience in foreign affairs and trade, including postings in Hong Kong, New York, and New Caledonia.

Felicity previously served as Director of Business at the Asia New Zealand Foundation and held senior roles at MFAT.



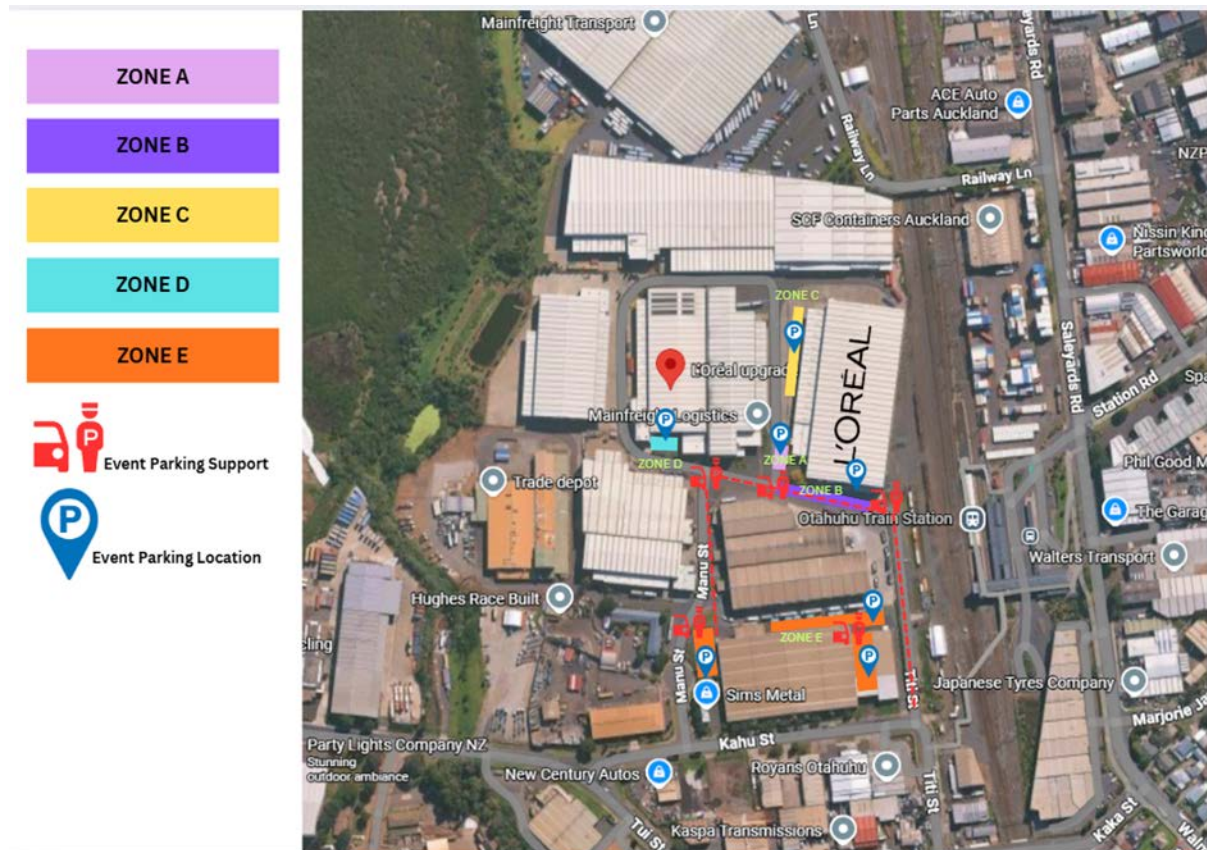
Alexandra Touchaud, General Manager, The French New Zealand Chamber of Commerce

Alexandra Touchaud is General Manager of the French New Zealand Chamber of Commerce and Industry (FNZCCI), promoting bilateral trade and investment between France and New Zealand.

A dual citizen with an international career spanning Europe, South America, Asia, and the Pacific, Alexandra has expertise in communications, partnerships, and strategic engagement. She is passionate about strengthening business and cultural ties and supporting opportunities arising from the NZ-EU Free Trade Agreement.

Annex Three: Site map and parking

Minister Brown has been allocated VIP parking in Zone A, directly outside the DC entrance). Event traffic management personnel will be stationed along the red dotted line to direct vehicles as they arrive.





EVENT BRIEFING

Breakfast meeting with Rosebank Business Association Members

Date:	25 November 2025	Priority:	Medium
Security classification:	In Confidence	Tracking number:	BRIEFING-REQ-0023457

Action sought		
	Action sought	Deadline
Hon Simeon Brown Minister for Auckland	Note the contents of this briefing	27 November 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
Transport and Health contributed content for the speech and Q & A.

Minister's office to complete:

☐ Approved

☐ Declined

☐ Noted

☐ Needs change

☐ Seen

☐ Overtaken by Events

☐ See Minister's Notes

☐ Withdrawn

Comments



EVENT BRIEFING

Breakfast meeting with Rosebank Business Association Members

Date:	25 November 2025	Priority:	Medium
Security classification:	In Confidence	Tracking number:	BRIEFING-REQ-0023457

Purpose

You have agreed to speak at a breakfast function with members of the Rosebank Business Association on Friday 28 November, 7:30-8:30am.

This briefing provides logistical details about the event.

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

25 / 11 / 2025

Hon Simeon Brown

Minister for Auckland

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Logistics

1. You have agreed to speak at a breakfast function with members of the Rosebank Business Association (RBA) on Friday 28 November, 7:30-8:30am. The event will take place at Browne St Eatery, 50 Rosebank Rd, Avondale, Auckland. The venue is on level 1 with access via stairs only.
2. On arrival you will be met by Maureen McDonell, RBA Events Manager.
3. The audience will be approximately 30 RBA members, who are typically local business owners and managers. Brief biographies of key attendees are included at **Annex One** and a full list of RBA invitees is included at **Annex Two**.
4. You have agreed to deliver a 15-minute speech followed by 15 minutes of Q & A. A draft speech and Q & A have been forwarded to your office separately and are attached at **Annex Two** and **Annex Three** respectively. The layout of the room will be informal seated and there will be no podium available.
5. You will speak after breakfast and will be introduced by Phil Clode, RBA Business Development Manager. The Q & A session will immediately follow your speech and will conclude the event. A runsheet is included at **Annex Four**.
6. Parking is available on Rosebank Road or in the carpark located across the road from the venue.
7. The dress code for the event is business casual attire.

About Rosebank Business Association

8. The Rosebank Business Association (RBA), established in 2002, represents over 500 businesses in Auckland's Rosebank Peninsula in West Auckland. Its purpose is to foster a safer, cleaner, and smarter business community through advocacy, collaboration, and economic development initiatives. Operating as a Business Improvement District (BID) since 2005, RBA provides a unified voice for local businesses, influencing council policies and infrastructure planning.
9. Key initiatives include:
 - **Security and Safety:** Coordinating CCTV networks and crime prevention strategies to reduce burglary and improve business security.
 - **Environmental and Urban Enhancement:** Maintaining a zero-tolerance graffiti policy and supporting streetscape improvements.
 - **Business Capability and Networking:** Hosting CEO luncheons, breakfast workshops, and training sessions to strengthen business skills and connections.
 - **Advocacy:** Preparing submissions on transport, traffic management, and local government issues.
 - **Wellbeing Programmes:** Through the Rosebank Wellbeing Collab, RBA promotes workplace health and financial literacy.
 - **Marketing and Promotion:** Offering advertising opportunities, a business directory, and loyalty programmes to boost member visibility.
10. RBA have identified two areas of interest for your speech relating to both your Auckland and Health portfolios. Specifically, they are interested in hearing from you on the following topics:

Auckland Portfolio:

- Improving West Auckland's transport network, particularly freight movement and congestion along Rosebank Road and the Northwestern motorway.

- Coordinated investment in core infrastructure (roads, public transport, stormwater, power and digital connectivity) to support industrial precincts.
- Building long-term resilience in business areas through better stormwater systems and infrastructure planning.

Health Portfolio:

- Partnership opportunities between Government and BIDs to support workplace wellbeing, mental health and preventative screening.
- Clearer guidance or incentives for early intervention to reduce absenteeism and support staff retention.
- Exploring support for community or business-zone based health/diagnostic hubs in West Auckland to improve timely access for employees.

Risks and mitigations

11. We have not identified any risks associated with this event.

Communications/Media

12. No media have been invited to the event.

Contacts

Name	Position / organisation	Telephone	Will meet you on arrival
Maureen McDonell	RBA Events Manager	Privacy of natural persons	✓

Annexes

Annex One: Biographies of key attendees

Annex Two: Full list of RBA invitees

Annex Three: Draft speech

Annex Four: Draft Q & A

Annex Five: Runsheet

Annex One: Biographies of key attendees



Phil Clode, RBA Business Development Manager

Phil is the Business Development Manager at RBA. A former business owner in sports magazine publishing and event management, Phil has extensive experience in marketing, sponsorship, and membership engagement. He is a qualified graphic designer and combines creative and commercial skills to support RBA members through advertising and networking initiatives.

Phil has represented New Zealand at the Commonwealth Games as a middle-distance runner and now coaches young athletes in his spare time.



Maureen McDonell, RBA Events Manager.

Maureen McDonell is the Events Manager at RBA, where she coordinates networking events and community initiatives that strengthen local business connections.

Before joining RBA, Maureen spent 11 years at Regal Beloit NZ Ltd, gaining extensive experience in administration and finance. She is also a qualified makeup artist.



Sir Bob Harvey, KNZM, QSO

Sir Bob Harvey served as Mayor of Waitakere City from 1992 to 2010, leading environmental initiatives and urban development for 18 years.

A former advertising executive, he co-founded MacHarman Ayer.

Knighted in 2013, Harvey also chaired Waterfront Auckland and helped establish Te Araroa walking trail. Passionate about conservation and surf lifesaving, he received UN awards for peace and environmental leadership.

He is an author and advocate for creative, sustainable communities.

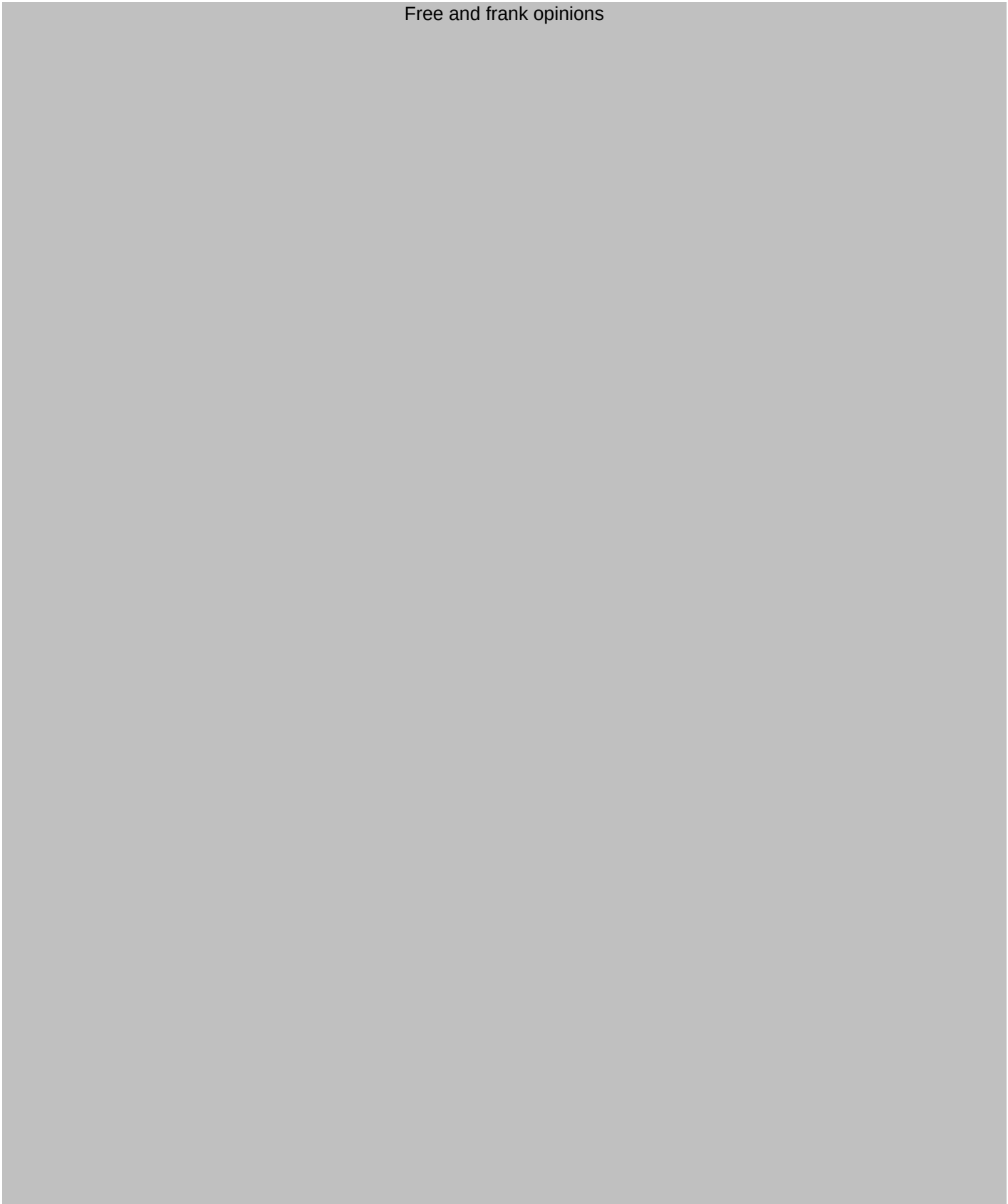
Annex Two: Full list of RBA attendees

Name	Business
Aaron Chen	Working In
Adam Inglis	Advanced for Ford & Holden
Alec Don	Hygiene Direct
Andrew Park	Mulcahy Engineering
Ankur Dakwale	Bayleys Real Estate Ltd
Bob Harvey	Auckland Council
Brendan Kuriger	Auto Finance Direct
Brian McFarlane	Rheem
Bronwyn Seabrook	Edvance Workplace Education
Brook Turner	Visionwest Community Trust
Bruce Reid	World Moving & Storage Ltd
Cameron Webb	Good Vibes Company Ltd
Caroline Wedding	Crest Commercial Cleaning Ltd
David Priestley	Pathways to the Future Trust
Fraser Williams	Business Relocations
Grant Hewison	Grant Hewison & Associates Ltd
Grant Narbey	MTP Renovations
Hamish Clarke	ITW Fastex New Zealand
Hamish Maude	BNZ
Hamneet Jaggi	Working In
Jan Bruneau-Herman	Edvance Workplace Education
Jane Hawkes	Working In
Janine Barnes	Willory Agencies Ltd
Jason Windhager	Pilecom
John Rehman	Allcard Services Limited
Kate Windhager	Hansen Settlement Trust
Kelvin Armstrong	Kelvin Armstrong Auto Repairs
Laurence Ashby	Mulcahy Engineering Ltd
Linda Potauaine	ATWC
Marcus Barnes	Willory Agencies Ltd
Megan Hall	ITW Fastex New Zealand
Michelle Blau	Fair Food Charitable Trust
Mitchell Willis	Arrow Beauty
Mona Patel	Grant Narbey Investments
Nick Baird	The Derek Corporation
Pam Ford	Auckland Council
Paul L'Amie	Bon Accord Products Ltd
Peter Vidovich	P I Vidovich Builders Ltd
Peter Willis	Arrow Beauty
Petra Lipoth	Working In
Pip Trout	Slade Health NZ
Raj Bhonsle	JK Realty Group LTD
Ramon Saxon	Callander Group
Robyn Ancell	Working In - NZ

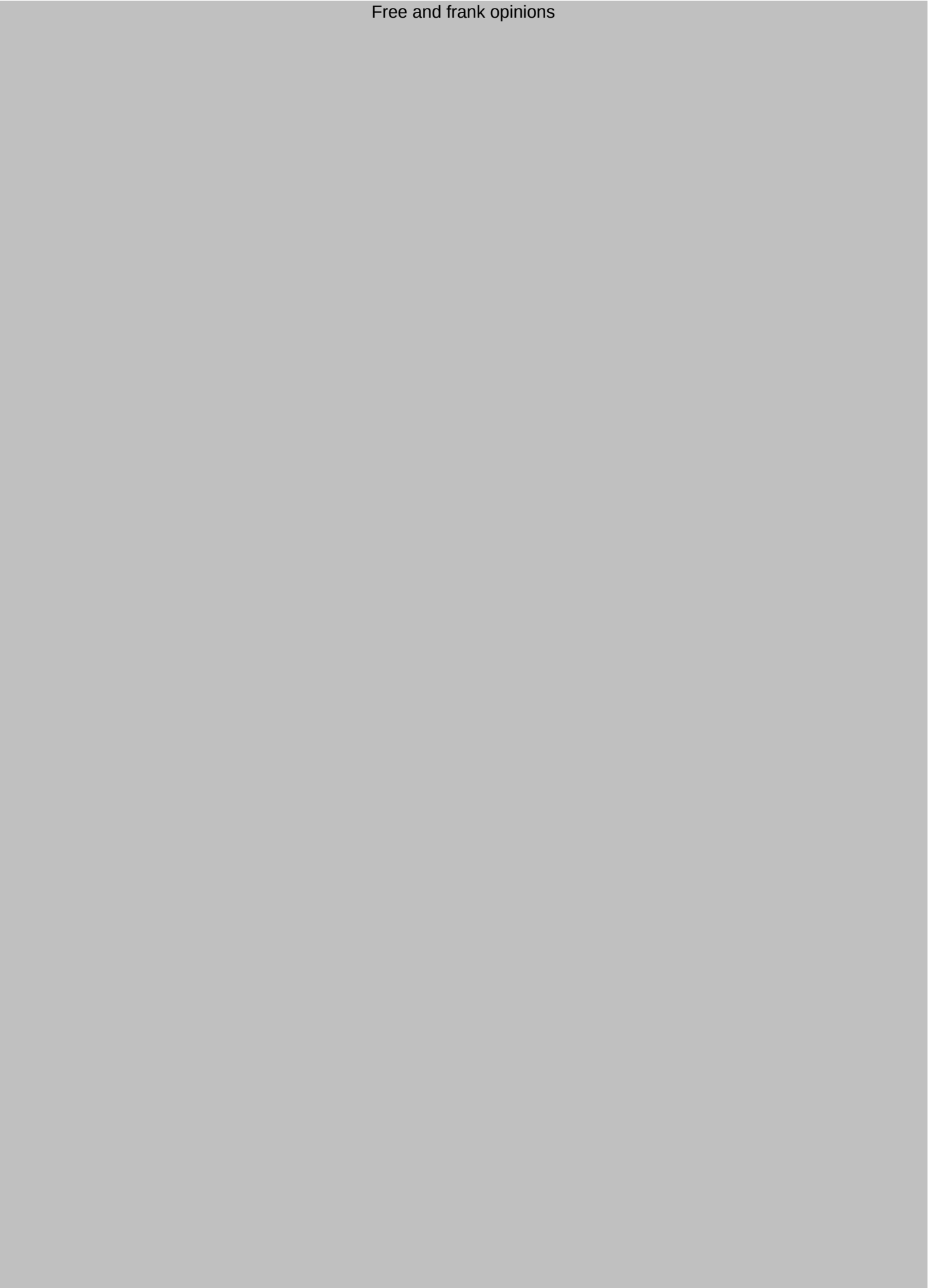
Name	Business
Roisin Connolly	Western Mailing Ltd
Royce Pritchard	The Mortgage Hub NZ Ltd
Roz Cattell	Bon Accord Products Ltd
Sam Durbin	DebtManagers
Sarah Frayne	Visionwest Community Trust
Sophia Bristow	PowerHub Limited
Sunil Kaushal	Waitakere Trust (The Trusts)
Thornton Dabb	Auto Finance Direct
Trevor Doorley	Western Mailing Ltd
Vicki Heaven	P I Vidovich Builders Ltd
Vinnie McClafferty	The Mortgage Hub NZ Ltd
Zaineb Jabawi	Sheet Metal Solution Ltd

Annex Three: Draft speech

Free and frank opinions



Free and frank opinions

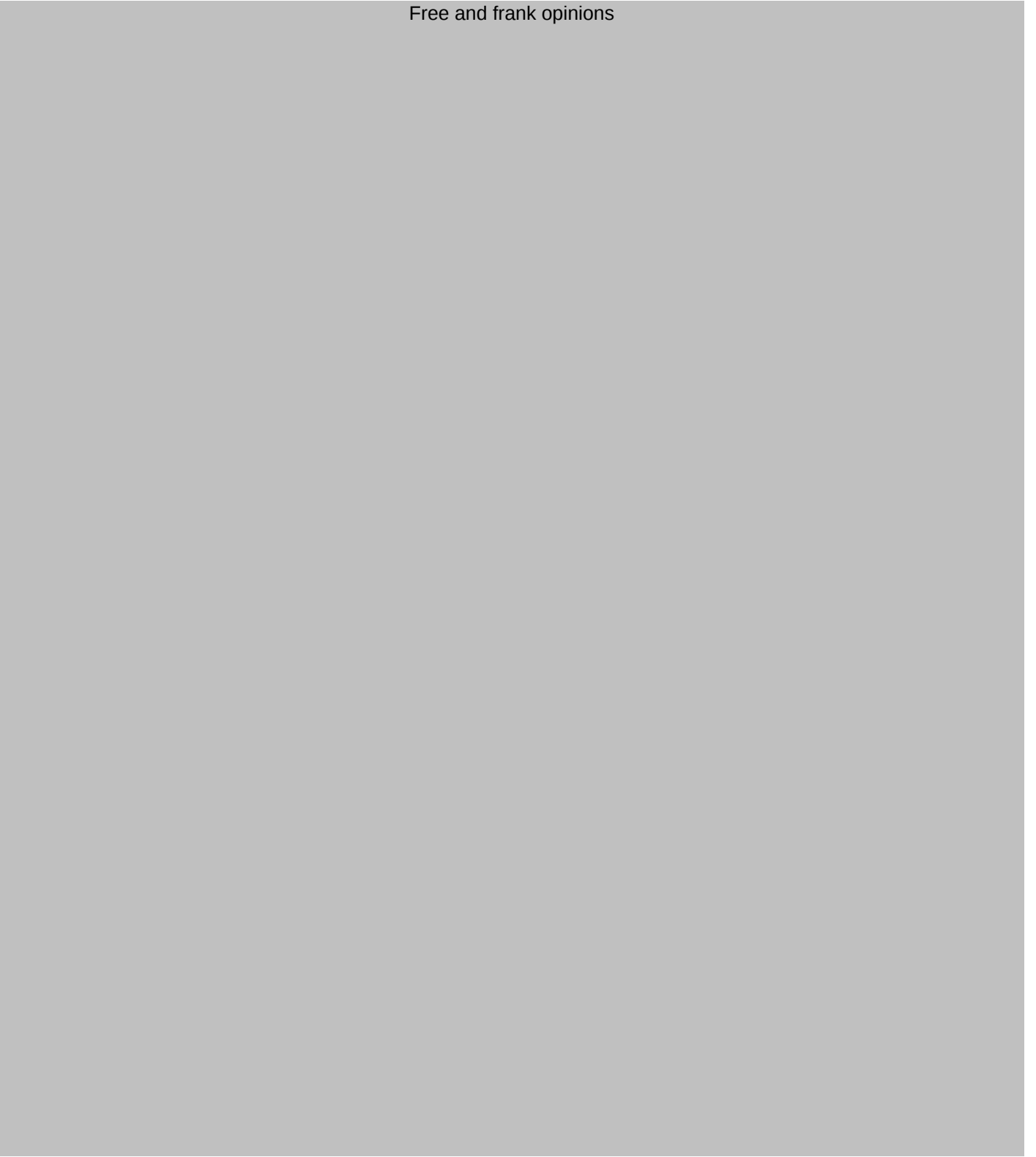


Free and frank opinions



Free and frank opinions

Free and frank opinions



Annex Four: Draft Q & A

Free and frank opinions



Free and frank opinions



Annex Five: Runsheet

Time	Activity
7:30am	Guests arrive / breakfast served
7:50am	Welcome & introduction – Phil Clode (RBA Business Development Manager)
7:55am	Minister's address
8:10am	Q&A
8:25am	Thanks & closing remarks – Phil Clode
8:30am	Event concludes / Minister departs



BRIEFING

Auckland Stakeholders meeting with Min Mark Mitchell

Date:	25 November 2025	Priority:	Medium
Security classification:	In Confidence	Tracking number:	BRIEFING-REQ-0024219

Action sought		
	Action sought	Deadline
Hon Simeon Brown Minister for Auckland	Note the contents of this briefing. Agree to share this briefing with the Minister of Police.	27 November 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
Health NZ, Ministry of Housing and Urban Development, Ministry of Social Development, and NZ Police

Minister's office to complete:

☐ Approved

☐ Declined

☐ Noted

☐ Needs change

☐ Seen

☐ Overtaken by Events

☐ See Minister's Notes

☐ Withdrawn

Comments



BRIEFING

Auckland Stakeholders meeting with Min Mark Mitchell

Date:	25 November 2025	Priority:	Medium
Security classification:	In Confidence	Tracking number:	BRIEFING-REQ-0024219

Purpose

To provide advice ahead of your meeting with Auckland stakeholders on Thursday 27 November 2025 to discuss the revitalisation of Auckland's city centre.

Recommended action

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

- a **Note** the contents of this briefing

Noted

- b **Agree** to share this briefing with the Minister of Police.

Agreed

Michael Quinn

Head of the Auckland Policy Office

25 / 11 / 2025

Hon Simeon Brown

Minister for Auckland

..... / /

Background

1. You are meeting a broad group of stakeholders this Thursday to outline the coordinated programme of work that Government and Auckland Council are progressing to improve safety, amenity and support in Auckland's city centre. Joint Ministers directed agencies on 15 October 2025 to accelerate practical actions that deliver visible improvements over the coming months. Since then, Government agencies and Auckland Council have aligned their work, clarified responsibilities and directed efforts to the parts of the city centre where pressures are most acute.
2. The joint programme aims to improve the functioning of the city centre by coordinating enforcement, support services and environmental improvements, and by strengthening the way people in need are linked to appropriate help.
3. The group was first convened last year under the direction of the Minister of Police. It met three times and focused on homelessness and addressing behavioural issues driven by addiction and health problems. The group last met on 15 November 2024. Several of the participants have not been involved in the recent work and this meeting will be their first full briefing on the renewed Government-Auckland Council approach.

Proposed agenda

4. A proposed agenda is attached at **Annex One**. It is designed to give a clear update on the work underway to improve conditions in the city centre and to ensure all stakeholders have a shared understanding of the next steps. The group is large, with more than forty participants representing a wide range of organisations. Many have long-standing involvement in city centre issues, and several may not agree with all aspects of the approach or may have reservations based on their experience. These perspectives will be important to hear, and the meeting provides an early opportunity for stakeholders to share initial reflections in a structured setting.
5. Given the size and diversity of the group, the agenda has been kept tight so that the session remains focused and manageable. We recommend you open with an overview of why this work is being prioritised and how the current programme fits alongside the efforts already underway across a number of organisations.
6. The discussion segment offers space for initial reactions. Some participants will raise concerns about vulnerable people, ask questions about enforcement, or seek clarity about how agencies will ensure people are connected to support. You may wish to acknowledge these points without signalling agreement or committing to changes in direction. Their reflections can be noted and considered as agencies continue to refine and deliver the programme.
7. We also understand that several participants are aware of the work being progressed by Minister Goldsmith on public disorder and could conflate these different workstreams.

Introduction to the action plan

8. As noted above, this meeting will be the first time many of the organisations present have received a briefing on the current approach. Although a number of providers and community groups have long-standing involvement in the city centre, they have not been part of recent discussions between Government and Auckland Council. With more than forty participants representing social service providers, homelessness advocates, business associations, charity groups, community wardens and government staff, you should expect a wide range of views. Some stakeholders are likely to welcome a clearer focus and stronger coordination. Others, particularly those working directly with people experiencing homelessness or complex health needs, may express reservations or question how the approach will affect those they support.

9. The group also includes representatives from areas outside the city centre, and some may be concerned that increased activity within the city centre could shift pressures into surrounding neighbourhoods. You may wish to acknowledge these concerns and note that improved coordination of outreach, housing and health services is intended to support people appropriately rather than necessarily displace issues elsewhere.
10. We recommend you and Minister Mitchell set out the rationale for the joint work and outline the actions that have been agreed. The meeting is primarily an opportunity to provide a structured update. It is not intended to confirm new initiatives or funding commitments, although it is likely that participants will want to respond to what they hear and expect their perspectives to be recognised.

Agency support at the meeting

11. Key leads from Government agencies (MBIE, MSD, Police, Health NZ and HUD) and Auckland Council will be present to support you. Staff will be able to talk to any aspect of the action plan.

Next steps

12. We recommend you advise the group of the next steps and how stakeholders will stay informed. You are planning for further engagement, but you have yet to decide whether it will be through this group or a more tightly defined group of key stakeholders. Agencies can maintain regular communication channels with key groups.

Annex One: Proposed agenda

Time	Agenda Item	Notes for Ministers
5 mins	Welcome and opening remarks	Ministers outline the purpose of the meeting, the context for recent decisions and the need for coordinated action in the city centre.
10 mins	Overview of initiatives	An update on the initiatives, including improvements to safety and amenity, more coordinated support for those in need and clearer expectations around behaviour in the city centre.
10 mins	Acknowledging the role of providers and other parties	Acknowledges the role of stakeholders, including providing insights, delivering services, raising emerging issues and supporting a coordinated approach.
20 mins	Discussion	A structured discussion to identify additional initiatives, highlight key risks and clarify what additional support or actions may be needed.
10 mins	Next steps	Confirmation of the way forward, including any agreement to continue to meet and discuss progress.



EVENT BRIEFING

IKEA Opening - Ribbon cutting ceremony

Date:	2 December 2025	Priority:	Medium
Security classification:	In Confidence	Tracking number:	BRIEFING-REQ-0024704

Action sought		
	Action sought	Deadline
Hon Simeon Brown Minister for Auckland	Note the contents of this briefing	4 December 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:

☐ Approved

☐ Declined

☐ Noted

☐ Needs change

☐ Seen

☐ Overtaken by Events

☐ See Minister's Notes

☐ Withdrawn

Comments



EVENT BRIEFING

IKEA Opening - Ribbon cutting ceremony

Date:	2 December 2025	Priority:	Medium
Security classification:	In Confidence	Tracking number:	BRIEFING-REQ-0024704

Purpose

You have agreed to attend the ribbon cutting event for the opening of the IKEA Sylvia Park store on Thursday 4 December, 9:45 – 11:30am.

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

02 / 12 / 2025

Hon Simeon Brown

Minister for Auckland

..... / /

Logistics

1. You are attending the ribbon cutting ceremony for the opening of the first IKEA store in New Zealand at Sylvia Park on Thursday 4 December, 9:45 – 11:30am.
2. The event takes place in store at 10 Clemow Drive, Mount Wellington, Auckland. No parking is available, and you are advised to be dropped off at the venue.
3. On arrival you will be met by Lauren Sinfield, Public Affairs and Advocacy Leader for IKEA Australia and New Zealand.
4. You will be joined at the ribbon cutting ceremony by the Swedish Ambassador to New Zealand Klas Molin, Mayor Wayne Brown and members of the IKEA leadership team. Approximately 400 store workers will also be attending. Brief biographies of key attendees are included at **Annex One**.
5. A traditional Swedish morning tea (a 'fika') will be held at 10:00am with Ngāti Pāoa leading an opening and closing karakia. Short remarks will be made by IKEA leadership and you are not required to speak at the event.
6. The ribbon cutting ceremony will take place at 10:50am followed by a countdown to the opening of the store to the public at 11:00am.
7. The Prime Minister is not attending the opening but will be visiting the store from 11:30am - 12:30pm.
8. A full runsheet for the event is attached at **Annex Two**.

About IKEA

9. IKEA is the world's largest home furnishings retailer, founded in Sweden in 1943 by Ingvar Kamrad. Built on the principles of affordability, functionality, and design, IKEA revolutionised the industry with its flat-pack concept, enabling efficient transport and cost savings for customers. Today, IKEA operates more than 450 stores in over 60 countries, serving millions of customers annually through a combination of physical stores and growing digital platforms.
10. The company has a significant investment programme and continues to expand its presence globally. It is investing heavily in sustainability and innovation, aiming to become climate-positive by 2030. Initiatives include renewable energy, circular product design, and furniture buy-back programmes.
11. IKEA operates under a franchise model with many groups of companies working together under one IKEA brand. IKEA Retail, which includes IKEA New Zealand, is a separate business under Ingka Group, an IKEA franchisee.

IKEA Sylvia Park

12. The Sylvia Park store is the first IKEA retail location in New Zealand. It is the cornerstone of IKEA's significant investment of over \$400 million in New Zealand, creating over 500 new jobs. The 34,000 m² store will feature a full showroom, market hall, self-serve warehouse, and a 426-seat Swedish restaurant. IKEA will also offer online shopping and 29 nationwide pick-up points, enabling accessibility across the country.
13. Sustainability is a key consideration for IKEA and is incorporated into store construction. The Sylvia Park store has a 5 Green Star Design rating from the New Zealand Green Building Council, incorporating energy efficiency, renewable energy production/consumption, rainwater harvesting and EV chargers.
14. IKEA also strive to be a 'force for good' in the community. In New Zealand they are working with Barnardos to support children and families across New Zealand through financial

support, in-store donations and advocacy. All customers will be invited to make a donation with every purchase at checkout.

Risks and mitigations

15. IKEA expect high visitor numbers at the Sylvia Park store on the day of the opening and throughout the opening period. They have been working with Auckland Transport, Kiwi Property and traffic management experts, Chevron, to help minimise traffic disruption. Traffic controllers, digital signage and, where necessary, temporary closures and detours will be in place to manage vehicle flow across the IKEA car parks, Sylvia Park Shopping Centre car parks and the surrounding roads and highways. To further help manage anticipated interest, IKEA are actively encouraging customers to travel via public transport where possible.
16. If traffic is too congested to drop you directly at the store, IKEA suggest you are dropped you off at Arthur Brown Place. A map of the area showing the store entrance and Arthur Brown Place is attached at **Annex Three**.

Communications/Media

17. Media will be in attendance.

Contacts

Name	Position / organisation	Telephone	Will meet you on arrival
Lauren Sinfield	Public Affairs and Advocacy Leader for IKEA Australia and New Zealand.	Privacy of natural persons	✓

Annexes

Annex One: Biographies of key attendees

Annex Two: Runsheet

Annex Three: Site map and drop off points

Annex One: Biographies of key attendees

	Klas Molin, Swedish Ambassador Klas Molin was appointed Swedish Ambassador to Australia and New Zealand in September 2025. He has extensive diplomatic experience across the Asia-Pacific region, previously serving as Ambassador to India (2017–2022) and Thailand (2011–2015). Mr Molin has also held senior government roles as Head of the Department for Asia and the Pacific at Sweden's Ministry for Foreign Affairs, Director-General for Administrative Affairs and Chief of Protocol.
	Mirja Viinanen – IKEA AU & NZ CEO and Chief Sustainability Officer Mirja Viinanen has been the Chief Executive Officer and Chief Sustainability Officer for IKEA Australia and New Zealand since 2021. She joined Ingka Group in 2012 and has extensive global retail experience, including leadership positions in Germany and Japan. Mirja is driving IKEA's transformation toward omnichannel retail and sustainability leadership, championing renewable energy, circularity, and diversity initiatives.
	Johanna Cederlöf, Market Manager, IKEA Sylvia Park Johanna Cederlöf is the Market Manager for IKEA Sylvia Park, leading IKEA's entry into New Zealand and its first store opening in late 2025. She began her IKEA career in Finland in 2011, progressing through roles in People & Culture and Business Navigation before becoming Store Manager in Raisio-Turku. From 2020, Johanna managed IKEA Vienna Westbahnhof, successfully launching Ingka's most successful city store during the pandemic.
	Mikael Palmquist, Ingka Retail Markets Manager, Ingka Group Mikael Palmquist is Ingka Group's Retail Markets Manager, overseeing IKEA's global retail operations across multiple regions. He has over 25 years of experience with IKEA, including roles as Regional Retail Manager for Asia Pacific, CEO and Country Manager for IKEA Japan, and senior positions in France, China, and Sweden. Mikael also serves on the board of Ikano Bank, supporting Ingka's strategy to integrate financial services into the IKEA customer ecosystem.
	Lauren Sinfield, Public Affairs and Advocacy Leader for IKEA Australia and New Zealand. Lauren Sinfield is Public Affairs and Advocacy Leader for IKEA Australia and New Zealand. Since joining IKEA in 2021, she has led sustainability and social impact initiatives, including climate action, circular economy programmes, and advocacy on issues such as refugee workforce integration and domestic violence. Lauren brings over 13 years of experience in communications and public relations, with previous roles at Edelman and The Bravery.

Annex Two: Runsheet

TIME:	ACTIVITY: Opening Day
9:45am	Minister arrives. Lauren Sinfield meets.
10:00am	Ngāti Pāoa Karakia. Morning tea in co-worker restaurant with short remarks IKEA leadership. Karakia to close. Attended by the Minister for Auckland Simeon Brown and Swedish Ambassador Klas Molin, Mayor Wayne Brown.
10:45am	Co-workers and attendees gather around Level 1 entrance stairs for ribbon cutting. Media and photographers ushered inside. Mayor and Minister for Auckland Simeon Brown and Swedish Ambassador Klas Molin in position with IKEA leadership (Johanna, Mirja, Mikael). Ngāti Pāoa in attendance.
10:50am	Countdown, ribbon is cut, photo moment.
10:55am	Co-workers move to their stations. DJ puts on '5 min countdown' into motion for queue outside
11:00am	DJ leads 10 to 1 countdown outside Door officially open and customers enter.
11:00am-11:30am	Minister is welcome to leave, or Meet & Greet with IKEA senior leadership, Mayor, Ambassador. Media may request interviews at this time. Prime Minister arrives 11:30am.

Alternate drop off point: Arthur Brown Pla





EVENT BRIEFING

Committee for Auckland Roundtable

Date:	2 December 2025	Priority:	High
Security classification:	In Confidence	Tracking number:	BRIEFING-REQ-0024705

Action sought		
	Action sought	Deadline
Hon Simeon Brown Minister for Auckland	Note the contents of this briefing	4 December 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:

☐ Approved

☐ Declined

☐ Noted

☐ Needs change

☐ Seen

☐ Overtaken by Events

☐ See Minister's Notes

☐ Withdrawn

Comments



EVENT BRIEFING

Committee for Auckland Roundtable

Date:	2 December 2025	Priority:	High
Security classification:	In Confidence	Tracking number:	BRIEFING-REQ-0024705

Purpose

You have agreed to speak at the Committee for Auckland event *Auckland Outlook 2026: Celebrate the Year and Shape Auckland's Future* on Thursday December 4th 2025, 4:00pm – 6:00pm.

This briefing provides logistical details about the event. You have agreed to deliver a 10-12 minute speech at the event. A draft speech and reactive talking points are included.

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

02 / 12 / 2025

Hon Simeon Brown

Minister for Auckland

..... / /

Logistics

1. You have agreed to attend an event *Auckland Outlook 2026: Celebrate the Year and Shape Auckland's Future* hosted by the Committee for Auckland on Thursday December 4th 2025, 4:00pm – 6:00pm. The meeting will be held at the Beca office in Wynyard Quarter, 124 Halsey Street, Auckland.
2. Carparking is available on request.¹
3. You will be met on arrival by Rupert Hodson, Executive Director of the Committee for Auckland. Other attendees include Desley Simpson, Deputy Mayor of Auckland and significant Auckland CEOs. Biographies of key attendees, including the moderators and facilitators, and a list of other attendees is attached at **Annex One**.
4. The event will take place over two sessions and a full runsheet is attached at **Annex Two**. Session One runs from 4:00pm- 5:15 pm and you are scheduled to give a 10- 12 minute speak during this session at 4:30pm. Following your speech, there will a 30-minute Q&A session moderated by Amelia Linzey, Group Chief Executive Beca. A draft speech and reactive talking points are attached at **Annex Three** and **Annex Four** respectively. Media will be in attendance during this session.
5. Session Two runs from 5:15pm-6:00pm. It is a private roundtable discussion facilitated by Committee for Auckland Director Mark Thomas. Media are excluded from this session.
6. A lectern with microphone will be available for your use.

About the Committee for Auckland

7. Committee for Auckland is a membership-based organisation established 25 years ago by Auckland's city leaders. It comprises business, Auckland Council, not-for-profit, and other Auckland agencies as members.
8. Committee for Auckland incites civic leadership. It creates opportunities for established and emerging Auckland leaders to contribute to the city and help make Auckland a better city for all.
9. The Committee was particularly active in the lead up to the 2010 Auckland governance reforms but gradually declined to be inactive until a reset four years ago. Since then, it has regained momentum initially focusing on the annual *State of the City* benchmarking exercise, and more recently on developing an Auckland Narrative (refer below). Membership is increasing, and earlier this year Rupert Hodson was seconded from Beca into the Committee's Executive Director role.

Information provided on event focus

10. The Committee for Auckland, with support from Koi Tū Centre for Informed Futures, has initiated a programme of activity to develop a new long-term agenda for the city. At the heart of this is the development of an 'Auckland Narrative', a compelling, evidence-based account of Auckland's value and future.
11. To advance this programme of work, the Committee for Auckland convened a Business Leaders Workshop, hosted by Minter Ellison, on 24 November 2025. The invite-only workshop was promoted as the first step to inform an overarching economic narrative for Auckland, furthering the Auckland City and Regional Deal outcomes, providing a framework for government engagement with Auckland, and establishing a mechanism for the private sector and business leaders to inform the long-term settings necessary for Auckland to

¹ Becca van Altvorst (becca.vanaltvorst@beca.com) can assist with booking parking.

thrive. Phil Wilson, Chief Executive Auckland Council, provided attendees with a high level overview of the Auckland City and Regional Deal proposal.

12. This event is designed to further advance the Committee's work programme by bringing you together with key business leaders in the city to reflect on 2025 and look forward to opportunities for Auckland in 2026 and beyond.

Session One

13. The objectives of Session One are to:
- Reflect on key progress and achievements across Auckland in 2025.
 - Celebrate the leaders and partners contributing to the city's development.
 - Highlight emerging opportunities for Auckland in 2026, including early steps toward a new agenda for the region.
 - Strengthen relationships and collaboration across sectors ahead of the new year.
 - Hear your perspective on the past year and Auckland's future opportunities.
14. The planned outcomes for Session One are to foster:
- A shared sense of Auckland's progress and priorities for 2026.
 - Early alignment around the development of a new agenda for Auckland.
 - Renewed connections and collaboration among key stakeholders.

Session Two

15. Session Two is designed as a roundtable discussion to build on the outputs from November's Business Leaders Workshop.
16. Mark Thomas will open the session, explaining the Committee's new agenda for Auckland and the Auckland Narrative workstream. Rupert Hodson will take attendees through the outcomes of the workshop and the agreed next steps.
17. The bulk of the session will be a facilitated discussion covering:
- Auckland Narrative
 - Your priorities for the year ahead
 - The Auckland City and Regional Deal

Risks and mitigations

18. We have not identified any risks associated with this event.

Communications/Media

19. Media attending Session One include New Zealand Herald, Stuff and Post/Sunday Star. Stuff have indicated that they would like to film your speech.
20. Background filming for the future use of the Committee will take place during the event.

Contacts

Name	Position / organisation	Telephone	Will meet you on arrival
Rupert Hodson	Executive Director, Committee for Auckland	Privacy of natural persons	✓

Annexes

Annex One: Biographies of key attendees

Annex Two: Runsheet

Annex Three: Draft speech

Annex Four: Draft Q&A

Annex One: Biographies of key attendees

	Desley Simpson, Deputy Mayor of Auckland Desley Simpson is the Deputy Mayor of Auckland and Councillor for the Ōrākei Ward. First elected to Auckland Council in 2016, she has held key leadership roles, including chairing the Finance and Performance Committee and driving major infrastructure and efficiency initiatives. Known for her collaborative approach and strong advocacy for Auckland communities, Desley has championed transport, water quality, and urban development projects. She was appointed Deputy Mayor in 2022 by Mayor Wayne Brown.
	Rupert Hodson, Executive Director, Committee for Auckland Rupert has stepped into the newly created role of Executive Director for the Committee for Auckland, leading strategic initiatives to strengthen Auckland's future and foster collaboration across sectors. He brings extensive leadership experience and a proven ability to deliver complex projects and partnerships. Prior to this role, Rupert served as Regional Director for Auckland and Northland at Beca, where he oversaw major infrastructure and planning projects. He is on a 12-month secondment from his Beca role.
	Amelia Linzey, Group Chief Executive, Beca Amelia Linzey is the Group Chief Executive of Beca, one of Asia-Pacific's largest employee-owned engineering and advisory firms. A geographer and planner by training, Amelia has over 25 years' experience delivering strategic planning, infrastructure, and policy projects across New Zealand and the Pacific. She previously served as Beca's Group Director – Advisory and Chief Planner. Amelia holds a Master's degree in Geography from the University of Auckland and is widely recognised for her leadership in urban development and resource management.
	Mark Thomas, Managing Director Serviceworks, Director Committee for Auckland Mark Thomas is Managing Director of Serviceworks, an Asia-Pacific consultancy specialising in smart city development, urban mobility, and digital engagement. A smart cities expert, Mark has received the Leadership Award for Outstanding Contribution to Smart Cities. Mark serves as a Director of the Committee for Auckland, holds governance roles across technology and sustainability boards and is a frequent speaker on urban innovation.

Roundtable attendees:

- Mark Thomas - Managing Director Serviceworks, Director Committee for Auckland (Facilitator)
- Mark Spencer - Group Director Buildings, Beca; Chair, Committee for Auckland
- Megan Tyler – Director Policy, Planning and Governance, Auckland Council
- Scott Pritchard - CEO, Precinct Properties
- Viv Beck - CEO, Heart of the City
- Peseta Sam Lotu-liga - Regional Executive, MIT/Unitec
- Dawn Freshwater - Vice Chancellor, Auckland University
- Mary Liz Tuck - Chief Strategic Planning Officer, Auckland Airport
- Amelia Linzey - Group Chief Executive, Beca
- Michael Quinn - Head of the Auckland Policy Office
- Andy Hill – Director Auckland, Ministry of Business Innovation and Employment

Additional attendees for Session One:

Andrew Fairgray - 2degrees	Simon Dwyer - MBIE
Jenna King - Aktive	Fraser Wyllie - McConnell Dowell
Tash Wilson - Aktive	Kat Felton - McDonalds
Matthew Rowbotham - ASB	Bami Weber - McDonalds
Lindsay Mackie - Atelier Archimedia	Karen Lyons - Ministry of Transport
Mary-Liz Tuck - Auckland Airport	Tom Maasland - MinterEllisonRuddWatts
Simon Harger-Forder - Auckland City Mission	Andrew Lamont - MintJulepLtd
Aldrin Thayalakal - Auckland Council	Julie Prentice - MIT/Unitec
Daniel Haines - Auckland Council	Martin Carroll - MIT/Unitec
Desley Simpson - Auckland Council	Rosanne Ellis - MIT/Unitec
Frith Walker - Auckland Council	Jo Dixon - Murray & Co
Jenny Larking - Auckland Council	Sam Dixon - Murray & Co
Julie Fairey - Auckland Council	Will Goodwin - NZ Super Fund
Lisa Tocker - Auckland Council	Simon Wilson - NZME
Max Hardy - Auckland Council	Brian Waddell - NZTA
Tracy Ogden-Cork - Auckland Council	Yukio Mashimo - Obayashi
Warwick Pascoe - Auckland Council	Peter Kell - Obayashi
Patrick Dougherty - Auckland Council	Mike Purchase - One NZ
John Lavery - Auckland Council	Greg Moyle - One Plan
Melanie Esplin - Auckland Philharmonia	Mary Los'e - Pacific Business Trust
Diana Weir - Auckland Philharmonia	Andrew Schollum - Puhoi & Stour
Stacey Van Der Putten - Auckland Transport	Mark Tapper - Rakino
Dean Kimpton - Auckland Transport	Carolyn Young - Retail NZ
Harriet Glen - Auckland Transport	Matthew Horrocks - Screen Auckland

Veenay Rambisheswar - Auckland Transport	Sarah Mitchell - Simpson Grierson
Richard Leggat - Auckland Transport	David Allott - Sky City
Cam Law - Aurecon	Natalie Donze - Stellar Projects
Amy Malcolm - AUT	David Long - Stuff
Conor Roberts - AUT	Jane Vesty - SweeneyVesty
Jason Happy - AUT	Brian Sweeney - SweeneyVesty
Rachel de Lambert - Boffa Miskell	Martin Skinner - Tailor Inc
Stuart Houghton - Boffa Miskell	Jett Bucu - Talent International
Hamish Bell - Catalyst Advisory	Kara Smith - Talent International
Pip Cheshire - Cheshire Architects	Nick Hill - Tataki Auckland Unlimited
Frank Bloomfield - Committee for Auckland	Andrew Carpenter - Tataki Auckland Unlimited
Mark Thomas - Committee for Auckland	Adrienne Miller - UDINZ
Richard Poole - Co-Pilot	Campbell McGregor - UDINZ
Kate Sutton - Deloitte	Dr Matthew Bradbury - Unitec
Craig Treloar - EGM-Hawkins	Alastair MacCormick - University of Auckland
Alan McDonald - EMA	Anne Bardsley - University of Auckland
Martin Udale - Essentia Consulting	Darsel Keane - University of Auckland
Hayley Gillespie - Fullers	Greg Murison - University of Auckland
Anne Blackburn - GSFA	Paola Boarin - University of Auckland
Terry Buchan - Hawkins	Erik Lithander - University of Auckland
Edward Caughey - Heart of the City	Greer O'Donnell - Urban Advisory
Dan Bosher - Icon	Natalie Allen - Urban Advisory
Robson Liang - International Education Fund	Britt Mann - Veshev
Jamey Holloway - K Rd Business Association	Thalea Carruthers - Warren & Mahoney
Mark Fraser - Kainga Ora	Brigid Rogers - WQTMA
Bridget Coates - Koi Tu	Nikki Wright - Wright Communications
Sir Peter Gluckman - Koi Tu	Anna Muir
Alec Tang - KPMG	Christine Fenby
Mair Brooks - KPMG	Dushko Bogunovich
Mark Crawford - KPMG	Kenneth Leong
Stephanie Ward - KPMG	Neil Gaught
Tom Marron - KPMG	Patrick Reynolds
David Graham - MBIE	Tayyaba Khan
Jas Qadir - MBIE	Bowen Pa

Annex Two: Runsheet

Time	Activity
SESSION ONE	
4:00 - 4:30 pm	Arrival and welcome drinks
4:30 pm	Minister Brown scheduled to arrive
4:30 - 4:35 pm	Opening welcome – Rupert Hodson
4:40 - 5:00pm	Ministerial address – Hon Simeon Brown, Minister for Auckland
5:00 - 5:15 pm	Q&A with Minister Brown, facilitated by Amelia Linzey; Beca Chief Executive
5:15 pm	Rupert Hodson closes formalities
SESSION TWO	
5:15 pm	Mark Thomas escorts Minister to adjacent private room, 15 x Auckland leaders join
5:20 – 6:00 pm	Roundtable discussion
6:00 pm	Minister Brown Scheduled to depart
NETWORKING	
6:00 – 6:30 pm	Networking and hospitality

Annex Three: Draft speech

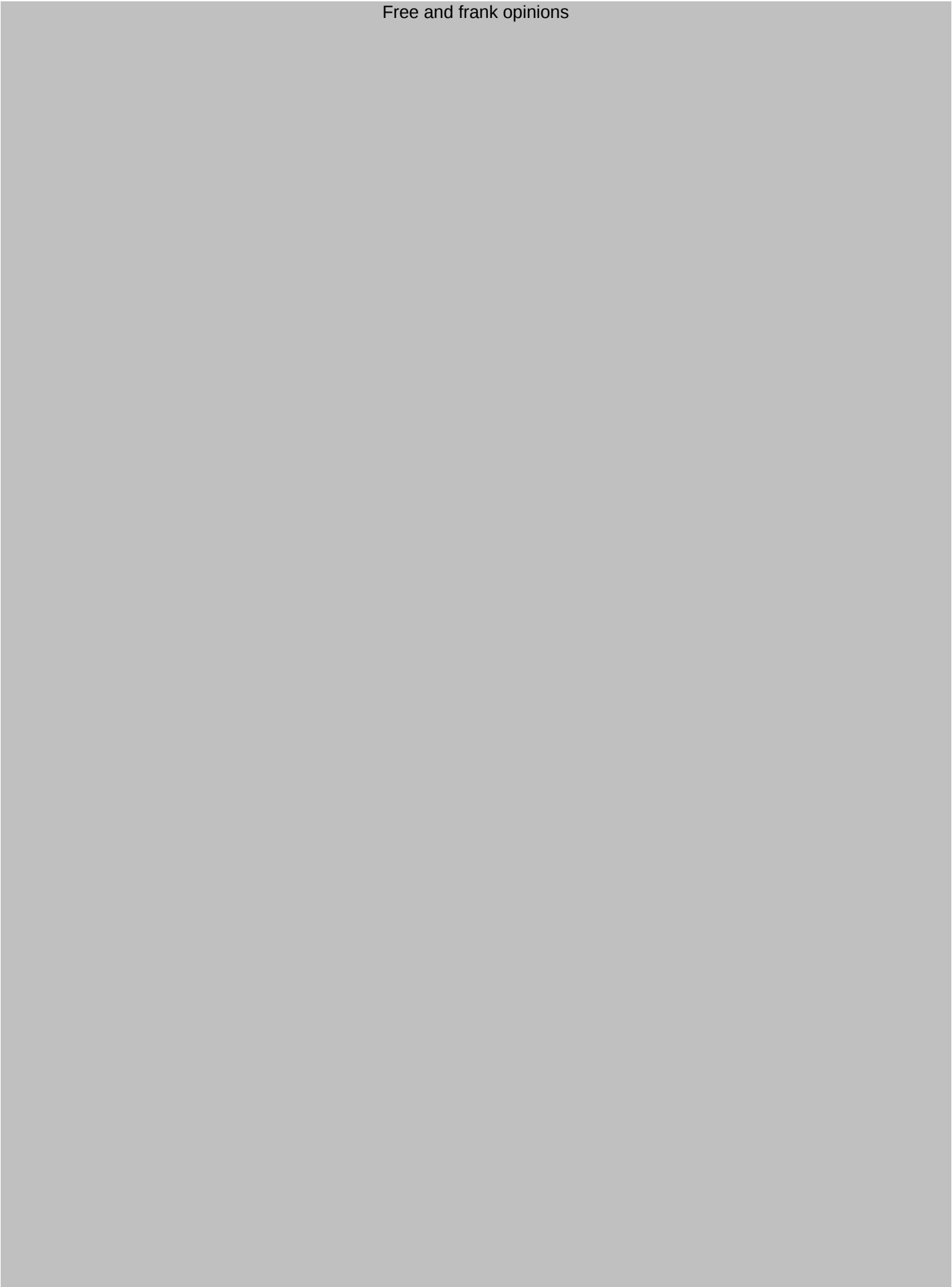
Free and frank opinions



Free and frank opinions



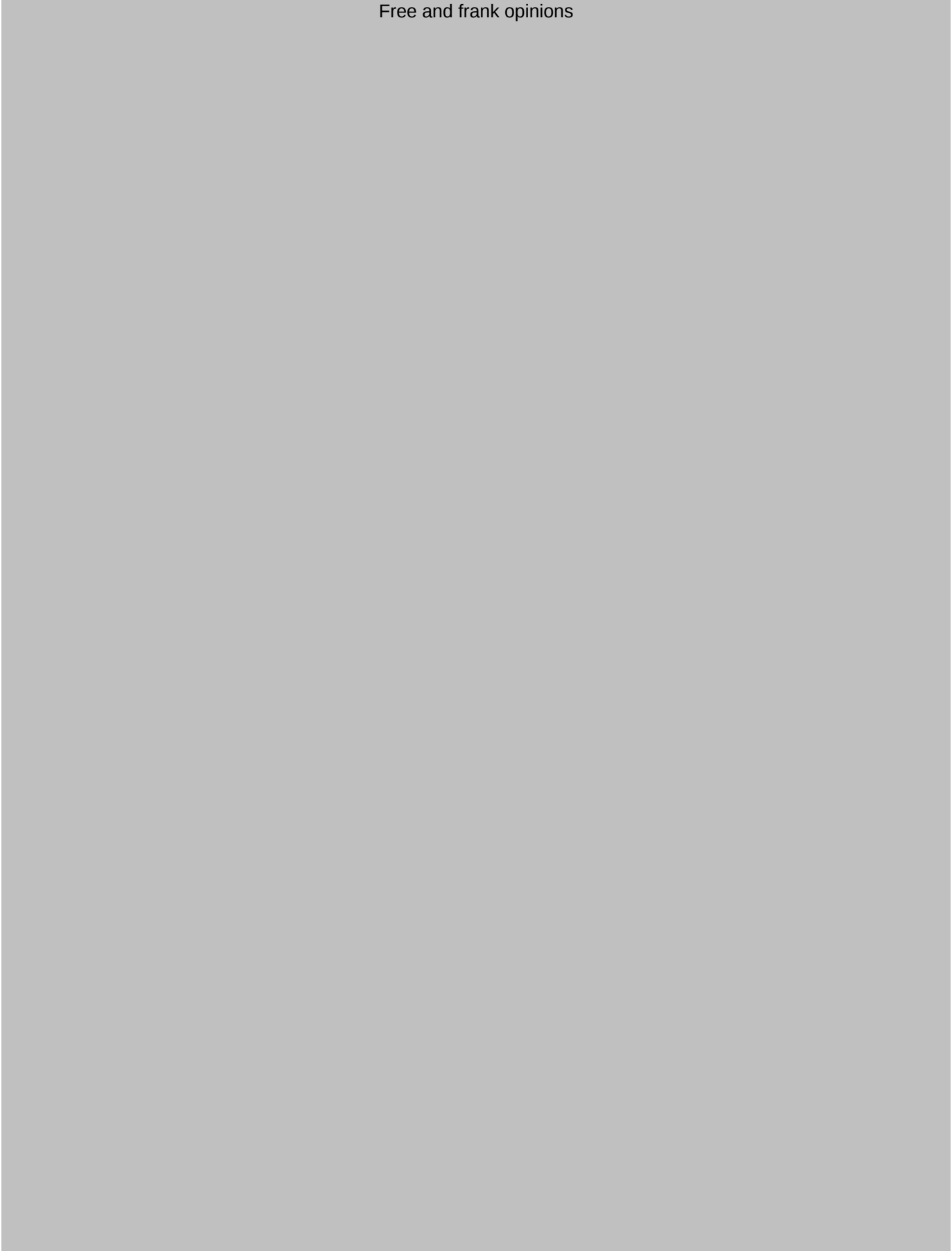
Free and frank opinions

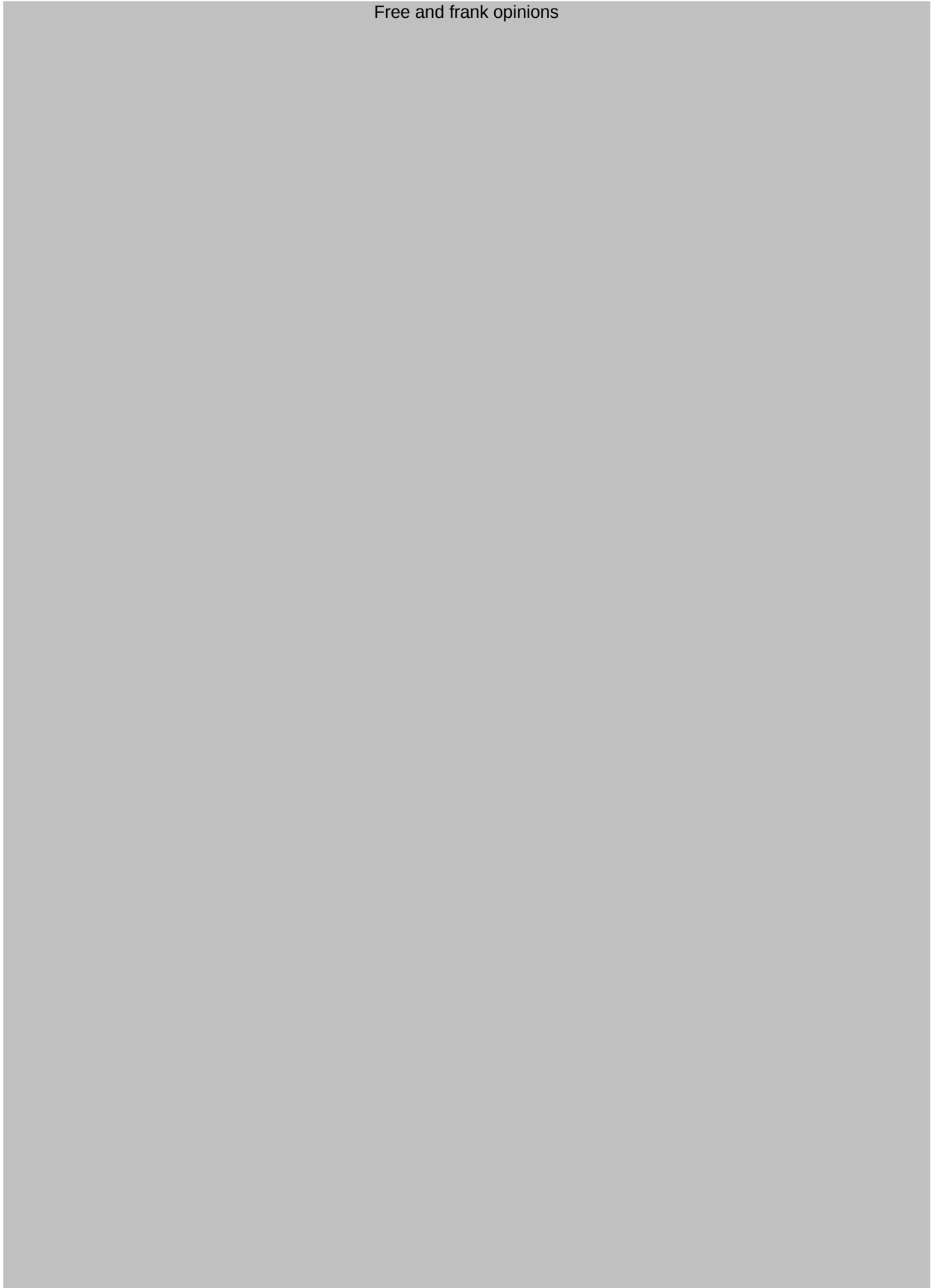


Free and frank opinions

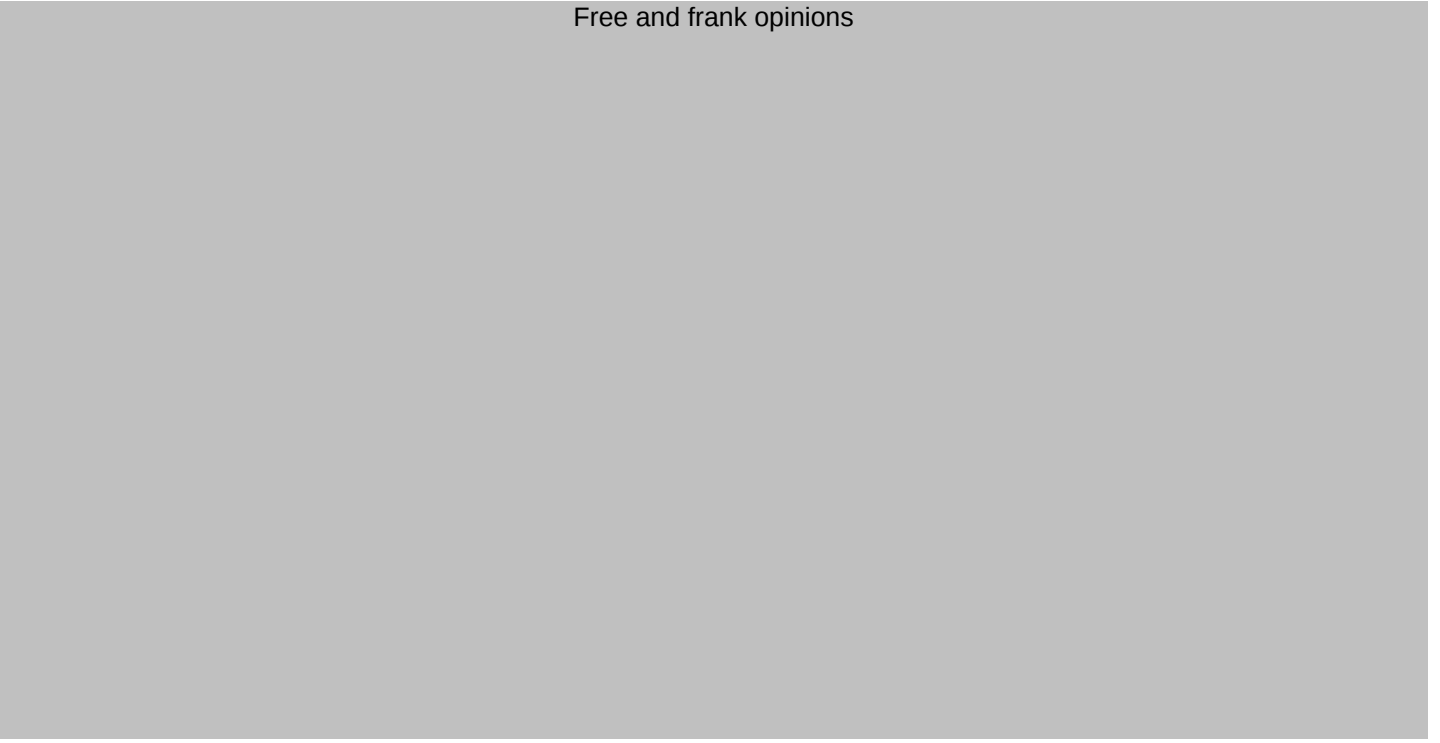
Annex Four: Draft O&A

Free and frank opinions





Free and frank opinions





EVENT BRIEFING

Menzshed New Zealand

Date:	3 December 2025	Priority:	Medium
Security classification:	In Confidence	Tracking number:	BRIEFING-REQ-0023905

Action sought		
	Action sought	Deadline
Hon Simeon Brown Minister for Auckland	Note the contents of this briefing	4 December 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:

☐ Approved

☐ Declined

☐ Noted

☐ Needs change

☐ Seen

☐ Overtaken by Events

☐ See Minister's Notes

☐ Withdrawn

Comments



EVENT BRIEFING

Menzshed New Zealand

Date:	3 December 2025	Priority:	Medium
Security classification:	In Confidence	Tracking number:	BRIEFING-REQ-0023905

Purpose

You have agreed to meet with representatives from Menzshed New Zealand on Thursday 4th December, 3:30-3:50pm.

This briefing provides background information for the meeting.

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

03 / 12 / 2025

Hon Simeon Brown

Minister for Auckland

..... / /

Logistics

1. You are meeting with representatives from Menzshed New Zealand (Menzshed) on Thursday 4th December, 3:30-3:50pm.
2. Menzshed will be represented by David Broadhead (Chair), Garry Bryant (Treasurer) and Maurice Slingerland (Secretary). Brief biographies are attached at **Anne One**.

About Menzshed New Zealand

3. Menzshed is a registered charity that supports a network of over 130 Men's Sheds nationwide, providing guidance, resources, and safety best practice for volunteer-led sheds. Men's Sheds are community spaces where men, primarily older and retired, engage in practical activities such as woodworking, metalwork, and community projects. These spaces foster social connection, mental wellbeing, and lifelong learning, addressing loneliness and isolation among older men, a demographic with high suicide rates and poor health engagement.
4. Recent research by The Selwyn Foundation (attached at **Annex Two**) shows that Men's Sheds significantly reduce loneliness, improve mental health, and enhance physical wellbeing. For example, the study showed that of 29 men that scored high on loneliness before joining a Men's Shed, only 8 did after joining. Participants quoted in the study describe the Shed as "a reason to get up in the morning" and "a second family." Sheds also host health expos, identifying life-threatening conditions and saving lives.
5. International evidence (Scottish Men's Sheds Association SROI attached at **Annex Three**) shows a 10:1 social return on investment with every \$1 invested generating \$10 in social value through reduced health costs, improved family wellbeing, and community benefits.
6. Menzshed operates as a volunteer-led national body. It receives no operational funding from government, has no paid staff and does not own or manage premises. Its role is to provide templates, safety guidance, and networking support to member sheds. Local sheds are separate legal entities that are self-managed and self-funded through member contributions, fundraising, and occasional local grants. Public sector support is limited and ad hoc, primarily through local councils assisting with premises or the provision of small grants.

Purpose of the meeting

7. Menzshed is asking the Government to formally recognise Men's Sheds as volunteer-led, preventative community assets and to support the development of a simple, reusable premises-access pathway. This pathway would enable short- to medium-term use of suitable public buildings or land through clear points of contact and streamlined processes.
8. Menzshed also seeks the nomination of an Auckland Council lead to scope an "Unlock Programme" which would identify a pipeline of premises and create a short-form licence or lease template that prioritises safety and low cost. Menzshed's initial target is to establish five new sheds per year in Auckland.
9. To support this, Menzshed proposes funding for a one FTE coordination role—approximately \$150,000 per annum for 10 years—to unlock sites and manage the process. Local sheds will remain autonomous and self-funded, while Menzshed will continue providing guidance, templates, and networking support at no cost to Government. Menzshed consider that this approach would deliver significant community benefits without ongoing Crown operating costs.
10. Menzshed have provided a spreadsheet documenting the estimated return on investment of the proposal with benefits accrued to the health system, Menzshed members, members partners and families and the wider community (attached at **Annex Four**).

Suggested approach

11. Given the local community nature of Menzshed activities, and their acknowledgement that local government owns several premises that they wish to target for future Sheds, it would seem most appropriate for Menzshed to approach Auckland Council for support in the first instance.
12. While the two attached studies have not been assessed in detail, they suggest that joining a local Men's Shed has positive mental and wider health benefits for older retired men. The studies also demonstrate that these benefits accrue not just to the men accessing the Sheds, but also to families and the wider community.
13. You may wish to refer the studies to your health officials for further assessment and engagement with Menzshed representatives.

Risks and mitigations

14. We have not identified any risks associated with this event.

Annexes

Annex One: Biographies of attendees

Annex Two: Wellbeing impact of Men's Sheds – New Zealand

Annex Three: Social Return on Investment – Scotland

Annex Four: Auckland Men's Sheds Social Return on Investment

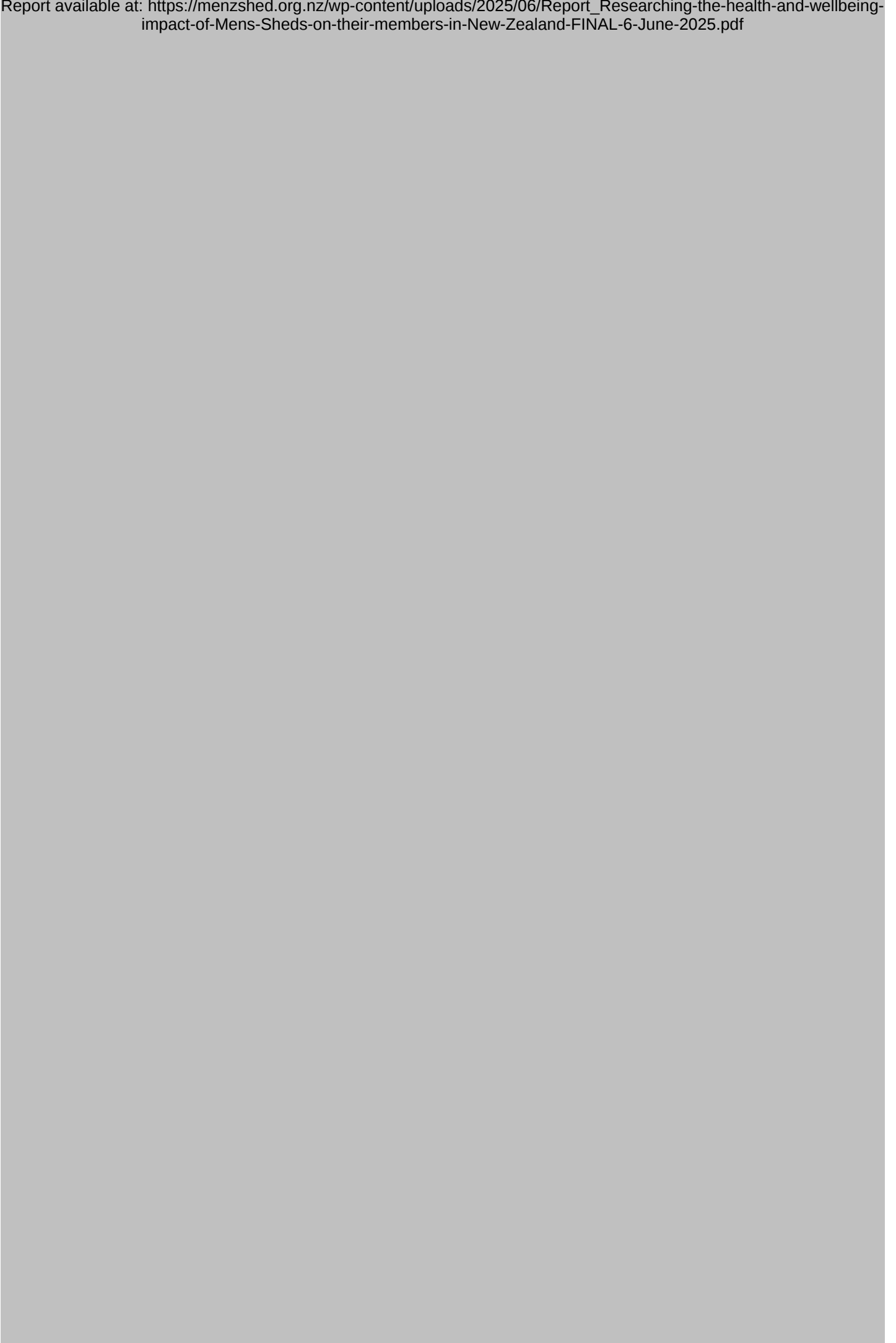
Annex One: Biographies of attendees

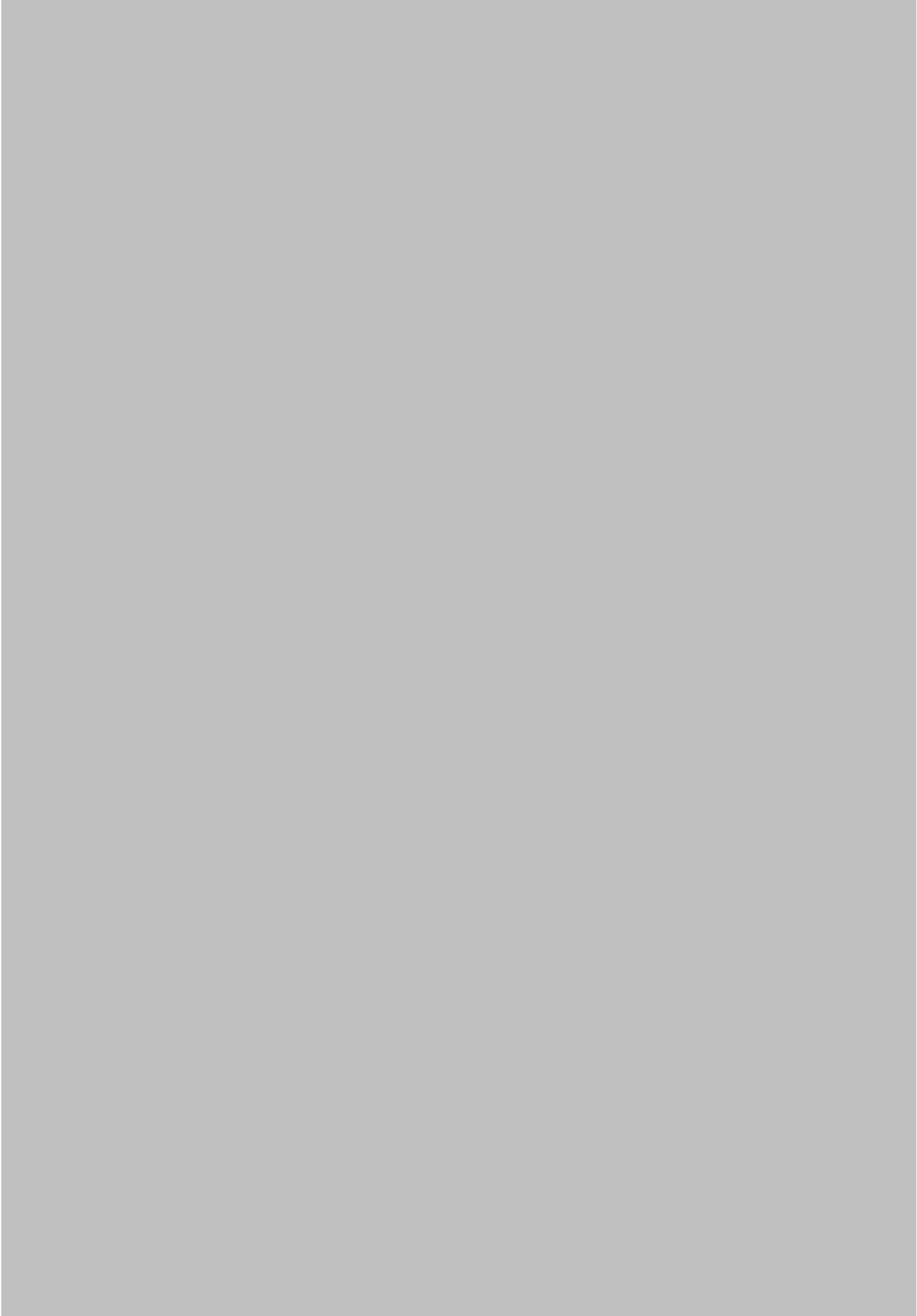
	David Broadhead – Chair David leads the national movement that promotes men's health and social connection through community workshops. Originally from Scarborough, UK, David settled in New Zealand after working in Japan and building a career in export, logistics, and project management. Passionate about practical skills and community service, he initiated the "Tools for Schools" project for Fiji cyclone recovery. A keen motorbike enthusiast, David champions Menzshed's mission to combat isolation and foster camaraderie among men.
	Garry Bryant – Treasurer As Treasurer, Gary oversees financial management to support the growth of sheds nationwide. Based in Auckland, Garry brings strong governance and community engagement experience, having contributed to local shed initiatives and national operations. His role ensures financial sustainability for projects that enhance men's wellbeing and social inclusion. Garry is committed to strengthening the Menzshed network, enabling members to share skills, build friendships, and contribute to local communities through practical, hands-on activities.
	Maurice Slingerland – Secretary Maurice is responsible for coordinating administration and communication across the organisation's extensive network of sheds. A member of the Manurewa Boomers Shed, Maurice brings enthusiasm for community building and men's health initiatives. His role supports the association's mission to provide safe, welcoming spaces where men can connect, learn, and share practical skills. Maurice plays a key part in strengthening governance and fostering collaboration among sheds throughout New Zealand.

Annex Two: Wellbeing impact of Men's Sheds – New Zealand









Annex Three: Social Return on Investment – Scotland

Report available at: <https://scottishmsa.org.uk/wp-content/uploads/2016/05/Social-Return-on-Investment-Final-SMSA-Acrobat-9-V1.7.pdf>



Annex Four: Auckland Men’s Sheds Social Return on Investment

MENZSHED NZ – Auckland Men’s Sheds SROI (20-year) — Scenario Analysis

Prepared: 2025-09-22

Assumptions

Figures below based on 3 Mar 2015 report "Social Return on Investment - The Westhill and District Men's Shed Scotland"
<https://scottishmsa.org.uk/wp-content/uploads/2016/05/Social-Return-on-Investment-Final-SMSA-Acrobat-9-V1.7.pdf>

Per-shed annual social value components (GBP):	
NHS Grampian	12,432
Shedders	15,841
Partners & families	10,780
Community	9,791
GBP→NZD exchange rate	2.2998

New sheds started per year	5
Programme cost per year (NZD)	\$150,000
Programme new-shed years	10
Total years in view	20
Benefits start after year (lag)	1

Scenarios (per-shed, GBP & NZD)

Scenario	GBP per shed/year	NZD per shed/year
A. NHS only	12,432	\$28,591
B. NHS + Shedders	28,273	\$65,022
C. NHS + Shedders + Partners/families	39,053	\$89,814
D. All four groups	48,844	\$112,331

Scenario A — NHS Grampian only

Year	New sheds started	Active sheds generating benefits	Programme cost (NZD)	Benefits (NZD)	Net (NZD)	Cumulative cost (NZD)	Cumulative benefits (NZD)	Cumulative SROI (Benefits/Cost)
1	5	0	\$150,000	\$0	-\$150,000	\$150,000	\$0	0.00
2	5	5	\$150,000	\$142,955	-\$7,045	\$300,000	\$142,955	0.48
3	5	10	\$150,000	\$285,910	\$135,910	\$450,000	\$428,865	0.95
4	5	15	\$150,000	\$428,865	\$278,865	\$600,000	\$857,730	1.43
5	5	20	\$150,000	\$571,820	\$421,820	\$750,000	\$1,429,549	1.91
6	5	25	\$150,000	\$714,775	\$564,775	\$900,000	\$2,144,324	2.38
7	5	30	\$150,000	\$857,730	\$707,730	\$1,050,000	\$3,002,054	2.86
8	5	35	\$150,000	\$1,000,685	\$850,685	\$1,200,000	\$4,002,738	3.34
9	5	40	\$150,000	\$1,143,640	\$993,640	\$1,350,000	\$5,146,378	3.81
10	5	45	\$150,000	\$1,286,595	\$1,136,595	\$1,500,000	\$6,432,973	4.29
11	0	50	\$0	\$1,429,549	\$1,429,549	\$1,500,000	\$7,862,522	5.24
12	0	50	\$0	\$1,429,549	\$1,429,549	\$1,500,000	\$9,292,072	6.19
13	0	50	\$0	\$1,429,549	\$1,429,549	\$1,500,000	\$10,721,621	7.15
14	0	50	\$0	\$1,429,549	\$1,429,549	\$1,500,000	\$12,151,170	8.10
15	0	50	\$0	\$1,429,549	\$1,429,549	\$1,500,000	\$13,580,720	9.05
16	0	50	\$0	\$1,429,549	\$1,429,549	\$1,500,000	\$15,010,269	10.01
17	0	50	\$0	\$1,429,549	\$1,429,549	\$1,500,000	\$16,439,819	10.96
18	0	50	\$0	\$1,429,549	\$1,429,549	\$1,500,000	\$17,869,368	11.91
19	0	50	\$0	\$1,429,549	\$1,429,549	\$1,500,000	\$19,298,918	12.87
20	0	50	\$0	\$1,429,549	\$1,429,549	\$1,500,000	\$20,728,467	13.82
Totals / Summary			\$1,500,000	\$20,728,467	\$19,228,467			13.82

Scenario B — NHS + Shedders

Year	New sheds started	Active sheds generating benefits	Programme cost (NZD)	Benefits (NZD)	Net (NZD)	Cumulative cost (NZD)	Cumulative benefits (NZD)	Cumulative SROI (Benefits/Cost)
1	5	0	\$150,000	\$0	-\$150,000	\$150,000	\$0	0.00
2	5	5	\$150,000	\$325,110	\$175,110	\$300,000	\$325,110	1.08
3	5	10	\$150,000	\$650,220	\$500,220	\$450,000	\$975,329	2.17
4	5	15	\$150,000	\$975,329	\$825,329	\$600,000	\$1,950,659	3.25
5	5	20	\$150,000	\$1,300,439	\$1,150,439	\$750,000	\$3,251,098	4.33
6	5	25	\$150,000	\$1,625,549	\$1,475,549	\$900,000	\$4,876,647	5.42
7	5	30	\$150,000	\$1,950,659	\$1,800,659	\$1,050,000	\$6,827,306	6.50
8	5	35	\$150,000	\$2,275,769	\$2,125,769	\$1,200,000	\$9,103,075	7.59
9	5	40	\$150,000	\$2,600,879	\$2,450,879	\$1,350,000	\$11,703,953	8.67
10	5	45	\$150,000	\$2,925,988	\$2,775,988	\$1,500,000	\$14,629,942	9.75
11	0	50	\$0	\$3,251,098	\$3,251,098	\$1,500,000	\$17,881,040	11.92
12	0	50	\$0	\$3,251,098	\$3,251,098	\$1,500,000	\$21,132,138	14.09
13	0	50	\$0	\$3,251,098	\$3,251,098	\$1,500,000	\$24,383,236	16.26
14	0	50	\$0	\$3,251,098	\$3,251,098	\$1,500,000	\$27,634,334	18.42
15	0	50	\$0	\$3,251,098	\$3,251,098	\$1,500,000	\$30,885,432	20.59
16	0	50	\$0	\$3,251,098	\$3,251,098	\$1,500,000	\$34,136,530	22.76
17	0	50	\$0	\$3,251,098	\$3,251,098	\$1,500,000	\$37,387,629	24.93
18	0	50	\$0	\$3,251,098	\$3,251,098	\$1,500,000	\$40,638,727	27.09
19	0	50	\$0	\$3,251,098	\$3,251,098	\$1,500,000	\$43,889,825	29.26
20	0	50	\$0	\$3,251,098	\$3,251,098	\$1,500,000	\$47,140,923	31.43
Totals / Summary			\$1,500,000	\$47,140,923	\$45,640,923			31.43

Scenario C — NHS + Shedders + Partners & families

Year	New sheds started	Active sheds generating benefits	Programme cost (NZD)	Benefits (NZD)	Net (NZD)	Cumulative cost (NZD)	Cumulative benefits (NZD)	Cumulative SROI (Benefits/Cost)
1	5	0	\$150,000	\$0	-\$150,000	\$150,000	\$0	0.00
2	5	5	\$150,000	\$449,068	\$299,068	\$300,000	\$449,068	1.50
3	5	10	\$150,000	\$898,137	\$748,137	\$450,000	\$1,347,205	2.99
4	5	15	\$150,000	\$1,347,205	\$1,197,205	\$600,000	\$2,694,411	4.49
5	5	20	\$150,000	\$1,796,274	\$1,646,274	\$750,000	\$4,490,685	5.99
6	5	25	\$150,000	\$2,245,342	\$2,095,342	\$900,000	\$6,736,027	7.48
7	5	30	\$150,000	\$2,694,411	\$2,544,411	\$1,050,000	\$9,430,438	8.98
8	5	35	\$150,000	\$3,143,479	\$2,993,479	\$1,200,000	\$12,573,918	10.48
9	5	40	\$150,000	\$3,592,548	\$3,442,548	\$1,350,000	\$16,166,466	11.98
10	5	45	\$150,000	\$4,041,616	\$3,891,616	\$1,500,000	\$20,208,082	13.47
11	0	50	\$0	\$4,490,685	\$4,490,685	\$1,500,000	\$24,698,767	16.47
12	0	50	\$0	\$4,490,685	\$4,490,685	\$1,500,000	\$29,189,452	19.46
13	0	50	\$0	\$4,490,685	\$4,490,685	\$1,500,000	\$33,680,137	22.45
14	0	50	\$0	\$4,490,685	\$4,490,685	\$1,500,000	\$38,170,822	25.45
15	0	50	\$0	\$4,490,685	\$4,490,685	\$1,500,000	\$42,661,507	28.44
16	0	50	\$0	\$4,490,685	\$4,490,685	\$1,500,000	\$47,152,192	31.43
17	0	50	\$0	\$4,490,685	\$4,490,685	\$1,500,000	\$51,642,877	34.43
18	0	50	\$0	\$4,490,685	\$4,490,685	\$1,500,000	\$56,133,562	37.42
19	0	50	\$0	\$4,490,685	\$4,490,685	\$1,500,000	\$60,624,247	40.42
20	0	50	\$0	\$4,490,685	\$4,490,685	\$1,500,000	\$65,114,932	43.41
Totals / Summary			\$1,500,000	\$65,114,932	\$63,614,932			43.41

Scenario D — All four groups (NHS, Shedders, Partners & families, Community)

Year	New sheds started	Active sheds generating benefits	Programme cost (NZD)	Benefits (NZD)	Net (NZD)	Cumulative cost (NZD)	Cumulative benefits (NZD)	Cumulative SROI (Benefits/Cost)
1	5	0	\$150,000	\$0	-\$150,000	\$150,000	\$0	0.00
2	5	5	\$150,000	\$561,655	\$411,655	\$300,000	\$561,655	1.87
3	5	10	\$150,000	\$1,123,309	\$973,309	\$450,000	\$1,684,964	3.74
4	5	15	\$150,000	\$1,684,964	\$1,534,964	\$600,000	\$3,369,928	5.62
5	5	20	\$150,000	\$2,246,619	\$2,096,619	\$750,000	\$5,616,547	7.49
6	5	25	\$150,000	\$2,808,274	\$2,658,274	\$900,000	\$8,424,821	9.36
7	5	30	\$150,000	\$3,369,928	\$3,219,928	\$1,050,000	\$11,794,749	11.23
8	5	35	\$150,000	\$3,931,583	\$3,781,583	\$1,200,000	\$15,726,332	13.11
9	5	40	\$150,000	\$4,493,238	\$4,343,238	\$1,350,000	\$20,219,570	14.98
10	5	45	\$150,000	\$5,054,892	\$4,904,892	\$1,500,000	\$25,274,462	16.85
11	0	50	\$0	\$5,616,547	\$5,616,547	\$1,500,000	\$30,891,009	20.59
12	0	50	\$0	\$5,616,547	\$5,616,547	\$1,500,000	\$36,507,556	24.34
13	0	50	\$0	\$5,616,547	\$5,616,547	\$1,500,000	\$42,124,104	28.08
14	0	50	\$0	\$5,616,547	\$5,616,547	\$1,500,000	\$47,740,651	31.83
15	0	50	\$0	\$5,616,547	\$5,616,547	\$1,500,000	\$53,357,198	35.57
16	0	50	\$0	\$5,616,547	\$5,616,547	\$1,500,000	\$58,973,745	39.32
17	0	50	\$0	\$5,616,547	\$5,616,547	\$1,500,000	\$64,590,292	43.06
18	0	50	\$0	\$5,616,547	\$5,616,547	\$1,500,000	\$70,206,839	46.80
19	0	50	\$0	\$5,616,547	\$5,616,547	\$1,500,000	\$75,823,386	50.55
20	0	50	\$0	\$5,616,547	\$5,616,547	\$1,500,000	\$81,439,934	54.29

Totals / Summary			\$1,500,000	\$81,439,934	\$79,939,934			54.29
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Notes:

- Same cost profile in all scenarios: Council staff programme cost in Years 1–10 only; 5 sheds/year started in Years 1–10.
- Benefits begin the year after a cohort is started; benefits accrue through Year 20.
- Scenario A is the conservative case focused on direct public-sector savings; B–D add wider, but still evidenced, benefits.
- Edit the Assumptions above (components and FX) to re-calc; all tables are formula-linked.



EVENT BRIEFING

Chemist Warehouse Opening in Highland Park

Date:	10 December 2025	Priority:	Medium
Security classification:	In Confidence	Tracking number:	BRIEFING-REQ-0024706

Action sought		
	Action sought	Deadline
Hon Simeon Brown Minister for Auckland	Note the contents of this briefing	11 December 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:

☐ Approved

☐ Declined

☐ Noted

☐ Needs change

☐ Seen

☐ Overtaken by Events

☐ See Minister's Notes

☐ Withdrawn

Comments



EVENT BRIEFING

Chemist Warehouse Opening in Highland Park

Date:	10 December 2025	Priority:	Medium
Security classification:	In Confidence	Tracking number:	BRIEFING-REQ-0024706

Purpose

You have agreed to attend the ribbon cutting for the official opening of the new Chemist Warehouse store at Highland Park, 505 Pakuranga Road, on Friday 12 December 2025, 7:50-8:50am.

This briefing provides logistical details about the event and includes a draft speech.

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

10 / 12 / 2025

Hon Simeon Brown

Minister for Auckland

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Logistics

1. You are attending the ribbon cutting ceremony for the opening of the new Chemist Warehouse at Highland Park, the 70th Chemist Warehouse to be opened in New Zealand.
2. The event takes place in store on Friday 12 December 2025, 7:50 – 8:50am at 505 Pakuranga Road, Highland Park. Parking is available on site.
3. On arrival you will be met by Ravniel Singh, Pharmacist and Director from Chemist Warehouse.
4. You will be joined at the ribbon cutting ceremony by Chemist Warehouse CEO Azman Haroon, approximately five Pharmacy Investments Group directors and staff, and 10-15 key suppliers. Brief biographies of key attendees are included at **Annex One**.
5. The ribbon cutting will take place at 8:00am. Azman Haroon will make some opening remarks before passing to you for some brief comments. A draft speech is included at **Annex Two**.
6. After the official opening there will be a photo opportunity, followed by a short store tour. You will also be shown the Chemist Warehouse Wellness Van that will be parked immediately outside the store. A full runsheet for the event is included at **Annex Three**.

About Pharmacy Investments Group and Chemist Warehouse

7. Pharmacy Investments Group (PI Group) is a key player in New Zealand's healthcare and retail pharmacy sector, operating under the Chemist Warehouse brand. The PI Group's ownership model enables Chemist Warehouse stores to be locally owned by pharmacists through a partnership group ownership model.
8. Since opening its first store in 2017, PI Group has grown rapidly and now manages 70 Chemist Warehouse stores nationwide, from Whāngarei to Dunedin, with plans to expand to more than 140 stores over the next 5 - 10 years. This growth positions Chemist Warehouse as one of the four largest retail businesses in New Zealand, commanding 66% of the retail pharmacy market and generating an annual turnover of \$1.2 billion.
9. The group is partly owned by the ASX-listed Chemist Warehouse Group headquartered in Melbourne, Australia, providing strong trans-Tasman ties and access to global supply chains.
10. Chemist Warehouse plays a role in improving healthcare affordability and accessibility. Over eight years, the PI Group reports that it has saved New Zealanders \$63 million in healthcare fees through its \$5 prescription discount scheme. The Group has invested \$1.2 million in research and development, focusing on innovations such as automated robotics for medicine dispensing and telehealth services, which support integrated healthcare delivery across regions.
11. The PI Group employs 2,800 full-time equivalents (FTEs) and pays over \$120 million annually in wages. Its expansion strategy supports New Zealand suppliers and creates export opportunities through Chemist Warehouse's international network, including access to markets in the United Arab Emirates.
12. Chemist Warehouse has made a public commitment to community wellbeing. It has invested over \$3 million in community and sector services, including sponsorships and health initiatives. A flagship program is the Chemist Warehouse Wellness Van, which will be present at the Highland Park opening. This mobile health service provides free health

checks, such as blood pressure monitoring and cardiovascular risk assessments, bringing essential care to underserved communities.

13. Chemist Warehouse also partners with the Mental Health Foundation, raising funds for mental health advocacy and supporting projects like Project Wakapuāwai, which enhances digital access to mental health resources. The company engages in nationwide charity campaigns, contributing over \$1 million to Kiwi charities since 2022, and supports grassroots sports through partnerships with New Zealand Cricket, Basketball, Netball, Football, and Super Rugby, promoting active lifestyles and community development.

Highland Park Chemist Warehouse

14. The new Highland Park store will serve communities in East Auckland including Howick, Botany Downs, and Pakuranga. This store offers the full Chemist Warehouse range, including free prescriptions on fully funded medicines, and supports online shopping with click-and-collect and delivery options. Its opening reflects the company's ongoing investment in Auckland and commitment to improving healthcare accessibility in high-growth suburban areas.

Policy and regulatory priorities

15. PI Group have shared its policy and regulatory priorities with your office ahead of the opening. These are:
 - *Integrated Community Pharmacy Services Agreements (ICPSAs)*: PI Groupe is concerned that the process for approving an ICPSA to enable a pharmacy to dispense prescriptions is regionally inconsistent. It advocates for consistency in how the application process is administered from region to region, to provide regulatory stability and certainty.
 - *Modernising the regulation of medicines*: PI Group supports modernising the regulation of medicines and medical devices, and sees opportunity in large scale centralised robotics for medicine dispensing and in reducing the cost and time associated with registering new medicines.
 - *Pharmacist availability*: PI Group supports New Zealand actively encouraging skilled pharmacists from overseas by including pharmacists on the Immigration New Zealand Green List. It also supports improvements to the registration process to bring it in line with the more streamlined process in Australia.
 - *Over-the-counter medicine access*: PI Group supports the pharmacy-first message to relieve unnecessary pressure on general practices and emergency departments, including improving over-the-counter medicine access.

Risks and mitigations

16. We have not identified any risks associated with this event.

Communications/Media

17. Stuff and NZME newsroom journalists will be attending the event.
18. The Hits radio station will also be doing live crosses and giveaways for customers as part of the store activation activities.

Contacts

Name	Position / organisation	Telephone	Will meet you on arrival
Ravniel Singh	Pharmacist / Director, Chemist Warehouse	Privacy of natural persons	✓
Bliss Cheah	Pharmacist / Professional Services Department Manager, Chemist Warehouse		

Annexes

Annex One: Biographies of key attendees

Annex Two: Draft speech

Annex Three: Runsheet

Annex One: Biographies of key attendees

	Azman Haroon, Chief Executive Officer, Chemist Warehouse Azman Haroon is the CEO of Chemist Warehouse. Based in Auckland, Azman oversees strategic growth, affordable healthcare delivery, and community engagement initiatives. He has been in senior leadership roles with Chemist Warehouse for several years, previously serving as Managing Director before becoming CEO. Under his leadership, Chemist Warehouse has raised over \$1 million for Kiwi charities and donated \$450,000 to the Mental Health Foundation, reflecting a strong commitment to social responsibility.
	Ravniel Singh, Pharmacist / Director, Chemist Warehouse Ravniel is an experienced pharmacist and Area Manager at Chemist Warehouse in Auckland. He holds a Bachelor of Pharmacy from the University of Otago and a Certificate in Management from NZIM. Ravniel has over 15 years in the pharmacy sector, and has managed multiple pharmacies. He has previously served as Pharmacy Manager at Westgate Pharmacy and his expertise spans pharmacy operations, business development, and leadership.
	Bliss Cheah, Pharmacist / Professional Services Department Manager Bliss is the Professional Services Department Manager and Pharmacist at Chemist Warehouse, based in Auckland. She holds a Bachelor of Pharmacy from the University of Auckland and has extensive experience across community pharmacy and healthcare management. Bliss has worked in various pharmacy roles since 2011, including positions at Unichem and Panmure Pharmacy, before joining Chemist Warehouse in 2018. Her expertise spans clinical services, patient care, and professional development.

Annex Two: Draft speech

Free and frank opinions



Annex Three: Runsheet

TIME:	ACTIVITY:
7:50am	Minister arrives and meets CEO and Directors.
8:00am	Ribbon cutting and store officially opens for trading. CEO will make brief comment at this point than hand over to the Minister to make brief comment.
8:10am	Photo opportunity - Minister with Directors.
8:15am	Store tour.
8:30am	Chemist Warehouse Wellness Van tour - located outside the store
8:40am	Mix and mingle with guests.
8:50am	Minister departs.



BRIEFING

Auckland City Centre Report Back

Date:	11 December 2025	Priority:	Medium
Security classification:	In Confidence	Tracking number:	BRIEFING-REQ-0024904

Action sought		
	Action sought	Deadline
Hon Simeon Brown Minister for Auckland	Note contents of this report and share with your Ministerial colleagues	18 December 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
The Ministry of Social Development, Ministry of Housing and Urban Development, NZ Police and NZ Health. Some content has been supplied by Auckland Council who are aware of the contents of this report.

Minister's office to complete:

☐ Approved

☐ Declined

☐ Noted

☐ Needs change

☐ Seen

☐ Overtaken by Events

☐ See Minister's Notes

☐ Withdrawn

Comments



BRIEFING

Auckland City Centre Report Back

Date:	11 December 2025	Priority:	Medium
Security classification:	In Confidence	Tracking number:	BRIEFING-REQ-0024904

Purpose

To provide an update on the *Thriving Auckland City Centre Action Plan*.

Executive summary

You and Minister Potaka asked officials for a consolidated update on the *Thriving Auckland City Centre Action Plan* ("Action Plan") and the key information needed to monitor progress. This report brings together the material requested, supported by an accompanying dashboard that provides available data and notes on definitions and methodology.

The report sets out the defined city centre area, indicators on visible homelessness, Housing First placements, daytime services, Police activity and Auckland Council services. These measures draw on existing reporting systems. Some data remains indicative only, particularly the homelessness count, which covers the main areas where homelessness is visible and should be treated as a minimum estimate.

Ministers asked for a clearer narrative separating homelessness from behavioural issues that affect safety and amenity. Updated wording is included for your consideration.

Further detail on services, funding and data sources is provided in the annexes and the dashboard. Together, these provide a baseline view of current activity in the city centre without making assumptions about future trends or outcomes.

You need to confirm if you are comfortable for the dashboard to be shared with stakeholders on 18 December 2025, or whether only some aspects of it are provided.

Recommended action

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

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

Noted

- b **Confirm** if you would like the Dashboard (Annex Two) to be shared with stakeholders for the City Centre Action Plan meeting on 18 December 2025

Agree / Disagree

c **Agree** to share this report with the following Ministers:

- i. Hon Paul Goldsmith, Minister of Justice
- ii. Hon Louise Upston, Minister for Social Development and Employment
- iii. Hon Mark Mitchell, Minister of Police
- iv. Hon Tama Potaka, Associate Minister of Housing
- v. Hon Matt Doocey, Associate Minister of Mental Health

Agree / Disagree



Michael Quinn

Head of the Auckland Policy Office

11 / 12 / 2025

Hon Simeon Brown

Minister for Auckland

..... / /

Background

1. You and Minister Potaka met with officials on 2 December 2025 and requested a report back on the initiatives within the *Thriving Auckland City Centre Action Plan*. Specifically, you requested information on:
 - a. A defined city centre area.
 - b. A central city homelessness count reported weekly.
 - c. A table of performance from Housing First providers including numbers of placements for rough sleepers in the city centre.
 - d. Weekly performance metrics on the day services.
 - e. A weekly report on Police foot patrols in the city centre.
 - f. Crime statistics for the city centre.
 - g. Metrics on mental health services in the city centre including funding and performance.
 - h. Statistics on Auckland Council contracted services including service levels on rubbish, washing footpaths and graffiti cleaning.
 - i. A summary of funding provided in the city centre for housing, health and social services.
2. You also asked:
 - a. That officials ensure that Housing First places are prioritised for those in the city centre.
 - b. An updated narrative on homelessness and behavioural issues in the city centre.
 - c. Clarification on which contracted services provided by the public sector may need to be relocated and when.
3. The remainder of this report provides information on your requests.

Metrics, statistics and area of reporting

Definition of the Auckland city centre area

4. Ministers asked for a definition of the area covered in the action plan. We propose using Auckland Council's Central City Targeted Rate area (CCTR) as the primary boundary. This area is already well established, publicly understood and used by Auckland Council for planning and operational decisions. Using an existing boundary avoids confusion and gives all agencies a common starting point. We believe this is consistent with your own preference.
5. Some reporting will focus on slight variations of this area. This may reflect where pressures are concentrated and it makes sense to narrow the area of focus. Alternatively, it reflects where agencies or other entities collect and report data at different geographical levels. Some datasets use the CCTR, some use a smaller operational footprint, and others use a wider catchment area.
6. As part of this work, we will align these approaches where possible and be clear about which boundary applies to each metric. This includes sharing the defined area boundaries with data providers to ensure consistency, where possible.
7. The CCTR map is attached at **Annex One** and the dashboard at **Annex Two**.

Homelessness count

8. Auckland Council is leading the homelessness count for the central city. Council enforcement officers carry out daily counts of the individuals they wake up/encounter rough sleeping in visible areas of the city centre. To keep the process manageable, the count focuses on these key locations rather than attempting a full street by street or park count, which would be too resource intensive to complete regularly.
9. The methodology and resulting estimates will attract differing views. The homelessness figures in **Annex Two** should be treated as indicative and as a minimum estimate of the scale of homelessness in the central city. As the process develops, we could work with service providers to augment the manual count with information they hold, which may bring additional information to the weekly estimate.
10. HUD met with Housing First providers earlier this week to discuss the homelessness count and the focus on prioritising housing and social support for the cohort of rough sleepers identified in the central city. While there are differing views on aspects of the count, its methodology and whether consent is required to collect the data, providers have confirmed they will continue to work with agencies to support the rough sleepers identified through this process.

Housing First provider performance

11. HUD provides daily reporting to Minister Potaka on the performance of the social housing allocation for Housing First providers. The Auckland allocation is 207 and as at 10 December 2025, 103 places have signed leases with 46 tenanted.

Negotiations

Crime statistics and Police foot patrols

13. Police have provided information on victimisations (per month) and Police foot patrols (by month).

Mental health services

14. Health NZ does not currently collect mental health service information at a city centre level, so data specific to the central city is not available for this report. As an interim step, Health NZ has provided Auckland District information to give an indication of activity and service reach. Health NZ is considering what additional information would be useful for this programme and how it could be collected in future.
15. At the Auckland District health population level, Auckland's mental health services include 26 specialist teams delivering care across a range of settings. The combined budget for these services is over \$150 million per year. This figure reflects the broader regional service, rather than expenditure specific to the city centre.

Auckland Council contracted services

16. Auckland Council is responsible for streetscape maintenance across public spaces within the city centre area. This work is primarily delivered through a full facilities contract. There are three different service standards applied to urban centre streetscape maintenance across the Auckland region, recognising different levels of public use.

17. The main commercial and pedestrian area of the city centre is covered by the highest level of service standard with contractors required to deliver to specified outcomes (refer column A below), with surrounding city centre areas having a greater number of service activities delivered at a minimum frequency (refer column B below).
18. Where an activity is specified as 'outcome' based, the supplier must ensure that the specified outcome as defined by a detailed output statement is achieved within reason at any time.

Activity	A	B
Emptying street bins and keeping clean	'Outcome'	'Outcome'
All loose litter and the pickup of leaf fall, detritus, organic material within the designated area including the turf area, kerb and channel, and hard surfaces	'Outcome'	Daily
Sweeping and cleaning of hard surfaces	'Outcome'	Weekly
Steam cleaning of seating, footpaths, paved walkways, including shared spaces and civic spaces such as Aotea Square. This includes chewing gum removal	Monthly	Every three months
Weed removal	'Outcome'	Monthly
Street furniture and minor maintenance	'Outcome'	'Outcome'
Street furniture cleaning	'Outcome'	Weekly
Bus shelters, cleaning and inspection	'Outcome'	Weekly

19. Regular audits of contract performance are carried out across the city centre with close to 200 audits conducted during FY2025 to date with an average audit score of 98.2 percent. Auckland Council also monitors requests for services that it receives along with complaints.

Summary of housing, health and social services funding in the city centre

20. You requested an estimate of the cost of housing, health and social services delivered in the city centre. At your Auckland officials meeting on 8 December 2025, we advised that agencies do not routinely record financial information at this geographic level and that compiling a full cost estimate would take time.
21. As an initial step, we have completed a stocktake of the services operating in the city centre. A summary of the stocktake is set out at **Annex Three**. This stocktake describes what is in place but does not yet quantify overall expenditure.

Clarification on specific requests

Negotiations

Clearer narrative of homelessness and behavioural issues

24. Ministers asked for a clearer explanation of the different issues present in the city centre. Homelessness is often being discussed together with behaviour that affects safety and amenity, and the two are sometimes being treated as if they involve the same people.
25. Homelessness is the absence of stable housing. It does not tell us anything about how a person behaves.
26. Behaviour that affects safety and amenity covers a wider group of people with different circumstances. Some may have addiction or health needs, some may be in distress, and some may be involved in offending or disruptive actions. Some people in this group have housing and some do not. The distinction is that this issue is defined by *behaviour*, not *housing status*.
27. Being clear about this separation helps avoid assumptions that link homelessness with unsafe behaviour. It also allows us to recognise that some behaviour may be unusual or uncomfortable to witness without being unsafe or antisocial. This supports more accurate analysis and the use of proportionate responses.
28. We recommend the following definitions for this project:

People experiencing homelessness

People without appropriate, safe or stable housing, including those sleeping rough or using temporary or insecure accommodation. This does not indicate any particular pattern of behaviour.

People whose behaviour affects safety or amenity

People whose actions affect the safe or effective use of public space, or cause public nuisance in the city centre. Housing status varies within this group and some people may be visiting city centre streets rather than residing there.

Clarification on which contracted services provided by the public sector may need to be relocated and when

29. Auckland Council currently provides funding support for the operation of a laundry and hygiene facility at Sturdee Street which is used by rough sleepers. The location of this service is expected to be impacted by infrastructure works in the lower city centre. The timeframe for this work is still under discussion with the developers and Auckland Council. While the timing for any change to the service is not able to be confirmed at this time, we will update you shortly.
30. Some funding is also provided to the Orange Sky laundry service. This predominantly operates out of the Auckland City Mission.

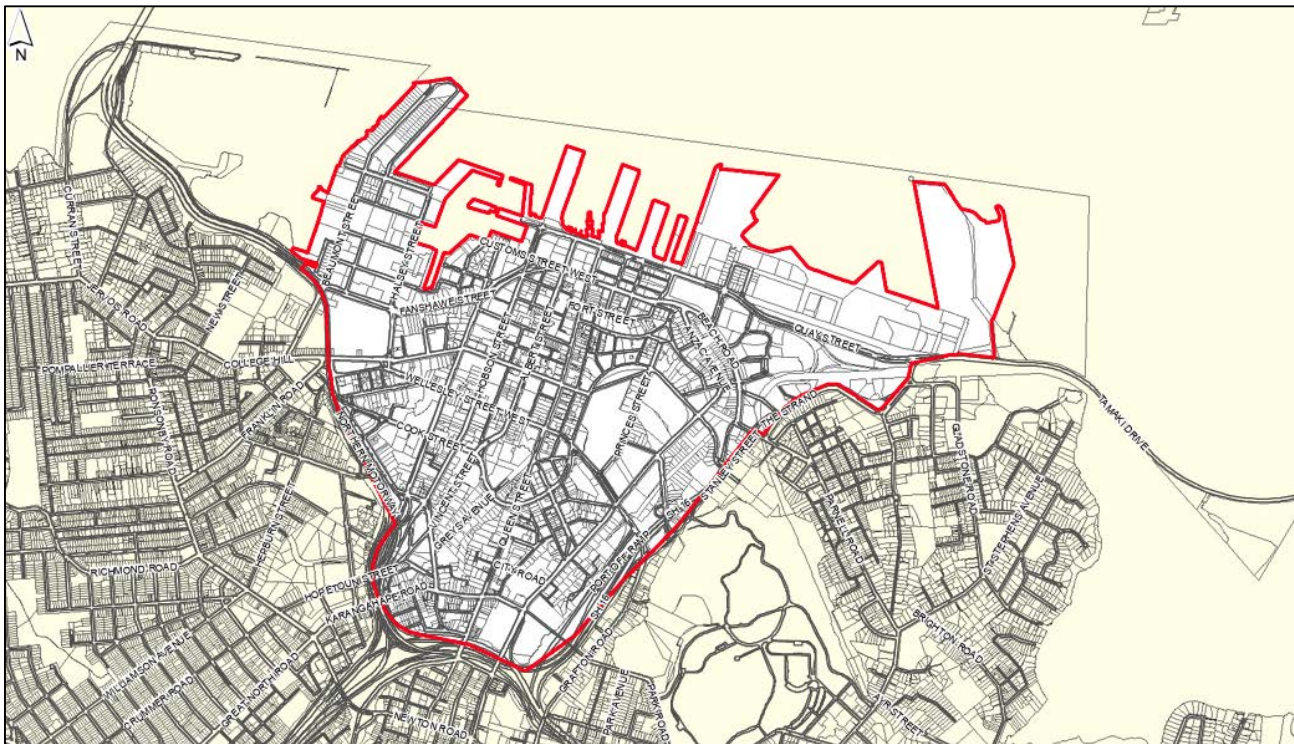
Annexes

Annex One: Auckland City Centre Area

Annex Two: Dashboard

Annex Three: City Centre Services

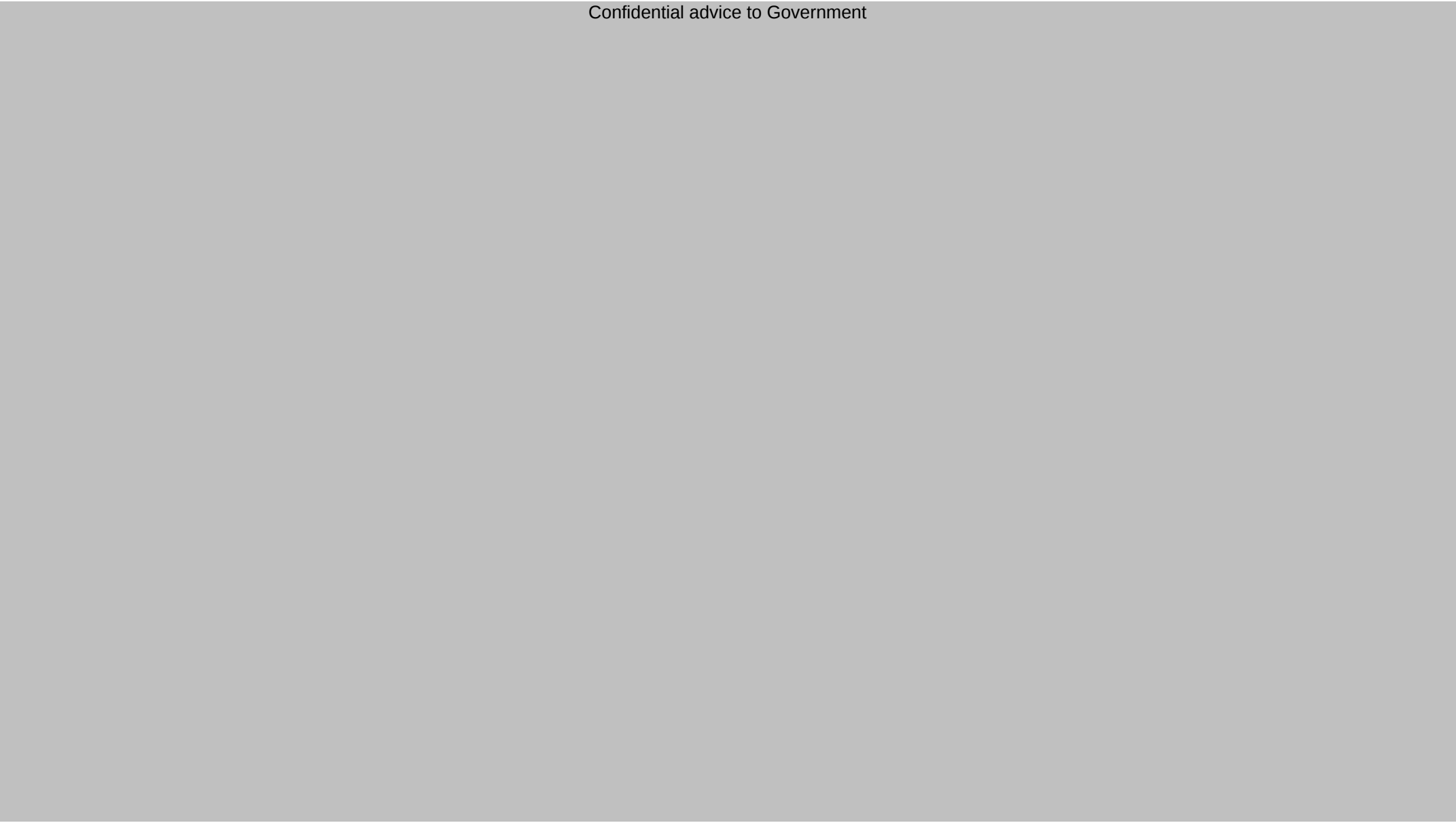
Annex One: Auckland City Centre Area



Confidential advice to Government



Confidential advice to Government



Annex Three: Auckland City Centre Services

Outreach and Engagement

Service	Location	Provider	Funding Entity	Service Description
Co-located Outreach	City Centre Library/Ellen Melville	Auckland City Mission	Auckland Council	Social worker support
Co-located Social Services	ACM HomeGround	MSD	MSD	MSD staff co-located to enable access to MSD financial support
Street Guardians	City Centre	Auckland City Mission	Auckland Council	Work experience initiative
Outreach (city and fringes)	City Centre	Auckland City Mission	Auckland Council	2 x FTE outreach workers
Peer Connector Service	Karangahape Rd	Lifewise	Auckland Council	Merge peer connector service
Rangatahi Drop-in Space	Karangahape Rd	Kick Back	Auckland Council	Youth engagement space
Compliance Wardens	City Centre	Regional Compliance Wardens	Auckland Council	First point of contact for homelessness reports
Homelessness Referral Service	City Centre	Auckland Council	Auckland Council	Dedicated email for service coordination

Health and Wellbeing

Service	Location	Provider	Funding Entity	Service Description
ACM Outreach Team	City Centre	Te Whatu Ora	Te Whatu Ora	Nurse and care coordinator
Mental Health Nurse Support	City Centre	Auckland City Mission	Te Whatu Ora	1 x FTE mental health nurse
Assertive Community Outreach (ACOS)	City Centre	Te Whatu Ora	Te Whatu Ora	Specialist mental health team – Mobile, provide care to transient and hard to engage

				people with serious mental health presentations
Ihi Ora (Community Mental Health Service)	Grafton Road	Te Whatu Ora	Te Whatu Ora	Specialist mental health team – have a clinic on Grafton Road and staff can also do outreach
Rapua Te Ahuru Mowai	City Centre	Te Whatu Ora	Te Whatu Ora	Mental health transitions pilot
Calder Centre	Home Ground	Auckland City Mission	Te Whatu Ora	GP, nurses, health coaches, dental, walk-in clinic
CADS	Home Ground	Te Whatu Ora	Te Whatu Ora	Medical/Social detox & substance abuse support
Manaaki Tangata	City Centre	Māori Wardens	Auckland Council	Wellbeing space (kai, shower, washing machine)

Negotiations

Negotiations

Safety and Community Initiatives

Service	Location	Provider	Funding Entity	Service Description
Take 10	City Centre	Auckland Council	Auckland Council	Safe space on Fri/Sat nights
Central Library Activities	City Centre	Auckland Council	Auckland Council	Social worker-led activities for homeless
Orange Sky	City Centre	Orange Sky	Charity	Mobile laundry/shower service



AIDE MEMOIRE

Auckland public transport safety initiatives

Date:	17 December 2025	Priority:	Medium
Security classification:	In Confidence	Tracking number:	BRIEFING-REQ-0025477

Information for Minister(s)

Hon Simeon Brown

Minister for Auckland

Contact for telephone discussion (if required)

Name	Position	Telephone	1st contact
Andy Hill	Director Auckland	Privacy of natural persons	✓

The following departments/agencies have been consulted

Ministry of Transport

Minister's office to complete:

☐ Approved

☐ Declined

☐ Noted

☐ Needs change

☐ Seen

☐ Overtaken by Events

☐ See Minister's Notes

☐ Withdrawn

Comments



AIDE MEMOIRE

Auckland public transport safety initiatives

Date:	17 December 2025	Priority:	Medium
Security classification:	In Confidence	Tracking number:	BRIEFING-REQ-0025477

Purpose

You have requested an update on public transport safety initiatives in Auckland, including work being undertaken by NZTA following Budget 2024.

The following information has been provided by the Ministry of Transport.

Andy Hill

Director Auckland, MBIE

17 / 12 / 2025

Background

1. At Budget 2024, the Government approved \$15 million to co-fund improvements to assist with driver retention and recruitment, including a key focus on safety improvements.
2. This funding has been operationalised through NZTA running two funding rounds so far, with successful applicants for a third round of funding to be notified in January 2026.
3. NZTA is working to issue national guidance on how public transport staff should respond to emergencies on and around public transport. Currently, each public transport operator sets its own guidance, which means potentially inconsistent responses to emergencies even within the same city, as well as unclear lines of communication and responsibility. NZTA and Auckland Transport, with input from other key sector stakeholders, have co-developed two national guidance documents to:
 - a. support the prevention, management, and monitoring of harmful interactions in public transport environment; and
 - b. establish nationally consistent terminology and reporting requirements for public transport safety.
4. These documents are being released to the sector for feedback in December 2025, before being finalised in early 2026.

Onboard Vehicle Improvements

5. As of 30 November 2025, 310 bus driver safety screens have been installed. Overall, 80 per cent of the total bus fleet that operate for Auckland Transport, or about 1,050 buses, are intended to have these screens.
6. The target date for completion of the driver safety screens is June 2026. Auckland Transport are intending to engage with another installer in order to speed up the installation rate.
7. Live CCTV has been installed on 110 buses, prioritising some high-risk routes. This significantly exceeds the original target of 30 buses due to cost efficiencies found during the installation process.
8. There have been two recent incidents where live CCTV has been deployed successfully. One of these involved the remote management of the bus whereby the bus driver was able to move away from an incident on the vehicle while remote monitoring continued from the Operator Control Centre.
9. A report from Auckland Transport on the trial is expected to be shared in April 2026.

Auckland Transport and Police Enhanced Deployment Model

10. The Enhanced Deployment Model began in mid-March 2025. It involves Auckland Transport and Police sharing intelligence relating to safety and fare evasion, while also committing to joint patrols of the network by Police officers and Auckland Transport employed Warranted Transport Officers (WTOs).
11. The agreement between Police and Auckland Transport is due to be reviewed in March 2026.

Free and frank opinions

Free and frank opinions