



Agenda

Auckland Transport Interim Board Meeting

Open Session

Friday, 4 September 2026 | 9.30am – 10.50am

Auckland Transport, 20 Viaduct Harbour Avenue, Auckland (Room 1.04)

Board:	Andrew Ritchie (Chair), Miriam Dean, Adrienne Young – Cooper, Dale Dillicar, Rob Clarke.
Board Observer:	Steve Mutton (Transport Change Director, Auckland Council), Councillor Maurice Williamson (Auckland Council Lead Councillor), Councillor Shane Henderson (Auckland Council Lead Councillor).
Executive Leadership:	Stacey van der Putten (Interim Chief Executive), Andrew Downie (Acting Director, Strategy and Governance), Kirstine Jones (Executive Officer and Acting Director, Customer), Mark Laing (Chief Financial Officer and Director Corporate Services), Karen Duffy (Director, People and Performance)
Governance Team:	Catherine Foster (Board Secretary Lead) Sarah Barrett (Executive Assistant)

Item	Topic	For noting / approval	Accountable	Time & Duration
Meeting Opening				
1.	Karakia Timatanga		Chair	9.30am (5 mins)
2.	Welcome/Acknowledgements	Noting		
3.	Apologies	Noting		
4.	Interests Register - Declarations/Conflicts	Noting		
5.	Approve Open Session minutes from 23 July 2026	Approval		
6.	Actions Register	Noting		

Item	Topic	For noting / approval	Accountable	Time & Duration
7.	Key Correspondence with Stakeholders	Noting		
8.	Governance Forward Programme	Noting		
Chief Executive Update and Standing Items				
9.	Chief Executive Open Business Report	Noting	Stacey van der Putten	9.35am (15 mins)
10.	Transport Transition Update	Noting	Steve Mutton	9.50am (5 mins)
11.	Public Transport Safety Update	Noting	Rachel Cara Mark Lambert	9.55am (10 mins)
12.	Transport Safety Update	Noting	Teresa Burnett	10.05am (10 mins)
13.	Road Safety Indicators Update	Noting	Teresa Burnett	10.15am (10 mins)
14.	Network Performance Update	Noting	Tracey Berkahn	10.25am (10 mins)
Item for approval				
15.	Auckland Regional Freight Plan	Approval	Andrew Downie	10.35am (10 mins)
General Business				
16.	General Business	Noting	Chair	10:45am
Close of meeting				
Meeting: Thursday, 24 September 2026				

Karakia Timatanga (Opening)

**Whakataka te hau ki te uru
Whakataka te hau ki te tonga
Kia mākinakina ki uta
Kia mātaratara ki tai
E hī ake ana te atakura
He tio
He hoka
He hau hū
Tīhei mauri ora!**

Cease o winds from the west
Cease o winds from the south
Bring calm breezes over the land
Bring calm breezes over the sea
And let the red-tipped dawn come
With a touch of frost
A sharpened air
And promise of a glorious day
Behold we live!



Auckland Transport Interim Board**INTEREST REGISTER as of 27/08/2026**

Director	Interest
Andrew Ritchie (Chair)	• Director, 20-20 Private Credit Limited • Director, AGR Ventures • Director and shareholder, AJR Enterprises Limited • Director and shareholder, AJR Finance Limited • Director and shareholder, AJR Group Limited • Director and shareholder, AJR International Limited • Director and shareholder, AJR Investments Limited • Director and shareholder, AJR Property Oldfield Limited • Director and shareholder, AJR Property Apollo Limited • Director and shareholder, AJR Property Hobsonville Limited • Director and shareholder, AJR Property Vega Limited • Director, Busfleet Australia Pty Ltd • Director and shareholder, Capital Management Limited • Director and shareholder, Central Landscape Systems Limited • Director, Entrada Travel Group Limited • Director, Hireworx Cabins (2024) Limited • Shareholder, Kings Quarry Limited • Director, Liftlink Holdings Limited • Director, Matchme Money Limited • Director and shareholder, NHR Group Limited • Shareholder, NZ Honey • Director and shareholder, One Cycle Limited • Director and shareholder, Pebblebrook Properties Limited • Shareholder, PRG Limited • Director, Ritchroll Holdings Limited • Director, RTH International Limited • Director and shareholder, Sid Foggs Australia

	• Director, SIX-EIGHTS Pty Ltd • Director, Sterling Properties Limited • Director, Stray Limited • Shareholder, Techion Holdings Limited • Director, Travir Pty Limited • President, Swanson RSA
Dale Dillicar	• No Interests
Rob Clarke	• Trustee, Chengeta Trust (Investment trust) • Trustee, Burjo Trust, (Housing and investment trust) • Director, Agritechnovation international (High tech ag business) • Director, Agritechnovation NZ limited (New Zealand entity only in Agriculture) • Shareholder, Wairo property – a Keri Keri property on industrial land. • Advisor, provides senior management coaching and attends board meetings (by invite) for Chevron Traffic Services and ChevTrain • Advisor, Temporary Traffic Management Advisory Group
Miriam Dean	• Deputy Chair, REINZ Limited • Director, Chorus Limited • Director, Chorus New Zealand Limited • Trustee, University of Auckland Foundation • Chair, Ministry of Justice Legal Aid Advisory Board • Justice, Pitcairn Island Court Appeal • Member, Gas Rulings Panel • Member, Institute of Directors • Member, New Zealand Law Society • Shareholder, Strategic Direction Limited (1490658) • Shareholder, Bureau Limited (5800194) • Former Positions (having any relevance) - Chair, Auckland CCO Review 2020 - External Advisory Board Member, Department of Internal Affairs (exp 12/2025) - Director, Crown Infrastructure Delivery Limited (exp 10/2025)
Adrienne Young-Cooper	• Trustee, Cornwall Park Trust Board

	• Trustee, Sir John Logan Campbell Residuary Estate • Trustee, Sir John Logan Campbell Medical Trust (all charitable trusts) • Trustee, The Urban Room Foundation (Charitable trust) • Chair and Director, Haumaru Housing Auckland Limited community housing provider JV Auckland Council and Selwyn Foundation • Angus Outram Investments Limited (Family investment Company) • Chair and Director, Waiti Water Limited
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Auckland Transport ELT

INTEREST REGISTER as of 27/08/2026

Director	Interest
Stacey van der Putten (Interim Chief Executive)	• Trustee, Track Safe Foundation (New Zealand) • Board Member, Public Transport Association Australia & New Zealand (Australian registered) • Board Member, National Ticketing System (NTS) • Chartered Member, Institute of Directors • Committee Chair, Australasian Rail Association – Aotearoa
Mark Laing (Chief Financial Officer and Director, Corporate Services)	• Trustee, Laing (2021) Family Trust
Kirstine Jones (Executive Officer)	• No Interests
Andrew Downie (Acting Director, Strategy & Governance)	• No Interests
Karen Duffy (Director of People and Performance)	• No Interests



Minutes of the Auckland Transport Interim Board meeting (Open session)

Held on 23 July 2026 from 10.00am to 11.30am
at Auckland Transport, 20 Viaduct Harbour (1.04) | MS Teams

Board:	Andrew Ritchie (Chair), Miriam Dean, Dale Dillicar, Adrienne Young-Cooper.	
Board Observers:	Steve Mutton (Transport Change Director, Auckland Council) Councillor Shane Henderson, Councillor Maurice Williamson	
Executive Leadership:	Stacey van der Putten (Interim Chief Executive)	
	Mark Laing (Chief Financial Officer and Director, Corporate Services)	
	Karen Duffy (Director, People and Performance)	
	Scott Campbell (Acting Director, Strategy and Governance)	
Management & Governance attendees:	Catherine Foster (Board Secretary Lead)	Item 1 - end
	Sarah Barrett (Executive Assistant)	Item 1 - end
	Donald Green (Operations Readiness and Integration Manger)	Item 10
	Rachel Cara (Group Manager, Public Transport Operations)	Item 10
	Teresa Burnett (Group Manager, Transport Safety)	Item 11
	Melanie Alexander (Director, Network Performance)	Item 12
	Claire Covacich (Principal Transport Planner)	Item 14
	Werner Pretorius (Head of Integrated Network Planning)	Item 14

Item	Topic
Opening	
1.	Welcome/Acknowledgements
	The Chair opened the meeting and welcomed the attendees.

Item	Topic
2.	Apologies
	Rob Clarke.
3.	Interest Register - Declarations/Conflicts
	Noted.
4.	Approval of Open Session meeting minutes – 24 June 2026
	The Auckland Transport (AT) Interim Board (board) approved the minutes from the board meeting held on 24 June 2026.
5.	Actions Register
	Noted.
6.	Key Correspondence with Stakeholders
	Noted.
7.	Governance Forward Programme
	Noted.
Standing Items	
8.	Chief Executive Open Business Report
	The Chief Executive spoke to the report and highlighted the following matters: - The board noted the provisional results for the period ending 30 June 2026, with AT meeting or exceeding 20 of 24 measures, one more than the previous period. Public Transport (PT) patronage was now within the met range following a strong final quarter. - The board noted that the Quarter 4 “AT listens and responds” reputation result was 41%, lifting the 2025/26 average to 38% against a target of 36%. While improved, the board noted that public perception needs to be an area for continued focus for the PT Council Controlled Organisation (CCO).



Item	Topic
	- The board noted capital programme delivery of 93% of budget for 2025/26. The board acknowledged staff contributions to this result. - The board observed cycling counts totalled 3.62 million for 2025/26, exceeding target by 2.75% and increasing 4.7% on the previous year. - The board noted that procurement for the Ferry Western Package was finalised on 1 July 2026 and requested further discussion on the Gulf Harbour ferry procurement before proceeding, including close engagement with Auckland Council (AC). - The board noted the Langholm bus service update and requested close monitoring of service and operator performance. Management advised that roadworks had disrupted the route, the operator was trialling smaller vehicles, and an operator improvement plan was in place.
9.	Transport Reform Transition Update Key discussion points included: - The board received an update that the programme remained on track for go-live on 1 October 2026. The current amber status reflected an elevated but stable risk environment. - Consultation feedback had been reviewed, with further consultation undertaken where required. Final decisions were expected to be communicated to staff on 30 July 2026. - Future governance and elected member decision-making arrangements were still being worked through. - System readiness remained a key focus, including SAP and Enterprise Resource Planning (ERP) systems. - Engagement with the Governing Body and central government on key approvals was ongoing. - The board noted that, while the programme remained on track, it continued to operate in a high-risk environment. Key areas of focus included people stability, government approvals and system readiness.
10.	Public Transport Safety Update

Item	Topic
	Key discussion points included: - The board noted an unusually high number of bus-related deaths and serious injuries (DSI) in June, with five crashes causing eight serious injuries and 18 year-to-date DSIs. Management advised there was no common pattern or systemic issue identified. The board requested close monitoring, continued operator engagement, and further analysis of trends and compliance. - The board noted reported bus traffic signal non-compliance and red-light running, with current data largely based on public reports rather than verified breaches. The board considered actual non-compliance may be higher and requested clearer reporting on reported and verified events, including how operator technology and forward-facing vehicle data could better inform driver training, compliance, safety culture and safety risks. - The board noted that Customer Relationship Manager (CRM) reports of driver non-compliance were closed with operators where incidents could be identified and investigated and supported improving the process to provide clearer assurance to the PTCCO. - The board noted the night-time flexi stops update, including onboard and bus stop communications, positive early feedback, and planned expansion later in the year alongside City Rail Link (CRL) operations. - Rail Safety - the board noted the increase in Metro Signal Passed At Danger (SPAD) incidents from one to eight and received assurance that each incident was fully investigated, including causal factors.
11.	Transport Safety Update Key discussion points included: The board noted concerns about e-scooter safety, including use around bus stops, pedestrian risks, under-reporting of harm, and legislative settings not keeping pace with emerging modes. Management advised that AT was monitoring approaches in other



Item	Topic
	jurisdictions, with reform options potentially including use of cycleways rather than footpaths, and noted enforcement sits with New Zealand Police. - The board discussed safety risks from large groups of youths on bikes on busy roads, noted that enforcement sits with New Zealand Police, and requested AT continues to monitor from a road safety perspective. - The board discussed school speed star-rating trials, including the decisions they would inform and related feasibility, funding and delivery implications. Management advised that future decisions would sit with local boards under the new structure. - The board queried the timing of safety recommendations following the March fatal crash, including installation of edge lines. Management advised that delivery timing reflected coordination with planned maintenance or project works, and that risk to the public was assessed and prioritised. The board emphasised the importance of maintaining a clear record of actions taken.
12.	Network Performance Update Key discussion points included: - The board noted progress with the Special Vehicle Lane (SVL) implementation programme, which had exceeding Statement of Intent (SOI) target. - The board noted the use of smart technology in event planning, including CCTV and Variable Message Sign (VMS) signage to support real-time customer movement information and responses to changing conditions, as well as productivity improvements from dynamic lanes and the intention to reflect productivity growth in the SOI. - The board observed that the new temporary traffic management system took effect on 1 July 2026, with new applications assessed through the new system. Management advised that AT was continuing to work with industry on implementation and had

Item	Topic
	received positive feedback. It was noted that board member Rob Clarke is involved in this work. The board discussed reviewing low-use T3 lanes for potential conversion to T2 lanes, noting the need to make best use of road space and measure people movement, including passenger counts, rather than relying only on vehicle movement. Management advised that transit lane assessments involve trade-offs, including bus travel time, and that a network-wide review was not currently planned. The board requested this be included in the Auckland Council handover brief as a network performance priority.
Items for approval	
13.	Statement of Intent 2026-2029 Key discussion points included: - The board noted that the financial statements, farebox target and revenue ratio were still being finalised. - The board noted continued work with Houkura on the Māori procurement measure, including clarification of the proposed change and focus on achieving the ambitious 3% target. The board: - Noted that the Statement of Intent 2026 - 2029 has been updated in response to shareholder feedback on the draft Statement of Intent 2026 - 2029, as well as feedback from council officers, Houkura Independent Māori Statutory board representatives, and nominated directors. - Delegated authority to the Finance and Audit Committee to finalise and approve the Statement of Intent 2026-2029 once the financial statements, farebox target and revenue ratio information were available.
14.	Accessibility Action Plan



Item	Topic
	Key discussion points included: - The board supported the plan's intent and endorsed the proposed measures, requesting a shorter overview and clearer action plan with short- and long-term delivery priorities. - Management advised that responsibilities had been shared with Auckland Council and would be refined once agreed, alongside further work on presentation, publication and council engagement. - The board requested inclusive, community-supported language and clearer presentation of key performance indicators and analysis across modes and customer groups. - The board discussed budget implications and council alignment, noting that roles and responsibilities had been clarified through reform and that budget matters were still being worked through with Auckland Council. The board: A) Approved the Transport Accessibility Action Plan 2026-2029, subject to feedback being incorporated into the final document.
General	
15.	General Business Action:2026July01: The board requested a post-project review of the Hobsonville Road works to assess alignment with safety standards, noting concerns regarding traffic cones and blacked-out white lines.

Approved by the board as a true reflection of the meeting proceedings.

Andrew Ritchie
Chair



Auckland Transport Board

Actions Register (Open Board Sessions)						
Outstanding / In Progress Actions						
Reference	Meeting date	Section	Action	Completion Date	Assignee	Status
Action2026June03	24-Jun-26	Transport Safety update	Management to provide the board with a memo on the road safety focus for vulnerable road users.	4-Sept-26	Acting Director - Network Performance	PENDING: The Road Safety Indicators update will be presented at the August board meeting.
Action2026July01	23-Jul-26	General Business	The board requested a post-project review of the Hobsonville Road works to assess alignment with safety standards, noting concerns regarding traffic cones and blacked-out white lines.	4-Sept-26	Acting Director - Infrastructure Delivery	PENDING: An interim safety audit will be undertaken and the findings will be shared out-of-cycle
Closed Actions						
Reference	Meeting date	Section	Action	Completion Date	Assignee	Assignee
Action 2026May02	28-May-26	Network Performance Update	The board requested further detail on the Utilities Access Act 2010, its review, access to the roading network and enforcement levers under the new rules.	14-Jul-26	Acting Director of Network Performance	CLOSED: A paper has been circulated to the board on 14 July.
Action2026June01	24-Jun-26	T2/T3 lanes	The board asked whether performance could be modelled if all T3 lanes became T2. Management advised this modelling is not currently done, but demand could be assessed. Management to follow up with this information.	23-Jul-26	Acting Director of Network Performance	CLOSED: An update has been included in the July Network Performance report.
Action2026June02	24-Jun-26	Transport Safety update	Management to follow up on the outstanding audit action relating to fatal crashes and provide the board with information on the crash date, status of actions completed or outstanding, any urgent actions required and timeframe for addressing recommendations, starting with next month's report.	23-Jul-26	Acting Director of Network Performance	CLOSED: An update has been included in the July Transport Safety report.





Entered by Board Secretary

AGENDA ITEM 7 BOARD NOTING PAPER	
To:	The Auckland Transport Interim Board
From:	Catherine Foster, Board Secretary Lead
Reviewed:	Stacey van der Putten, Interim Chief Executive
Date:	27 August 2026
Title:	Key correspondence with Stakeholders – Open

Aronga / Purpose

1. To update on correspondence with key stakeholders since the last Auckland Transport (AT) Board (board) meeting.

Tuku mana / Delegation

2. N/A.

Te whakarāpopototanga matua / Executive summary

3. The following correspondence was sent to and received from key stakeholders:
 - a. [Letter dated 17 July 2026 from ATs Interim Chief Executive to Hon. Simeon Brown, MP for Pakuranga, Councillor Bo Burns and Councillor Maurice Williamson about raised intersection works at Gossamer Drive and Tī Rākau Drive.](#)
 - b. [Letter dated 4 August 2026 from Mayor Wayne Brown to the Minister of Transport and Minister for Rail about the City Rail Link timetable.](#)
 - c. [Letter dated 5 August 2026 from the Chair of KiwiRail to Mayor Wayne Brown about an Auckland freight-free period.](#)
 - d. [Letter dated 19 August 2026 from the Hibiscus and Bays Local Board to ATs Interim Chief Executive about Temporary Traffic Management, raising concerns about costs under the new risk-based model.](#)

- e. [Letter dated 25 August 2026 from AT Interim Board member to Minister for Rail regarding Drury Rail Station.](#)

4. Copies of the correspondence are published in the Diligent Resource Centre.

Te pou whenua tuhinga / Document ownership

Submitted by	Approved for submission
Catherine Foster Board Secretary Lead	Stacey van der Putten Interim Chief Executive
	

Interim Board Governance Forward Programme 2026

	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec
1. Meeting Schedule								
Board meeting	28	24	23		4/24			
Finance and Assurance committee meeting	13	10	29	12	14			
<i>Transport & Infrastructure Delivery Committee (External Committee – for information only)</i>	26	23	28	25	22	20	24	8
2. Strategy and direction setting								
Statement of Intent – review and approval			23/29	12				
3. Standing Reports								
CE Business report (open and confidential)	28	24	23		4/24			
Finance Report (includes capital report)	28	24	29		4/24			
Risk Update	28	24	23		4/24			
Transport Transition Programme Update	28	24	23		4/24			
Operating Rules and Escalation Process Update	28	24	23		4/24			
Network Performance Update	28	24	23		4/24			
Health, Safety & Wellbeing	28	24	23		4/24			
Transport Safety Update	28	24	23		4/24			
CE Delegation review								
Risk Appetite Statement	28							
Annual budget		24						
Adoption Annual report (incl. full year financial results)								
Approve annual insurance cover renewal		24						
Quarterly Report to Auckland Council				12				

Board Administration - Interest register, Actions, Meeting Minutes	28	24	23		4/24			
Interim board charter approval	28							
City Rail Link Readiness		19	13					

- *Site visits to be arranged at board's request.*

		May	Jun	Jul	Aug	Sept	Oct	Nov	Dec
4. Site visits and engagements	Responsible ELT / SLT								
City Rail Link (Karanga-a-hape Station)	Stacey van der Putten	21							
Level Road Crossing Programme	Stacey van der Putten	21							
Auckland Transport Operations Centre (ATOC)	Stacey van der Putten								
Auckland Rail Operations Centre (AROC)	Stacey van der Putten	21							
Eastern Busway	Stacey van der Putten								

- *Briefing on strategic matters to be arranged at board's request.*

		May	Jun	Jul	Aug	Sept	O c t	Nov	Dec
5. Interim board briefings	Responsible ELT/SLT								
Risk Appetite Statement	Mark Laing	13							
Capital Programme	Mark Laing	13							
City Centre	Mel Alexander			8					
Cyber Security	Roy Cohen			8					



Entered by Board Secretary

Board Meeting| 04 September 2026
Agenda item no. 9
Open Session

AGENDA ITEM 9 BOARD NOTING PAPER	
To:	The Board
From:	Stacey van der Putten, Interim Chief Executive
Reviewed:	Stacey van der Putten, Interim Chief Executive
Date:	27 August 2026
Title:	Chief Executive's Open Board Business Report

Aronga / Purpose

1. To summarise Auckland Transport's (AT's) activities for the July and August period which contribute to the delivery of the Statement of Intent (SOI).

Te horopaki / Background

2. This report provides an update on progress with meeting our SOI performance measures, operational highlights and the impact of our decisions on those who use and experience our various networks.

Me mōhio koe / What you need to know

SOI performance highlights

3. The SOI was approved by Auckland Council's (council's) Transport and Infrastructure Delivery Committee on 25 August 2026.
4. **SOI performance:** the SOI dashboard is included as Attachment 1. This month's dashboard is separated into part one (outlining measures and targets that will transfer to council) and part two (enduring AT performance measures). There are 15 measures in each part, for a total of 30 performance measures.
5. In part one, three of 15 existing SOI measures are under target, with customer complaint rate remaining above target levels (coupled with complaint

resolution rates – impacted by operational pressures resulting from transport reform); and capital budget delivery in July being below budget. Three measures are waiting on initial 2026/27 results.

6. In part two, public transport (PT) utilisation is the only measure below target, although seven measures have yet to report a result (measures reported quarterly).
7. **Patronage:** year-to-date July boardings reached 8.1m vs target of 8.2m. This is 1% behind our SOI stretch target, but within the met range. July boardings were 7% higher than July 2025, and the highest July result since 2019.
8. **Low emission buses:** have met the annual target, although there are only four new electric buses contracted to be brought into service through the remainder of the financial year. The low emission bus roadmap is being reviewed this year.
9. **PT-related Māori procurement:** in July was 1.6% of PT-related spend compared to a target of 0.5%, driven by spend on fuel, security services, safety equipment and staff training.

PT developments

10. **Western Package ferry procurement:** procurement process concluded to contract passenger ferry services across Auckland's Western Routes (West Harbour, Birkenhead, Te Onewa Northcote Point, Bayswater) and Rakino Island (the Western Package) for a seven-year term commencing 1 July 2027.
11. The contract was awarded to SeaLink Maritime & Tourism Australia (a subsidiary of the Kelsian Group) and Beldair Ferries Limited (SeaLink Beldair).
12. Key features of the SeaLink Beldair proposal include:
 - a. A staged renewal of the fleet including five new standardised vessels;
 - b. A Special Purpose Vehicle (SPV) financing structure for the new vessels;
 - c. Long-term asset security, with AT purchasing the vessels at term end; and



Entered by Board Secretary

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- d. Terminal improvements at West Harbour marina that transfer to AT ownership at the end of the term.

- 13. **Gulf Harbour ferry procurement:** a request for proposal (RFP) was released on 31 July 2026 and is closing at the end of September 2026.
- 14. The existing contract (with Fullers) expires 30 June 2028. The new contract will commence on 1 July 2028.
- 15. The RFP requirements will include existing timetabled services continuing until both Penlink and the Whangaparaoa Bus Station are completed with a future transition to peak only ferry services.

City Rail Link (CRL)

- 16. **Post Practical Completion (PC)** work continues, with safety and service critical snags/defects at 90% closed.
- 17. **CRL station open days:** have now concluded with Te Waihorotiu Station first look public event on 22 August. A total of 43,000 attended the three first look events over the three weekends from 8 August.

People

- 18. **People and performance:** the People and Performance Dashboard is included as Attachment 2. Overall AT voluntary turnover remains steady at 10.1%. Senior (Band L+) voluntary turnover has dropped from 28.1% in June to 21.9% in July.
- 19. Our demographic measures have remained relatively stable. However, under transport reform, our demographics will change as we have 1192 roles transferring to council, 140 roles being disestablished and 51 new roles being established. These changes have a slightly disproportionate impact to roles with female incumbents, and redeployment and recruitment activity will focus on appointing great talent into vacant roles including consideration of our gender and ethnicity targets.

Major projects

- 20. **Drury and Paerata stations:** opened on 2 August. The first two weeks of services saw over 3,000 boardings per week.
- 21. **Westgate Te Waiarohia station:** opened on 11 August with services commencing on 16 August. Built by New Zealand Transport Agency Waka Kotahi (NZTA), Westgate Te Waiarohia Station is the first completed station delivered as part of the Northwest Busway and is a major investment in better PT for Auckland's growing northwest. Indicative patronage for the first seven days saw 2,862 boardings.
- 22. **Eastern Busway:** AT has communicated its decision to proceed with the approved raised intersection design currently under construction to Elected Representatives and the Howick Local Board. Traffic performance, safety, and road user outcomes will continue to be monitored once the corridor becomes operational.
- 23. **Matakana Link Road:** The Interim Chief Executive approved a contract extension of 12 months for Matakana Link Road Stage 1 Construction (Contract 402-20-012-PW1) for additional plant maintenance to comply with the requirement to provide three years of plant maintenance in accordance with the resource consent conditions.
- 24. **National Fuel Response Plan (Stage 4) bridge screening:** is an NZTA led assessment of bridge capacity across the national freight network to identify structures that can safely accommodate temporary heavy vehicle weight limit increases during a fuel supply disruption. The bridge screening remains under review NZTA. AT has reviewed the NZTA screening outcomes and supports the inclusion of 62 bridges in the proposed 55MAX restriction list – allowing freight vehicles operating at up to 55 tonnes gross mass (compared with the standard 50 tonne limit) NZTA is currently validating the bridge data and consolidating results before seeking Road Controlling Authority verification.

Other activities

- 25. **The Sustainability Strategy annual report and environmental scorecard** has been prepared in support of the 2026 Annual Report. Sustainability performance remains broadly positive, with emissions reduction targets on



Entered by Board Secretary

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track, continued progress in resilience planning and sustainable procurement, and ongoing focus required to improve performance against four of the five Hikina te Wero environmental targets.

26. Specifically, operational emissions have decreased from the 2021/22 baseline, primarily driven by the continued transition to electric buses, optimised deployment of the electric fleet, and lower electricity emissions factors. Embodied emissions have also decreased despite increased capital expenditure compared with the baseline period.
27. A resilience project pipeline has been established to support future Asset Management Plan and Regional Land Transport Plan investment decisions.

Key approval papers

28. The key item requiring approval or noting by the board at this meeting are:
- Auckland Regional Freight Plan.

Ā muri ake nei / Next steps

29. The next Chief Executive's Open Board Business Report will be presented to the board at the 24 September 2026 meeting.

Ngā whakapiringa / Attachments

Attachment #	Description
1	SOI Dashboard – July 2026
2	People and Performance Dashboard – July 2026

Te pou whenua tuhinga / Document ownership

Submitted by	Recommended by	Approved for submission

Sean Cavanagh Corporate Planning and Performance Lead	Andrew Downie Acting Director, Strategy and Governance	Stacey van der Putten Interim Chief Executive

Statement of Intent (SOI) 2026/2027 Performance Targets - Part 1

Reporting as July 2026

2

Above target 2%

7

Target +/- 2%

3

Below Target 2%

3

Not Rated

Objective/ Outcome	ID	Measures	Freq	Latest YTD Result	YTD Target	2026/2027 target	YTD Status	Performance Commentary	Performance Response
Part 1 SOI	1	Average arterial travel time	Monthly	22.7 minutes	23 minutes	23 minutes	Met	In July 2026, the average people travel time was 22.0 minutes, 1.7 minutes lower than June 2026, consistent with the expected reduction in congestion from June to July due to school holidays.	
	2	Arterial productivity	Monthly	30,322	30,166	32,000	Met	Arterial road productivity during the AM peak in July 2026 was 30,800, 4.4% higher than July 2025. 3 weeks of school holiday in July 2026 resulted in lower demand and reduced productivity compared with June 2026.	
	3	Freight performance	Monthly	85%	86%	85%	Met	In July 2026, 86% of the Freight Network operated at Levels of Service A-C during the interpeak period which was similar to the numbers recorded in July 2025. A linear trajectory is used for performance forecasting.	
	4	Special Vehicle Lanes delivered	Monthly	0.35 km	0.35 km	20 km	Met	2 new Special Vehicle Lane (SVL) infrastructure projects completed in July, these are Rosebank Road SVL (0.25km), Painton Road/ Hibiscus Coast Highway Intersection and Bus Priority Improvements (0.1km).	
	5	Safety (deaths and serious injuries)	Monthly	51	51	No more than 610	Met	51 Death and Serious Injuries (DSI) have been recorded for July 2026. However this is expected to increase due to the 3-month reporting lag.	Most road safety measures are designed to have long-term impacts, often extending well beyond a single year. While their immediate effect on DSI numbers may appear modest, their cumulative impact over multiple years is significantly greater.
	6	Cycle counts	Monthly	0.3 million	0.25 million	3.7 million	Exceeded	In July 2026, the cycle counts totaled 299,543, a 19.5% increase from July 2025. Bike Hubs continue to demonstrate strong demand, recording 4,547 visitors and 2,168 bikes repaired in July, an increase of 31% and 23% respectively compared to July 2025.	Ongoing investment into Activation Plans and associated programmes to support cycling infrastructure investment, with an objective of continuing to grow cycle counts. Current priority areas include Hobsonville, Mangere, with Glen Innes and Onehunga recently stood up.
	7	Formal complaints	Monthly	0.53%	<0.35%	<0.35%	Not Met	Elevated complaint demand within HOP and Contactless-related queues.	Customer Services is continuing to monitor complaint trends and work with operational and product teams on underlying drivers. Additional analysis is being progressed to better isolate PT/HOP vs non-PT complaint volumes and resolution performance.

Statement of Intent (SOI) 2026/2027 Performance Targets - Part 1

Reporting as July 2026

2 Above target 2%	7 Target +/- 2%	3 Below Target 2%	3 Not Rated
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Objective/ Outcome	ID	Measures	Freq	Latest YTD Result	YTD Target	2026/2027 target	YTD Status	Performance Commentary	Performance Response
Part 1 SOI	8	Complaint resolution	Monthly	82%	90%	90%	Not Met	A total of 163 formal complaints were resolved during the month, with an average resolution time of 11 working days. Performance was impacted by continued operational pressures associated with Transport Reform, as well as timing of senior stakeholders having significant time spent in the management of more complex aged cases.	As operational stability continues to improve, complaint timeliness is expected to recover towards target.
	9	Resource consents within SLA timeframes	Monthly	96%	90%	90%	Exceeded	AT performance in terms of all Subject Matter Expert timeframes is the third highest as confirmed by Auckland Council, and the other two with lower average timeframes have significantly less volume.	
	10	Capital budget invested	Monthly	74%	90%	90%	Not Met	\$89.4 million delivered in July 2026, 74% of the \$121.6 million budget. This is \$16.9 million higher than July 2025.	Primary areas of underspend in the month were Level Crossings, Asset Renewals, Eastern Busway, Ferry and Priority Growth projects. Offset by areas of overspend in Resilience and Community Response.
	11	Capital budget delivered on time	Quarterly			90%	Not Rated	First result will be provided in the Q1 report.	
	12	Māori procurement	Monthly	2.99%	3%	3%	Met	AT spent \$5.23 million with Māori-owned businesses in direct and sub-contracted spend in July 2026. 58% (\$102m of the \$175 m total influenceable spend) of AT's spend in July is through contracts that have supplier diversity Key Performance Indicators.	Key Performance Indicators for spend with Māori-owned subcontractors and suppliers are embedded in multiple large contracts across maintenance, operations and capital projects.
	13	Number of marae improved	Quarterly			1	Not Rated	First result will be provided in the Q1 report.	
	14	Asset conditions (poor condition)	Quarterly			No more than 17%	Not Rated	First result will be provided in the Q1 report.	
	15	Road maintenance	Monthly	0.2%	0.2%	7.5%	Met	0.6 km (6,976 m ²) of pavement rehabilitation and 6.5 km (81,610 m ²) of asphalt resurfacing completed in July 2026.	

Statement of Intent (SOI) 2026/2027 Performance Targets - Part 2

Reporting as July 2026

5

Above Target 2%

2

Target +/- 2%

1

Below Target 2%

7

Not Rated

Focus Area	ID	Measures	Freq	Latest YTD Result	YTD Target	2026/2027 Target	YTD Status	Performance Commentary	Performance Response
Integrated public transport system driving patronage growth	1	Public transport patronage	Monthly	8.1 million	8.2 million	103.8 million	Met	Bus: 6.4M; Train: 1.4M; Ferry: 0.4M 8.1M boardings in July 2026, which is 840K or 11.5% higher than July 2025, driven by a combination of increased demand and favourable weather. Tertiary patronage saw a 60.7% year-on-year increase with 940K boardings, the highest July tertiary patronage since 2019. 11 new sign-ups for Fareshare, totalling 122 clients.	Community Connect campaigns live, including digital advertising in 56 clinic and hospital screens and Community outreach marketing. Worked with Tātaki to kick-off Hui Pass media plan and B2B marketing plan activity. Fareshare Customer Portal roll out commenced. First employers signed up on Fareshare 100% subsidy product. Workshop with Tātaki completed in July for visitor and destination travel segment.
	2	Public transport utilisation	Monthly	45.5%	50%	50%	Not Met	Bus: 47.2%; Train: 46.7%; Ferry: 30.1% Utilisation was negatively impacted by lower peak hour demand caused by school holidays, Matariki long weekend, and rail network closure. Two newly introduced Frequent Transit Network routes (Routes 15 and 17) will take time to build patronage and are expected to have lower short-term utilisation.	Utilisation of the new frequent routes introduced in April (Routes 37 and 39) and June (Routes 15 and 17) is being closely monitored. AT is working with the Travel Choices and Marketing teams to continue promoting these new services. The final South Auckland review results are expected to be completed by the end of August.
Reliable and convenient customer journeys	3	Satisfaction with PT (Onboard Survey)	Quarterly	0.0%	90%	90%	Not Rated	First result will be provided in the Q1 report.	
	4	Public transport reliability (operated vs cancelled trips)	Monthly	97.2%	98%	98%	Met	Bus: 91.6%; Train - 95.5%; Ferry: 96.4% Bus - negatively impacted by unforeseen Bus Driver Console issues; Ritchies continues to account for the majority of cancellations and unforeseen incidents, and Howick & Eastern having a sharp increase in cancellations. Ferry - Gulf Harbour saw a 9% increase of cancellations compared to June 2026.	Bus - continued work with Ritchies on network recovery and Howick & Eastern on fleet recovery plan. Train - continued focus on temporary speed restrictions, infrastructure reliability and freight-related impacts; joint performance management prioritising disruption recovery and reducing customer impacts following incidents. Ferry - Better resilience from Fullers on Gulf harbour sailings on last minute staffing and vessel reliability issues
	5	Public transport punctuality	Monthly	93.2%	90%	98%	Exceeded	Bus: 91.6%; Train: 95.5%; Ferry: 97.9% Bus punctuality has had a significant improvement through the month, with all operators exceeding their target. Howick & Eastern increased by 5.5% to 91.7% as the Eastern Busway construction nears completion. Train punctuality performance continues to increase. All ferry services continue to perform well above target.	Bus – continued work on the Eastern Busway programme Train – work with KiwiRail to address recurring infrastructure faults that continue to drive delays and customer impacts; increase focus on leading indicators and precursor events Ferry – significant impacts related to weather, fog, severely impacting on time performance
	6	Customer satisfaction with contact centre	Monthly	92.0%	90%	90%	Exceeded	In July 2026, a total of 13,269 calls were offered and 65% were answered within 30 seconds. 92% of surveyed customers who responded indicated they were satisfied with the agent they spoke to.	

Statement of Intent (SOI) 2026/2027 Performance Targets - Part 2

Reporting as July 2026

5 Above Target 2%	2 Target +/- 2%	1 Below Target 2%	7 Not Rated
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Focus Area	ID	Measures	Freq	Latest YTD Result	YTD Target	2026/2027 Target	YTD Status	Performance Commentary	Performance Response
Safe and accessible public transport	7	Customer perceptions: Safety onboard PT services	Quarterly	0.0%	95%	95%	Not Rated	First result will be provided in the Q1 report.	
Responsible stewardship and financial sustainability	8	Farebox recovery ratio	Monthly	34.0%	30%	34.5%	Exceeded	July 2026 actuals are favourable across all modes. Revenue is on target. Public transport contract costs are favourable, driven by lower than forecast impact of fuel costs.	Bus Tranche 2 lower costs Phase 2 implemented June 2026 Bus Tranche 3 Procurement delivers significant cost reductions and other benefits commencing Dec 2026, phase 2 June 2027 Ferry Western Package Procurement concluded 4% lower than expected costs. commencing July 2027
	9	Private Revenue Ratio	Quarterly	0.0%	26%	26.3%	Not Rated	First result will be provided in the Q1 report.	
	10	Reduction in operational emissions	Quarterly	0.0%	2% decrease from 2025/2026	2% decrease from 2025/2026	Not Rated	First result will be provided in the Q1 report.	
	11	Low emission buses	Monthly	462	450	450	Exceeded	35 additional zero emission buses entered service during July, bringing the total in operation to 462. These vehicles are for Ritchies contracts in South Auckland	4 more Low Emission buses currently contracted to enter service during FY27.
	12	Asset conditions (Critical PT assets in poor or very poor condition)	Quarterly	0.0%	<5%	<5%	Not Rated	First result will be provided in the Q1 report.	
Trust, transparency, and accountability to Aucklanders	13	Public perceptions: AT listens and responds	Quarterly	0.0%	40%	40%	Not Rated	First result will be provided in the Q1 report.	
	14	Local board satisfaction with AT	Annually	TBC	75%	75%	Not Rated		
	15	Procurement with Māori owned businesses	Monthly	1.7%	1%	0.5%	Exceeded	AT PT-related spend was \$768K with Māori-owned businesses in direct and sub-contracted spend in July 2026. Tier 1 operators have subsequently started spending with verified Māori-owned suppliers for fuel, security services, safety equipment and staff training.	Key Performance Indicators for spend with Māori-owned subcontractors and suppliers are embedded in all new contracts for bus services, security services for public transport facilities and events, out of home media advertising, the ferry services western package, and the ferry vessel build.

People and Performance - Auckland Transport

Update

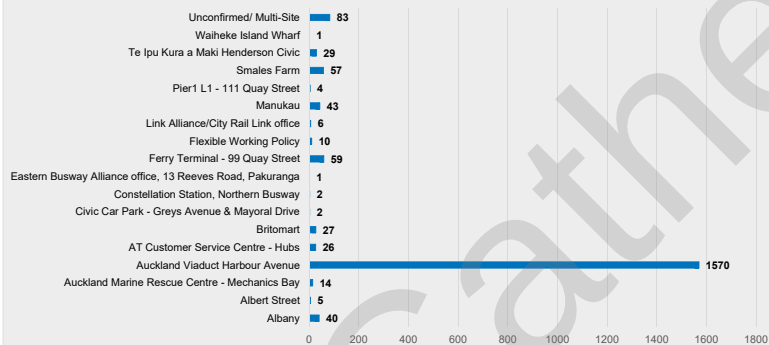
AT's headcount remains within approved budget levels and is closely governed through the Resource Governance Group. Selective investments have been made in City Rail Link and technology capabilities including a small number of fixed-term extensions approved in June to support the successful CRL launch and strategic delivery requirements.

Our demographic measures have remained relatively stable. However, under transport reform, our demographics will change as we have 1192 roles transferring to Auckland Council, 140 roles being disestablished and 51 new roles being established. These changes have a slightly disproportionate impact to roles with female incumbents, and redeployment and recruitment activity will focus on appointing great talent into vacant roles including consideration of our gender and ethnicity targets.

Overall voluntary turnover remains low at 10.1%, and senior (Band L+) voluntary turnover has dropped from 28.12% in June to 21.88% in July. Higher than normal turnover at the senior level continues to present a significant risk to cohesive reform leadership and organisational capability and capacity. Our current end of year performance management process is a mechanism for retention discussions. However, retention will also be impacted by pending confirmation of successful or unsuccessful applications for ongoing employment into roles confirmed under transport reform.

Wellbeing support remains an area of focus throughout this period of significant change. In addition, onboarding processes for AT employees moving to AC are being developed and a people plan refresh for AT is under development with an initial focus on purpose and values suitable to deliver on the objectives of transport reform.

Headcount by Location



Dashboard

Reporting period: July 2026

1948.5
Full Time Equivalents

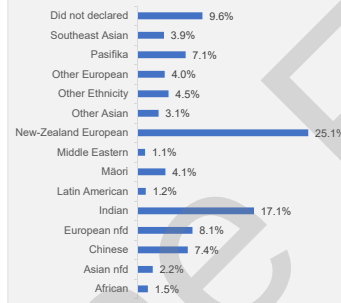
1,979
Total Headcount

Gender 56:44:0
Male:Female:Diverse

DE&I targets

Māori : 5% : long term 12% current actual 4%
Female Snr Ldrs: 36% Female Ldrs: 38% current actual 35% & 36%

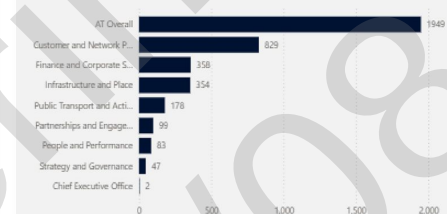
Ethnicity



Gender by position level



of full-time equivalent (FTE)



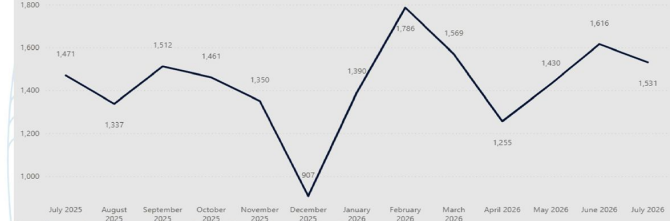
% of employee voluntary turnover



Unplanned Leave Day Breakdown

Sick	1078
Domestic	229
Bereavement	109
ACC	115
TOTAL	1531

13 months total unplanned leave days





Transport Safety Performance Report

August 2026



Bus Safety

Auckland Bus Related Deaths and Serious Injuries (2021 – 2026)

Public Transport Safety

Public transport is globally recognised as one of the safest modes of travel, Auckland crash data supports this view.

- **On board:** Bus drivers and passengers account for less than 0.5% of all Death and Serious Injury (DSI) cases in Auckland. In contrast, almost 50% of DSI cases are associated with light vehicle (car, wagon, ute and SUV) users.
- **Bus-related crashes:** Crashes involving buses can still affect other road users not inside the bus. These crashes account for around 2.2% of Auckland's total DSIs.

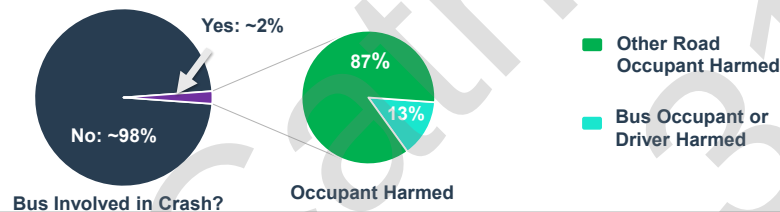
July Update

- There were no bus-involved crashes resulting in death or serious injury in July.
- A data quality issue was identified in CAS data whereby vehicles with more than nine seats were classified as a "Bus" under NZTA vehicle classification rules, including Toyota Hiace vans. Between 2021 and 2026, 16 crashes classified as bus-involved were found to involve these vans. Re-classifying and re-analysing the data resulted in a significant reduction in bus-related deaths and serious injuries (DSI), explained in greater detail on following page:

Bus-Related Crashes

- Bus-related deaths and serious injuries have remained low and stable at around 13-15 cases per year between 2021 and 2026. This stability has been maintained despite growth in both public transport services and Auckland's population, indicating that the rate of DSIs per capita has declined over time.
- Within these bus-related incidents, approximately 87% of harm is experienced by people **outside the bus**, particularly pedestrians and car occupants, while one-quarter involves bus drivers and passengers.
- This data confirms that bus travel remains one of the safest modes in Auckland, with low harm levels and most risk occurring outside the bus.

Auckland Death and Serious Injuries Data (2021 – 2026)



Auckland Bus Related Deaths and Serious Injuries (2021 – 2026)

Impact of Reclassifying Toyota Hiace as Van

- A re-analysis of the data was conducted for the years 2021 to 2026, with Toyota Hiace's being re-categorised as Vans rather than Buses (all graphs in appendices have been updated to reflect this new data set). This re-analysis resulted in a significant reduction in bus-related deaths and serious injuries (DSI):
 - Total bus-involved DSI: 103 → 79 incidents (-23%)
 - Auckland bus-involved DSI as a proportion of all Auckland DSI: 2.82% → 2.27%
 - Bus driver and passenger DSI: 24 → 11 incidents
 - Auckland bus-related DSI by affected road user: 23% → 14%
 - Auckland bus-related DSI rate by affected road user: 0.7% → 0.3%
- The apparent level of bus-related harm was materially overstated due to the inclusion of Toyota Hiace vehicles within the bus category. Correcting this classification reduces bus-involved deaths and serious injuries by approximately 23% and substantially lowers several key bus safety indicators.
- Further work will be done on the data in the coming month to ensure that no other vehicles are being incorrectly categorised.

Bus Safety

Public Self Reported Events (Jun 2025 – May 2026)

Bus traffic signal non-compliance events

Work undertaken to assess the accuracy of the AI tool used to identify red-light running incidents found it correctly classified 79% of incidents while identifying significantly more potential incidents than the previous manual process, demonstrating its value as a screening tool when supported by manual review and validation.

The next phase of work will involve reviewing the outcome of each associated CRM case to determine whether incidents were validated by operators and what subsequent actions were taken. This analysis will help assess the extent to which identified events represent actual versus perceived risk and provide a clearer understanding of intervention effectiveness.

Due to a data extraction issue, June and July 2026 data was unavailable for this Board report. Work is underway to resolve the issue, with a fix expected before the next reporting period.

Separately, a review of the dataset identified that 21% of cases between June 2025 and May 2026 had been incorrectly classified. Updated figures for this period have been provided, with the incorrectly classified cases removed.

Summary

- Public reporting of **bus red-light running**, captured through the AI-enabled CRM system between June 2025 and May 2026, remained steady at around 25.3 reports per month. These reports reflect public perception rather than confirmed safety breaches, and each is reviewed by operators for investigation, with further analysis underway to identify patterns by operator and route.

Key trends and observations

- Reporting levels varied throughout the year, ranging from 12 to 35 incidents per month. Variations appear to reflect seasonal patterns and network activity, rather than significant shifts in behaviour, peaking in February 2026 (51 cases) during high network usage, and dipping in December 2025 (17 cases) and July 2025 (24 cases), when services and congestion are typically lower.

Public Self Reported Events (Jun 2025 – May 2026)

Customer and public safety events

Again, due to a data extraction issue, June and July data was unavailable for inclusion in this Board report. Work is underway to investigate and rectify the issue. The previous month's update is provided below:

Summary

- Customer-reported incidents involving aggression, violence, racism, discrimination, and inappropriate **behaviour**, captured through CRM AI record a total of 1,862 incidents recorded during the 12-month period June 2025 to May 2026. Reports increased slightly from 110 in April 2026 to 135 in May 2026, but remained among the lowest monthly levels recorded over the analysis period.

Key trends and observations

- Although incident levels fluctuate month-to-month, the data shows a downward trend, with recent months consistently lower than earlier in the period. Seasonal factors, such as reduced activity and services in December, contribute to some variation, but do not change the overall pattern of improvement.
- This downward trend aligns with the continued implementation of safety initiatives under the Public Transport Safety Action Plan, including driver protection screens, real-time onboard CCTV trials, improved reporting pathways, and the introduction of a bus safety ambassador trial (further detail on following page).

Public Transport Safety: Current Bus Safety Initiatives

Initiative	Objective	July Updates	Insights
Safety Ambassadors on Bus Trial	- Increase both actual and perceived safety and customer confidence through a visible, engagement-led presence on the public transport network. - Two teams are currently deployed across selected Western and Northern route.	- An Offer of Service has been received for a third team to partner with Ritchies on the Southern corridor and is currently under review, with engagement and PPDA development underway. - Reporting models are being tested to assess impacts of Safety Ambassadors on untagged patronage and potential correlations with patronage trends. - Rosters have been adjusted to include shifts throughout the day, providing greater network coverage, increasing customer exposure to the programme, and supporting improvements in perceptions of safety across the public transport network. - Further NZ Security Association Saved a Life medals awarded to several Ambassadors for intervening in a situation with an individual armed with a machete.	- The programme continues to demonstrate that engagement and early intervention can successfully influence customer behaviour without reliance on enforcement. - Ambassadors have de-escalated several incidents that would likely have otherwise required Police attendance. - Early indicators show improved fare compliance and reduced fare evasion on serviced routes.
Real-Time CCTV on Bus	- The real-time CCTV trial is enhancing both proactive and retrospective visibility of incidents, improving the speed, quality, and confidence of investigations. - The programme is targeting coverage of approximately 25% of the bus network by the end of the 2026/27 financial year.	141 still remaining. Installation plan is being worked on with the three operators and will be quoted within the next month ready for delivery.	Further work is exploring opportunities to leverage emerging connectivity solutions, including satellite-based systems and existing SIM infrastructure, to improve coverage, capability, and cost efficiency at scale.
Computer Vision Analytics Improvement Programme	To leverage AI-enabled analytics on CCTV systems to proactively identify safety risks and support faster, more targeted responses to incidents across the public transport network.	- A proof-of-concept for detecting potentially aggressive behaviour has demonstrated positive test results. - Current efforts are focused on validating performance in real-world transport environments and evaluating next-generation AI enhancements to improve detection accuracy.	Once implemented, these capabilities will help shift safety management from a reactive approach to a more proactive model by identifying emerging risks earlier, providing better situational awareness, and supporting targeted interventions before incidents escalate.



Public Transport Safety: Current Bus Safety Initiatives

Initiative	Objective	July Updates	Insights
AT Mobile - Share my Journey Plan	Improve passenger confidence and personal safety by enabling customers to share their public transport journey with trusted contacts.	- Journey sharing continues to see strong engagement, with 2,315 journeys shared in the last 30 days and 13,280 shared in total. Approximately 90% of shared journeys were opened by recipients. - This initiative is now marked as complete.	Continued growth in usage demonstrates that customers see value in tools that increase visibility and reassurance during travel. The latest enhancements further strengthen the feature's role in supporting both actual and perceived safety across the public transport network.
Night Time Experience - Flexi-stop	- The Flexi-stop trial enables passengers on Route 18 (New Lynn to Downtown) to alight between designated bus stops after 7:00pm, where safe to do so. - This improves safety and accessibility by allowing customers to disembark closer to their final destinations during evening and night-time travel.	- The Flexi-stop trial has been operating since March 2026 and is scheduled to continue through to September 2026. - While uptake remains lower than anticipated, work is underway to assess opportunities to expand the trial to additional routes and increase customer awareness.	- Customer feedback has been overwhelmingly positive, with users reporting increased confidence and convenience when travelling at night. - Positive customer sentiment indicates the trial is delivering on its safety and customer experience objectives. The key focus over the remaining trial period will be understanding barriers to uptake and determining whether broader deployment could deliver greater network-wide benefits.
Centralised Reporting and Intelligence Sharing	To develop a centralised, intelligence-led reporting capability that combines data from across the public transport network to support proactive safety management and targeted deployment of resources.	- Reporting and analytics enhancements continue to progress, with key reporting outputs nearing production readiness and dashboard improvements being incorporated. - Work has focused on strengthening data integration, automation, and location-based intelligence capabilities, while AI-driven reporting features have been developed to support more efficient insight generation. - Ongoing efforts are centred on improving data quality, refining reporting functionality, and finalising metrics to support broader operational reporting and decision-making.	- This initiative is a key enabler for data-driven safety decision-making, allowing risks, trends, and hotspots to be identified more effectively across the network. - While progress is being made, the complexity of combining unstructured data from multiple internal and external systems means full implementation is likely to be a multi-year programme. The initiative remains a critical enabler for proactive, intelligence-led safety management across the network.



Public Transport Safety: Rail Safety Initiatives

Railway Safety

August 2025 – July 2026 Incidents

A rolling 12-month comparison showed:

- Recorded trespass incidents increased by 45%; however, those linked to Potential Self-Harm (PSH) decreased by 40%.
- Barrier arm collisions decreased by 25%.
- Near misses reduced by 22%.
- SPAD A incident numbers have increased from 8 to 9, a 13% increase. However, Metro SPAD A incidents increased significantly, rising from 2 to 7 incidents.

Safety incidents can have a negative impact on rail performance and customer confidence.

Key Rail Safety Overall

Incident patterns are strongly linked to public behaviour and peak travel periods.

There is a clear shift from reactive incident response toward more proactive risk management, particularly at the road - rail interface (including level crossings and overbridges).

Despite this progress, significant risks remain. Interface risks, public behaviour around the rail corridor, and the safety impacts of increasing service frequency continue to present key challenges.

While fatalities are infrequent, ongoing trespass incidents, near misses, and barrier-arm collisions indicate that material risk remains and requires sustained focus.

Additional lead indicators (near misses, hotspot tracking) are being developed to support proactive risk management.

Pedestrians remain the key user group at risk:

- Pedestrians remain the highest-risk user group, accounting for the majority of near misses and fatalities.
- Risk drivers are well understood and are being addressed through targeted, data-led interface interventions.
- With CRL increasing network intensity, sustained focus is required to prevent escalation in incident frequency.

*A SPAD A incident (Signal Passed At Danger Category A) is where a train, without authorisation, passes a signal that is displaying a red signal.

Public Transport Safety: Rail Safety Initiatives

Initiative	Objective	July Updates	Insights
Signal Passed at Danger (SPAD) Risk Reduction	Improve train crew and operational controls to prevent signal irregularities.	- One further Metro-operated SPAD occurred at Manukau on 30 July while the service was repositioning to Wiri Depot. - This incident brings the 2026 YTD Metro-operated SPADs to five. - An operator led investigation is underway.	- AT's fleet of EMUs are fitted with European Train Control System to provide increase protection. - ETCS installation on the KiwiRail fleet and maintenance vehicles to be completed in August, ahead of post-CRL operations. - ETCS and driver competency controls continue to provide strong assurance. - Focus remains on demonstrating that investigation findings and corrective actions reduce repeat SPAD risk.
Level Crossing Safety	Reduce risk at road and pedestrian level crossings through engineering, education and enforcement controls.	- Barrier arm collisions increased from 8 to 13 in July. - Vehicle near misses reduced from 3 to 1, while pedestrian near misses remained stable at 1. - The Te Mahia pedestrian overbridge programme remains on track and wider corridor safety initiatives continue.	- Future gains are likely to come from targeted interventions at known hotspot locations. - Controls continue to improve outcomes including CCTV deployment, traffic management enhancements, and public awareness campaigns. - Police engagement, and traffic monitoring investigations are strengthening assurance and targeting residual risk at key locations. - Red-light safety camera deployment is under legal review.
Trespass & Rail Corridor Protection	Reduce trespass incidence with targeted prevention, detection and response controls.	- Trespass increased from 32 to 42 recorded events and remains the largest contributor to customer safety incidents. - A trespass incident at Papakura was also responsible for one of four severely disrupted days during July.	- Trespass remains the most significant external safety risk and a leading cause of service disruption. - AI-enabled CCTV, tunnel intrusion alarms and hotspot monitoring continue to strengthen risk visibility and early intervention capability. - Security enhancements and collaboration with NZ Police support ongoing reduction of trespass, vandalism and theft-related risks.
Suicide & Self-Harm	Reduce harm through coordinated management of vulnerable person incidents.	- Potential self-harm events remain below 2024 peak levels. - June and July performance highlights the reduced incidents across the network.	- The multi-agency Suicide Prevention Working Group continues to review risks, share learning and strengthen controls. - Support and intervention signage has been introduced at Middlemore, Newmarket and Henderson, increasing the visibility of assistance pathways and supporting proactive intervention where needed.
Bridge Strike prevention	Reduce infrastructure risk through proactive identification and treatment of high-risk overbridge locations.	- No bridge strike incidents were recorded during July. - Existing monitoring and asset management arrangements remain in place.	- Hotspot analysis, signage reviews and freight sector engagement continues. - Focus remains on reducing bridge strike risk before incidents occur.



Public Transport Safety: Rail Safety Initiatives

Initiative	Objective	July Updates	Insights
Overbridge Safety Improvements	Reduce customer and public safety risks at critical locations through targeted infrastructure interventions.	- Safety upgrades have been programmed at four key rail overbridge locations. - Massey Road & Stadium Drive will be delivered in September. - Station Road & Clevedon Road will be delivered in December.	- Planned upgrades are targeting known safety hotspots before incidents occur. - Success will be measured through reductions in unsafe behaviours and customer safety risks. - Hotspot analysis continues to improve reporting and development of mitigations at other key locations.
Vandalism reduction	Strengthen security controls and deter unlawful activity to protect customers and assets.	Reported vandalism reduced from 9 to 6 incidents in July, with broader trends remaining stable.	- Existing controls are effectively managing vandalism risk. - Residual exposure is concentrated around trespass and corridor access, with targeted hotspot interventions remaining the key improvement opportunity.
Train Crew Security & Safety	Improve frontline safety controls to deter, detect and respond to security-related events affecting train crew and customers.	One assault onboard a train reported by train crew.	Body Worn Camera deployment and a review of frontline security arrangements are strengthening security controls and preparing the network for increased customer volumes following CRL opening.
Emergency Response Resilience	Improve operational preparedness and incident response capability to minimise customer and network impacts.	- Work continues to upgrade on-train software to support live communications between in-service trains and AROC. - Thirty-eight trains have now been migrated to the new train-to-wayside communications platform.	- Communications upgrades are improving network resilience and emergency response capability. - Benefits will increase as rollout progresses across the fleet.
Improve customer perceptions of Safety	Strengthen customer confidence by improving the visibility, consistency and effectiveness of safety and security controls across the rail network.	- Customer surveys continue to indicate low confidence in perceptions of safety at train stations. - Safety-related initiatives include security enhancements, CCTV deployment, Body Worn Cameras and station safety improvements.	- Customer confidence remains lower than desired despite ongoing investment in safety initiatives. - Visible improvements and positive customer experiences will be critical to lifting perceptions of safety.
Incident precursors	Improve risk management by monitoring precursor events and identification of emerging risks.	- Incident precursors increased from 62 to 70 during July. - Train control wrong routing incidents and SPAD A related incidents remain.	- Precursor reporting highlights risk awareness and an opportunity to take pre-emptive action with suppliers. - The priority is ensuring identified risks result in tangible improvements in operational performance and safety outcomes.





Public Transport Safety Appendix

August 2026

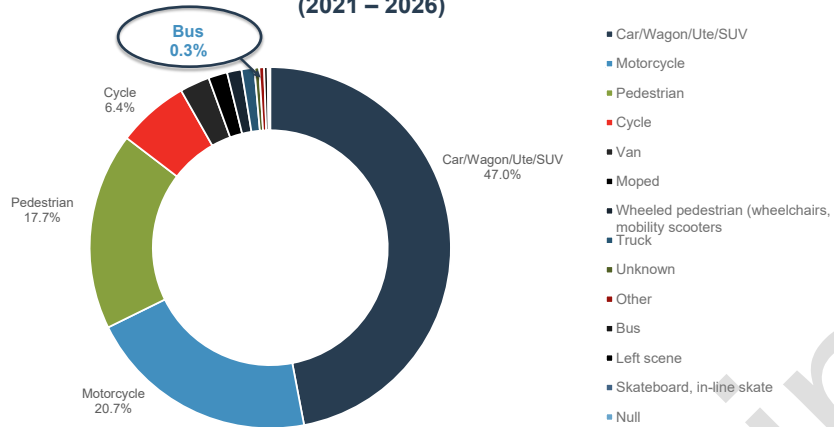


Appendix: Auckland Bus Related Deaths and Serious Injuries (2021 – 2026)

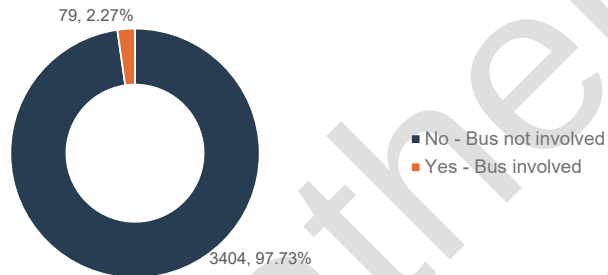
10

Bus Safety

Auckland Deaths and Serious Injuries by travel mode (2021 – 2026)

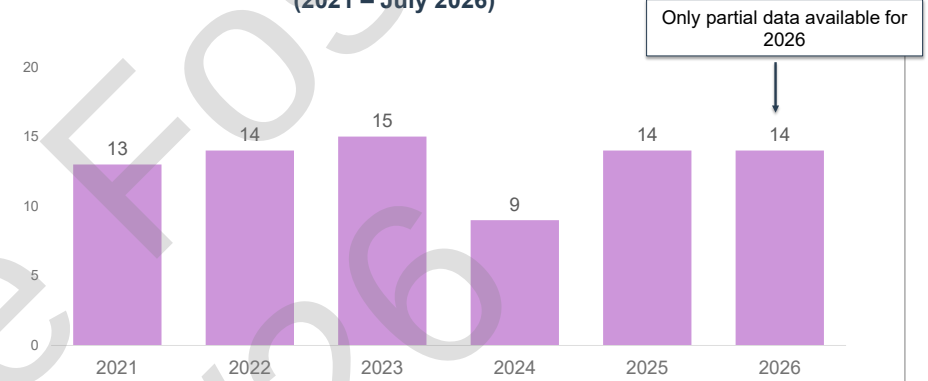


Auckland Deaths and Serious Injuries by Bus Involved (2021 – 2026)

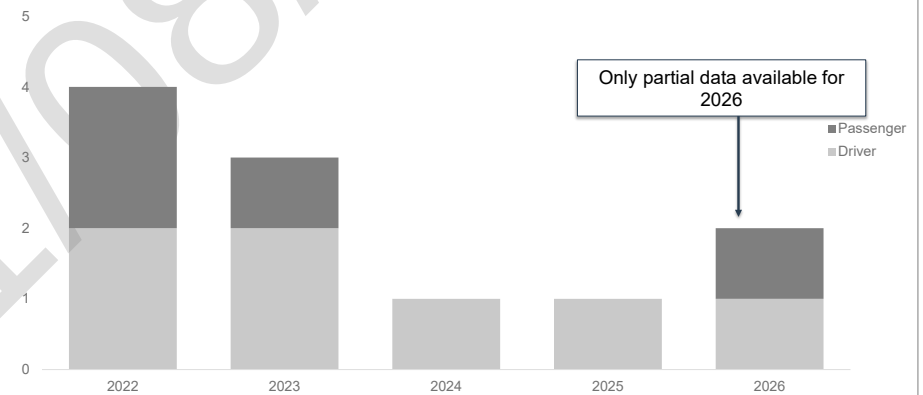


*The CAS data extraction was completed on 5 August 2026. The 2026 data is only partial because the year is still in progress and there is reporting lag between when a crash occurs and when it is entered into the CAS system. Additionally, this dataset reflects only recorded crashes, and serious injury crashes known to be underreported in CAS. All graphs also include crash data for all bus services, covering public transport, commercial operators, and private operators.

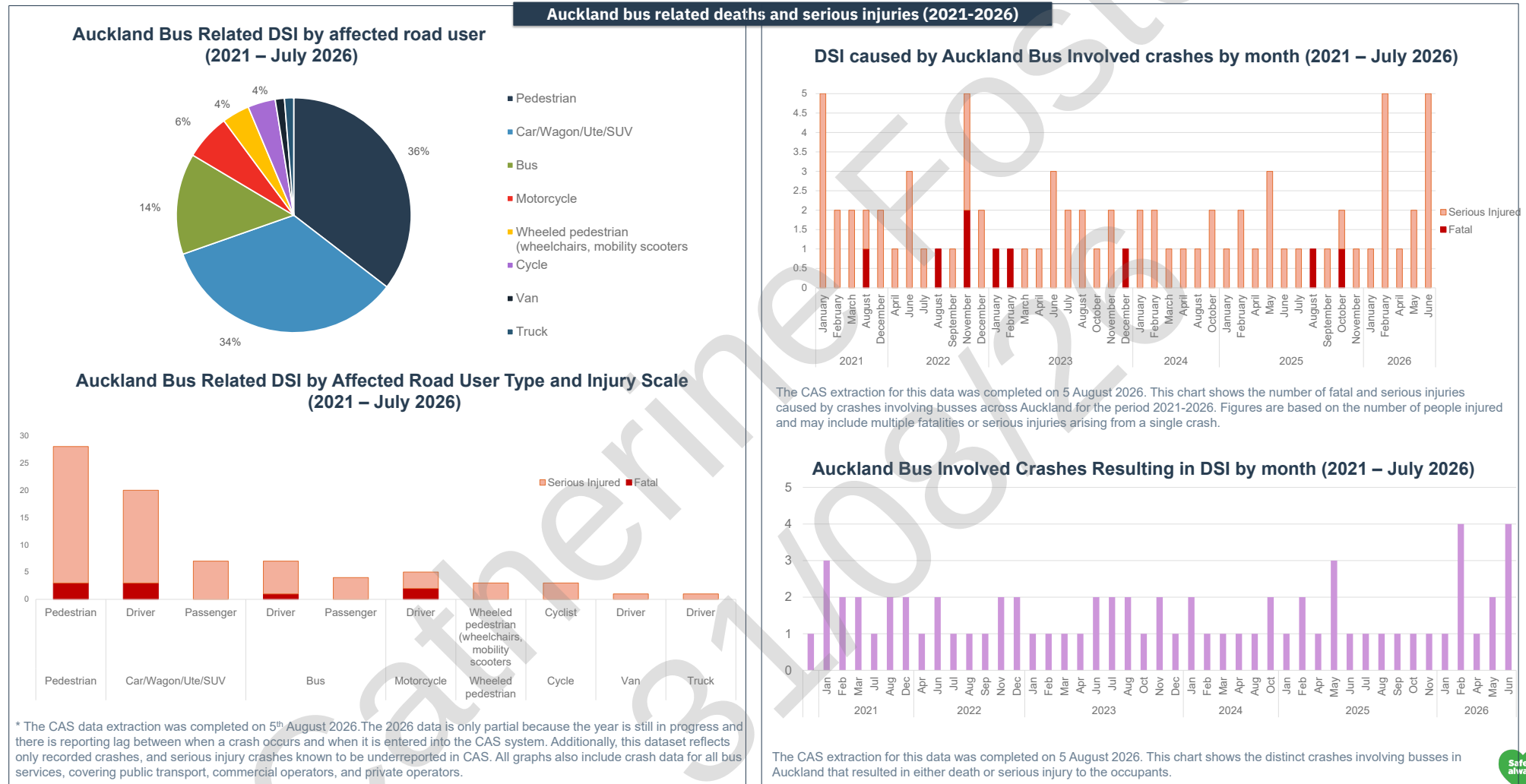
Bus related Deaths and Serious Injuries by year (2021 – July 2026)



Bus Driver and Passenger Deaths and Serious Injuries by year (2021 – 2026)



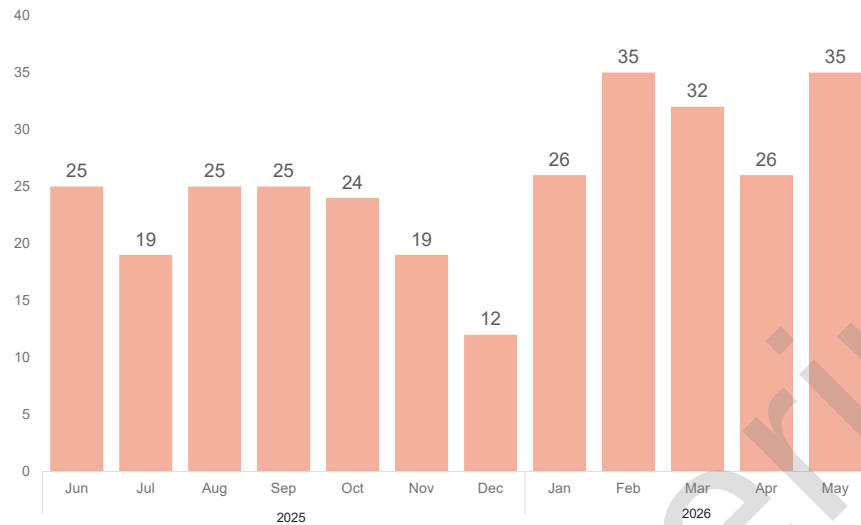
Appendix: Auckland Bus Related Deaths and Serious Injuries (2021 – 2026)



Appendix: Public Self Reported Events

Bus Traffic signal non- compliance events

CRM cases related to bus driver red light running*
(June 2025 – May 2026)



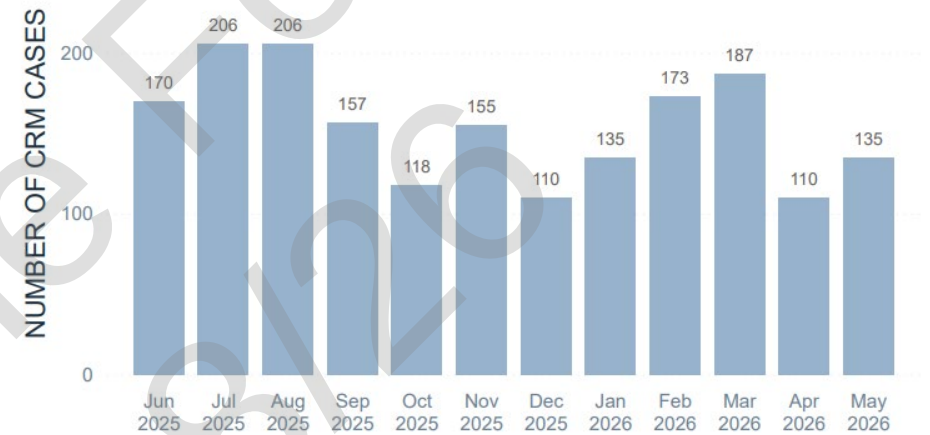
* Due to issues with the CRM source data, reporting is currently available only up to May 2026. These figures reflect only the cases detected and recorded by the AI system. While the system provides valuable insights, it is not perfectly accurate. It can flag cases that should not have been identified and, conversely, fail to detect cases that should have been. The actual extent of underreporting remains unknown.

These numbers are expected to evolve as we continue with data quality assurance and refine the AI model to more effectively assess CRM cases.

Additionally, the data is based solely on public submissions and may include subjective or anecdotal accounts. As such, they represent perceived incidents rather than confirmed legal breaches or verified violations of operational policy.

Customer and public safety events

Member of public reported harmful interactions*
(June 2025 – May 2026)



* Due to issues with the CRM source data, reporting is currently available only up to May 2026. These figures reflect only the cases detected and recorded by the AI system. While the system provides valuable insights, it is not perfectly accurate. It can flag cases that should not have been identified and, conversely, fail to detect cases that should have been. The actual extent of underreporting remains unknown.

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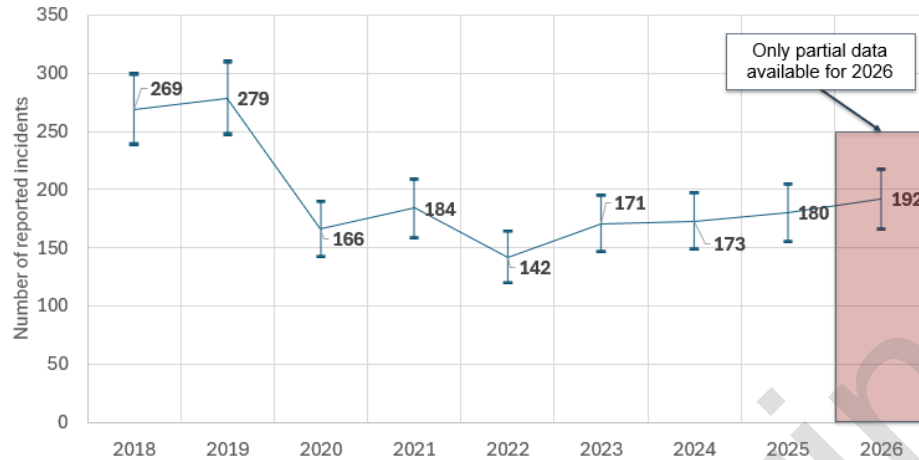
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Railway incidents reporting

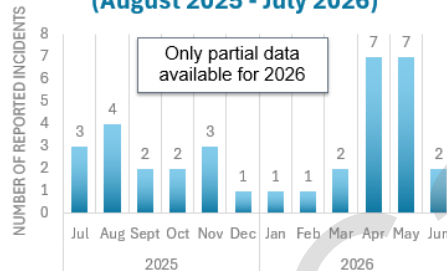
Railway Trespass and Barrier Arm Collision Incidents

Railway Trespass Incidents (2018-2026) as at 6/8/2026

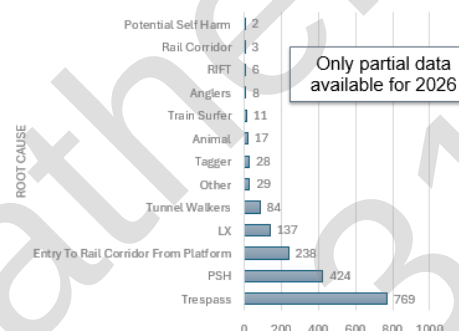


*The confidence intervals assume that the data follows a Poisson distribution. They do not account for any underreporting in the data.

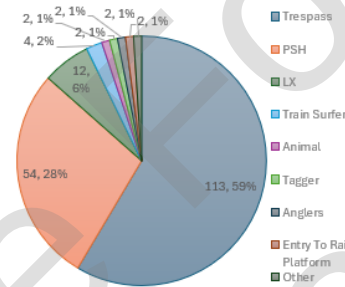
Monthly Reported Railway Potential Self-Harm Incidents (August 2025 - July 2026)



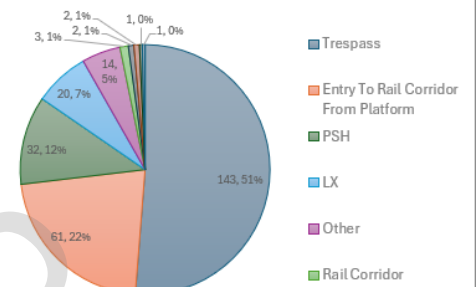
Railway Trespass Incidents (2018-2026)



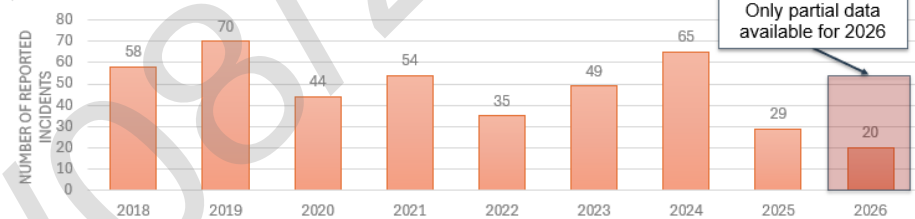
Railway Trespass Incidents (August 2024 - July 2025)



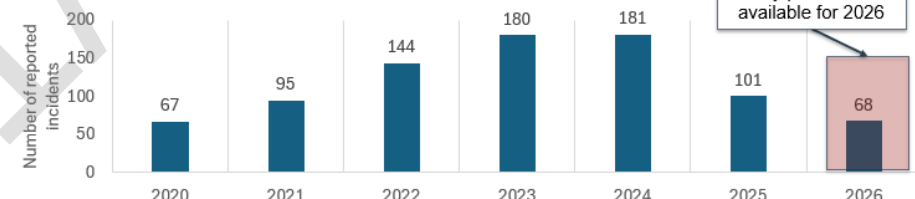
Railway Trespass Incidents (August 2025 - July 2026)



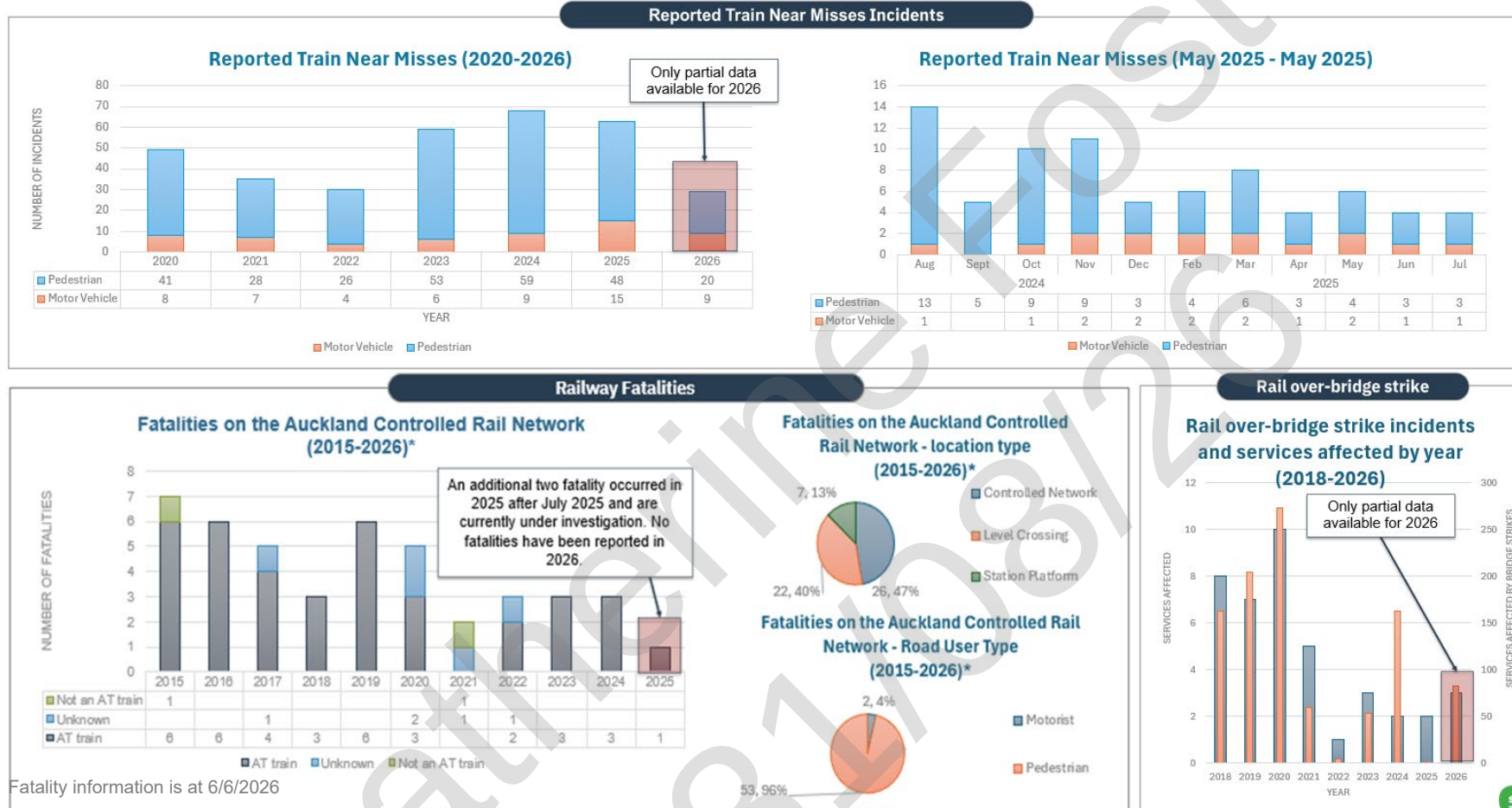
Annual Reported Railway Trespassing Potential Self-Harm Incidents (2018-2026)



Barrier arm collisions (2020-2026)



Railway incidents reporting



*These graphs exclude incidents at the Glenbrook Vintage Railway

**A SPAD A incident (Signal Passed At Danger Category A) is where a train passes a signal that is displaying a red signal without authorisation.

Rail fatality and serious injury statistics may include incidents involving passengers, rail workers, trespassers, level crossing users and, in some datasets, suspected suicides or attempted suicides. As these groups are exposed to different risk factors, caution should be exercised when comparing trends between categories

Railway incidents reporting

SPAD A Incidents

Trend up to 2025

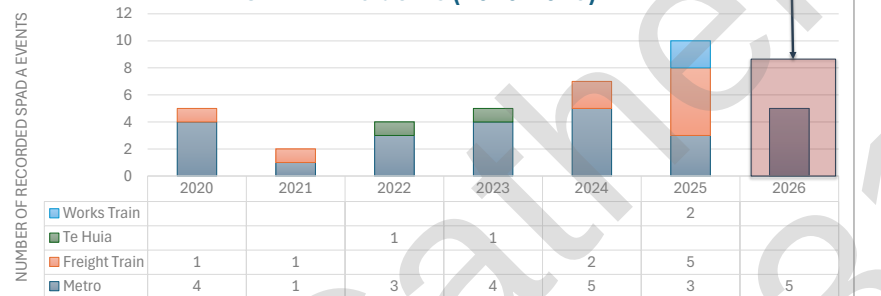
A SPAD A incident (Signal Passed At Danger Category A) is where a train, without authorisation, passes a signal that is displaying a red signal. SPAD A incidents have seen a significant increase in recent years, rising from a low of 2 incidents in 2021 to 10 in the last calendar year.

Trend Observed:

- Incidents have increased every year from 2021 to 2025.
- The first six months of 2026 indicate an increase in metro SPAD A incidents, with more incidents recorded so far this year than were recorded during the entirety of 2025.
- Weather hasn't been a contributory factor, with most incidents occurring on cloudy or dry days
- Metro passenger services operate the European Train Control System (ETCS) that provides protection against SPAD A incidents. KiwiRail freight and inter-regional passenger services do not operate ETCS, but are being equipped targeted for August 2026.

Reported SPAD A incidents

SPAD A Incidents (2020-2026)



SPAD A incident Mitigation

Implications:

- Potential Contributing Factors: Higher service frequency, network complexity, and human factors (fatigue, distraction) may be influencing this increase.
- Performance Indicator: SPAD A is a key safety metric; this trend could impact regulatory compliance and public confidence.

Current mitigations

- AT's electric train fleet is equipped ETCS (European Train Control System), which helps to minimise the effect of SPADs by continuously monitoring each train's location and speed, automatically intervening if a train passes a signal at red.

Future Mitigations

To mitigate future SPAD A risks, the following initiatives are being developed:

- Due to the increase, KiwiRail have been mandated by the Rail Safety regulator to complete the installation of ETCS on their Auckland locomotive fleet by August 2026. This would, therefore, mitigate the effect of a SPAD on a Kiwi Rail operated service. KiwiRail project is on schedule for completion by August, and most KiwiRail operated services in the Metro are ETCS equipped.



August 2026 Road Safety Performance Report

Transport Safety Dashboard

- 1.0 Board Briefing - Key Matters for Note
- 2.0 Performance & Risk Highlights
- 3.0 Priority Actions, Risks & Forward Focus
- 4.0 Financial Year End Crash Analysis
- 5.0 Temporary Traffic Management Events
- 6.0 Appendices



1.0 Road Safety Performance - Key Matters for Note

June 2026 reporting period - August 2026 Board Meeting

PURPOSE

To provide the board with an overview of Transport Safety performance, fatal crash reporting, and key programme delivery highlights.

THE BOARD IS RECOMMENDED TO NOTE

Fatal Crash Investigations:

Where fatal crashes occur on local roads within the Auckland road network, the New Zealand Police Serious Crash Unit notifies Auckland Transport (AT), and the Road Safety Engineering (RSE) team then prepares the fatal crash report when it is required.

Across 2025, the team finalised 24 fatal crash reports, which generated 17 recommendations — every one of them now actioned and closed.

Investigations into 21 fatal crashes are under way with the RSE team in 2026; of these, twelve reports are finished and the remaining nine are progressing toward completion inside the 90-day Service Level Agreement (SLA).

Three recommendations arising from the completed reports have been actioned, while eight are still open. Delivery of all current recommendations is tracking to the agreed timeframes.

Open fatal crash recommendations:

The nine open fatal crash recommendations from March 2026 include:

1. Install edge lines along the road, due 31/12/2026.
2. Investigation to be undertaken to identify if any changes to the layout of the parking bay is required, due 31/10/2026.
3. Undertake an investigation to determine whether the kerb profile adjacent to the parking bay needs to be changed or whether alternative measures are required to reduce the likelihood of people driving over the kerb, due 31/10/2026.
4. AT to raise the issue of vehicles being driven on the road without a valid driver's license, warrant of fitness (WOF) and speeding at the Police liaison meeting, due 31/10/2026.
5. Review the feasibility of providing roadside barriers and consider priority against other potential barrier locations across the region, due 31/12/2026.
6. Investigation to determine feasibility and the associated safety benefits for improving the safety of the exposed manhole for all road users, due 31/12/2026.
7. Repair or replace damaged edge marker posts, due 31/12/2026.
8. Remove steel posts from roadside, due 31/12/2026.

Critical issues are addressed immediately, issues on the network that are present but did not contribute to the crash are often referred to council, eg tree trimming, or maintenance teams.

Auckland Transport | Transport Safety

Deaths and serious injuries on Auckland's road network:

Tāmaki Makaurau has recorded 626 deaths and serious injuries (DSI) over the last 12 months, made up of 36 deaths alongside 590 serious injuries.

FY2025/26 stood at 622 DSIs as of 7 August 2026 — down 6 on the prior financial year, yet still 46 DSIs (8%) higher than the FY2025/26 Statement of Intent (SOI) target of 576 DSIs. Of the total recorded, 546 DSIs, or 88%, occurred on local roads.

Because confirming serious injury classifications and reflecting them in official reporting can take as long as three months, a small rise in the final FY2025/26 total is anticipated.

FY2026/27 Early Results:

- To date in FY2026/27, 56 DSI appear in New Zealand Transport Agency Waka Kotahi (NZTA) Crash Analysis System (CAS). Caution is warranted in reading these numbers: the financial year has only just begun, and reporting lags mean road safety outcomes are not yet fully captured by the current data.

2.0 Performance Highlights

Positive performance and matters requiring board awareness - August 2026

POSITIVE PERFORMANCE

Road safety infrastructure: In FY2027, 142 projects are planned for construction across the road safety engineering and safe speeds programmes, delivering an estimated 9.18 DSleq savings per annum. These figures may change if projects are delayed, reprioritized or do not proceed as planned. Local Board, local road safety plans: engagement in August is planned with five local boards. The plans aim to strengthen partnerships with elected members, improve transparency around project prioritisation and maximise road safety outcomes.

Safe speeds: Seven speed limit consultations have closed recently, two permanent speed limit changes at Fred Taylor Drive and Linwood Road, and 5 intersection speed zones. Fred Taylor Drive has been supported by Henderson Massey Local Board, and the team are currently preparing recommendation reports to gain local board support for the remaining locations. The team's focus still remains on building an overarching programme for speed management plans, progressing Whau Local Board as a trial Board, creating a template and working through the process.

Star rating for Schools: The team has received formal endorsement of the big-data prioritisation for this project and the underlying methodology from the International Road Safety Assessment Programme (iRAP). Completion is anticipated in October, 15 schools across Auckland, have responded with support to be involved.

Road safety education: Delivery remained resilient throughout July with the delivery of 18 activations and more than 13,300 engagements across Tāmaki Makaurau. Key areas of focus included impairment, restraints, and driver licensing, reflecting ongoing community demand and strengthening the alignment to strategic road safety priorities.

Roadside education activations delivered alongside New Zealand Police continued to achieve strong community reach, generating more than 12,000 engagements across four activations and demonstrating the scale and value of this collaborative approach.

Driver licensing education continues to attract strong and sustained demand from communities, while a visible presence at community and school-based events in July added value by increasing awareness and creating opportunities to engage with priority audiences.

MATTERS REQUIRING AWARENESS

DSI numbers remain above the target FY2025/26 SOI measure. We have a programme of work underway (Road Safety Indicators) to better understand the drivers of harm and impact of external factors. Our current Statement of Intent (SOI) target captures all roads within the region, when we look at just local roads there has been a reduction in DSI year on year from 552 to 546.

E-scooter safety continues to present a data gap, requiring improved reporting and evidence collection to better understand network risk. Prioritisation of a project to build a Customer Relationship Management (CRM) tool that will accurately capture broader road safety concerns and specific e-scooter risks that are being raised to AT (subject to available resource). We will use these insights alongside crash data, ACC claims and Auckland Council insights to help build a repeatable local evidence base to inform future work in this space. We are meeting with Safekids Aotearoa and Starship trauma team this month to gather further insights.

As noted there has been significant support for the roll out of local board led speed management plans and for the introduction of star rating assessments for schools. Both pieces of work fall into the low to medium cost for infrastructure but will require additional operational expenditure for additional professional services and staff costs, some of this can be absorbed through additional road safety funding but would constrain the pace of roll out.

3.0 Priority Actions, Risks & Forward Focus

KEY ACTIONS AUGUST 2026

Fatal Crash investigations: Complete the remaining fatal crash investigations and implement all outstanding recommendations within agreed timeframes.

SOI Targets: Continue monitoring the DSI trend and identify opportunities to improve performance against the FY2026/27 SOI target, which has been confirmed at no more than 610 DSIs.

Local Board Engagement: Progress development of Local Board local road safety plans with participating local boards. Workshops have begun with the initial 10 local boards to build their plan.

Micromobility: Advance the e-scooter safety evidence project, including CRM development and advocacy for improved national crash reporting classifications. Insights with Starship trauma team and Auckland Council this month, and a draft options analysis under review.

Safe System Strategic Direction: Finalise the Road Safety Business Improvement Review update.

Local Board Crash Data Dashboard: Development of a video to show how to use the tool following a request from an elected member, the video is in final reviews. This tool was developed to provide self-serve access to high level NZTA Crash Analysis System (CAS) data for local board members.

Stakeholder Collaboration: Continue collaborative planning with NZ Police and NZTA on Better Together in Auckland planned for October and November 2026.

FOCUS AREAS & EMERGING RISKS

Road Safety Indicators: The framework is intended to strengthen how Auckland Transport monitors, explains, and responds to road safety performance across the Auckland network and is designed to complement existing deaths and serious injuries (DSI) reporting by providing a more proactive view of underlying road safety risk. A paper has been prepared for the August Board meeting.

Transition Risk: Changes to decision-making and delegation arrangements for the infrastructure programme present an emerging organisational risk. The full impact is not yet certain and may extend delivery timeframes.

Strengthening Data: Continue to advocate for improvements of the NZTA CAS and national work to strengthen this data through the addition of ACC or Health data sets.

Road Safety Programmes: Continue delivery of infrastructure, safer speeds, education and school safety programmes to sustain long-term reductions in road trauma. Finalise Community Transport programme for the FY2026/27 year.

4.0 Financial Year End Crash Analysis

The 2025/26 DSI results by road user type show a mixed picture compared with the 5-year baseline. While DSI has reduced for vehicle passengers and motorcyclists/moped riders; increases are evident for pedestrians, cyclists and vehicle drivers.

Motorcyclist and moped rider DSI reduced 3% from 137 to 133. However, Cyclist DSI increased 34% from 38 to 51, while pedestrian DSI increased 9% from 115 to 126.

Vehicle driver DSI remained broadly stable, increasing slightly from 225 to 230, a 1% increase.

The road user group results show a clear contrast between vulnerable road users and vehicle occupants. Vulnerable road user DSI increased from 290 to 310, a 7% increase. In contrast, vehicle occupant DSI decreased 6% from 328 to 310.

This suggests that while safety outcomes for vehicle occupants have improved, vulnerable road users continue to experience increasing harm on the network. The increase in vulnerable road user DSI reinforces the need for continued focus on safe speeds, safe infrastructure, and targeted interventions that reduce crash severity for people walking, cycling and riding motorcycles or mopeds.

Analysis Type	Road User Type	Annual DSI Base line (2020/2021- 2024/2025)	Annual DSI (2025/2026)	DSI Change
Total DSI		619	622	↑ 2%
Road User Type	Vehicle Driver	225	230	↑ 1%
	Motorcyclist / Moped	137	133	↓ 3%
	Pedestrian	115	126	↑ 9%
	Vehicle passenger	103	80	↓ 23%
	Cyclist	38	51	↑ 34%
	Other	0	2	↑ n/a
Road User Groups	Vulnerable road users	290	310	↑ 7%
	Vehicle occupants	328	310	↓ 6%

5.0 Temporary Traffic Management Events

Temporary Traffic Management (TTM) Crashes

Auckland Temporary Traffic Management Crashes (2021 – July 2026)

- A total of 342 crashes were recorded at TTM sites between 2021 and 2025, with a further 31 crashes reported to date in 2026*. The 2026 figures are preliminary, as there is a reporting lag in the NZTA Crash Analysis System before crashes are fully recorded.
- The number of crashes reported at TTM sites has shown a decline between 2021 and 2025.
- Due to the relatively small numbers the decline may be attributed to reduced levels of incident reporting rather than an actual drop in crash occurrences.
- In 2025, 36 crashes were reported, representing just over 10% of the five-year total. This is a 45% decrease compared to 2024, which saw 66 reported crashes.
- The highest annual total was in 2022, with 86 recorded crashes.
- While the overall number of reported crashes at TTM sites has been declining, this trend does not apply to high-severity crashes.
- In 2024, TTM sites recorded the highest number of deaths and serious injuries (DSI), with 11 incidents.
- By contrast, 2022 had the lowest number of TTM-related DSI incidents.
- High-severity crashes are generally less prone to underreporting compared to minor crashes, making the data more reliable.
- However, the year-to-year variation in DSI figures remains high, likely due to the statistically small sample size.

*The crash data combines two key sources:

1. NZTA Crash Analysis System (CAS) data
2. Crashes reported by TTM teams to Auckland Transport

Both datasets are known to have underreporting issues when used independently. By joining these two sources, we can reduce gaps and improve the completeness of crash records. The integration provides a more accurate representation of crash incidents across the network. Steps have been taken to identify and remove potential duplicates during the merging process.



6.0 Appendices

Appendix Contents

Appendix 1	Auckland Transport (AT) – Performance
Appendix 2	Key Summary Insights
Appendix 3	Local Board Ranking
Appendix 4	Temporary Traffic Management Events
Appendix 5	Glossary - Acronyms & Terms



1.0 Performance - Deaths and Serious Injuries Reporting

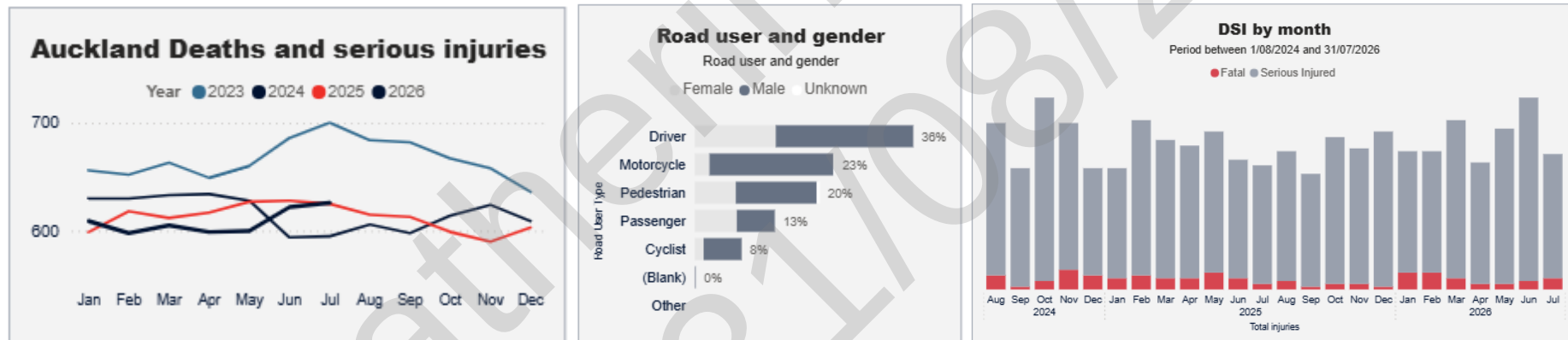
July 2026 reporting period - August 2026 Board Meeting

Deaths and Serious Injury insights over the past twelve months, from August 2025 to 31 July 2026, as at 6 August 2026 *provisional data.

The Safe System acknowledges that road users making mistakes and our primary focus is to ensure that those mistakes do not have a life changing impact through death or serious injury.

- 626 people were reported killed or seriously injured on all Tāmaki Makaurau roads in the past 12 months, compared to 615 in the previous twelve months.*
- In the past twelve months, there has been a 28% decrease in the number of fatalities 36 compared to 48 in the previous year, and serious injuries show a 3% increase from 567 to 590. The overall number of DSIs remain relatively static over the past five years.
- 51% of reported deaths and serious injuries are experienced by people outside of vehicles (people walking, people cycling and motorcyclists).
- Young people aged 15 to 24 years are overrepresented in deaths and serious injuries. This age group represents 13% of Auckland's population, and 22% of people killed or seriously injured on our roads.

Deaths and Serious injuries over the past four calendar years 2023-2026 as at 6 August 2026 (provisional data)

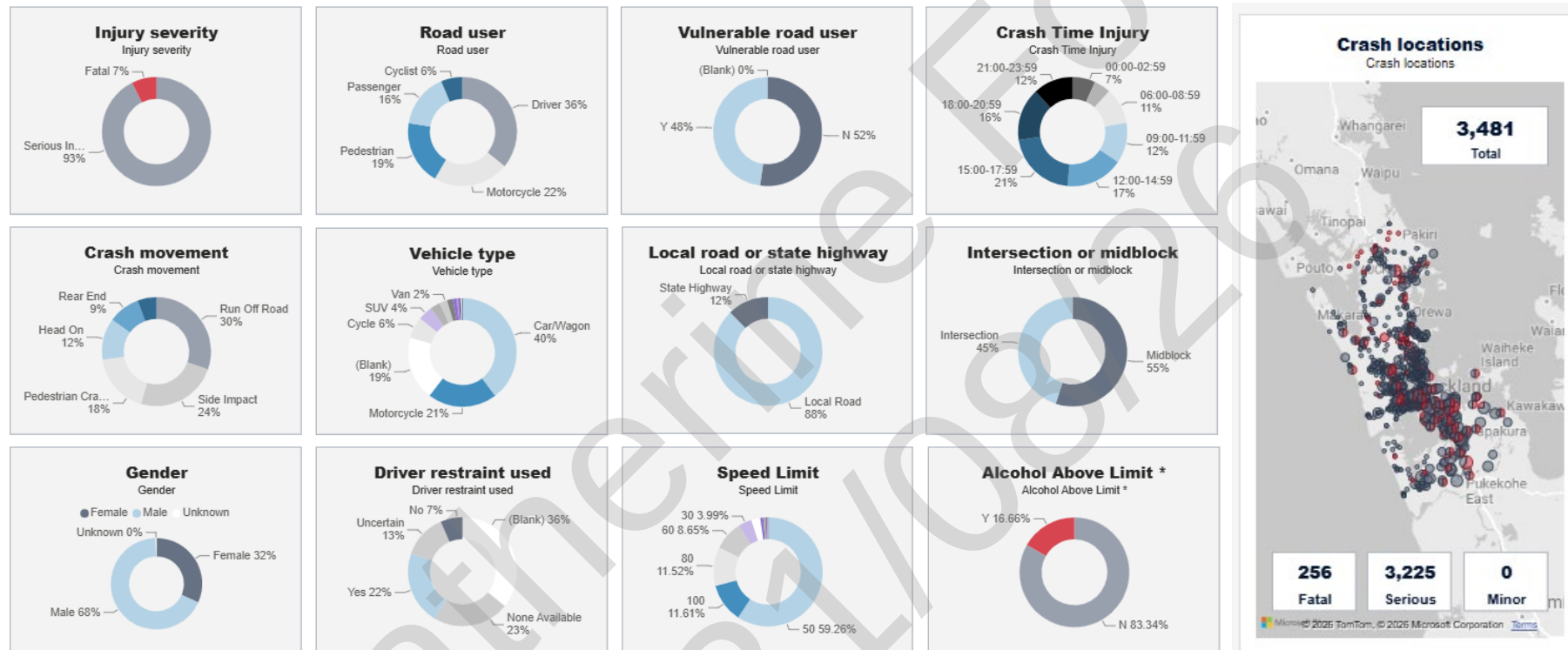


*Deaths and serious injuries numbers for the last 12 months are still provisional and will likely increase as more information is added into the CAS system

2.0 Performance – DSIs Key Summary Insights

July 2026 reporting period - August 2026 Board Meeting

Key summary insights – Calendar Years 2021 to 2026 as at 6 August 2026 (provisional data)



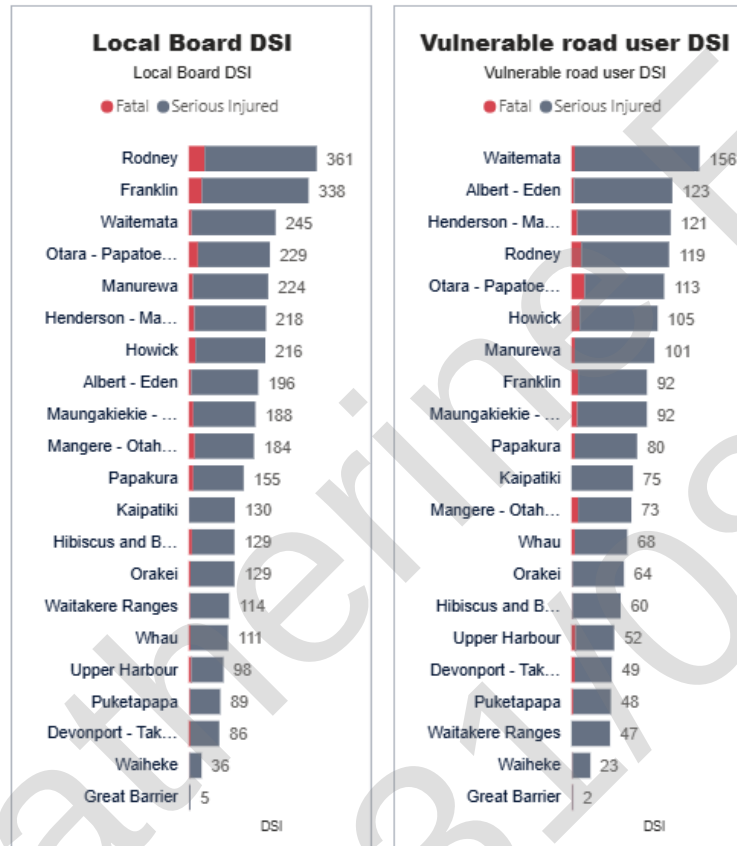
* Alcohol above the limit DSI includes all road users killed or seriously injured where drivers have been proven to be above the alcohol limit.

* Deaths and serious injuries numbers for the last 12 months are still provisional and will likely increase as more information is added into the CAS system.

3.0 Performance – DSIs Local Board Ranking

July 2026 reporting period - August 2026 Board Meeting

Local Board Ranking – Calendar Years 2021 to 2026 as at 6 August 2026 (provisional data)



Deaths and serious injuries numbers for the last 12 months are still provisional and will likely increase as more information is added into the CAS system.

Auckland Transport | Transport Safety

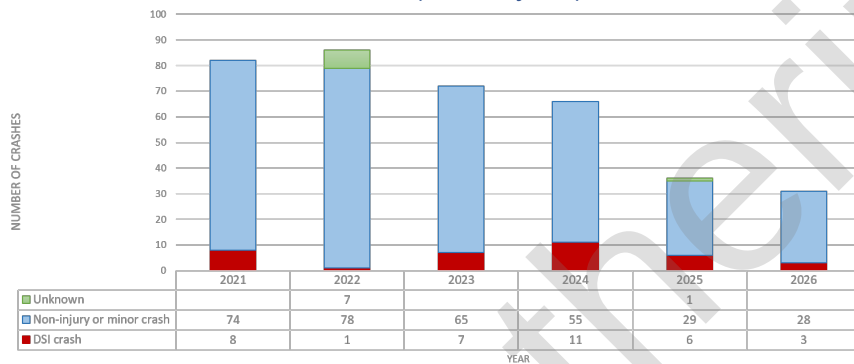
4.0 Temporary Traffic Management Events

Temporary Traffic Management (TTM) Crashes

Auckland Temporary Traffic Management Crashes (2021 – July 2026)

- A total of 342 crashes were recorded at TTM sites between 2021 and 2025, with a further 31 crashes reported to date in 2026. The 2026 figures are preliminary, as there is a reporting lag in the CAS system before crashes are fully recorded.
- The number of crashes reported at TTM sites has shown a decline between 2021 and 2025.
- The decline may be attributed to reduced levels of incident reporting rather than an actual drop in crash occurrences.
- In 2025, 36 crashes were reported, representing just over 10% of the five-year total and a 45% decrease compared to 2024, which saw 66 reported crashes.
- The highest annual total was in 2022, with 86 recorded crashes.

All Crashes at temporary traffic management sites
(2021 – July 2026)



*The crash data combines two key sources:

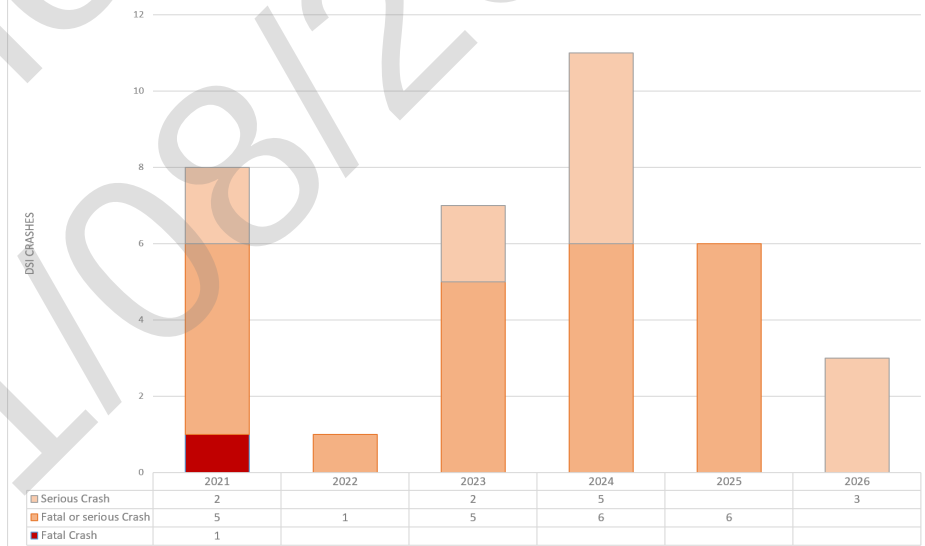
- NZTA Crash Analysis System (CAS) data
- Crashes reported by TTM teams to Auckland Transport

Both datasets are known to have underreporting issues when used independently. By joining these two sources, we can reduce gaps and improve the completeness of crash records. The integration provides a more accurate representation of crash incidents across the network. Steps have been taken to identify and remove potential duplicates during the merging process.

Temporary Traffic Management (TTM) DSI Crashes

- While the overall number of reported crashes at TTM sites has been declining, this trend does not apply to high-severity crashes.
- In 2024, TTM sites recorded the highest number of deaths and serious injuries (DSI), with 11 incidents.
- By contrast, 2022 had the lowest number of TTM-related DSI incidents.
- High-severity crashes are generally less prone to underreporting compared to minor crashes, making the data more reliable.
- However, the year-to-year variation in DSI figures remains high, likely due to the statistically small sample size.

Death and serious injuries (DSI) crashes at temporary traffic management sites
(2021 – July 2026)



Glossary - Acronyms & Terms

Terms used throughout the report are elaborated below

AOR Auckland One Rail — rail network operator.

AT Auckland Transport.

CAS New Zealand Transport Agency Waka Kotahi (NZTA) Crash Analysis System

CCO Council Controlled Organisation.

CRL City Rail Link - Auckland's underground rail project.

DSI Deaths & Serious Injuries

DSIeq Deaths and serious injuries equivalent

FY Financial Year

iRAP International Road Safety Assessment

SLA Service Level Agreement

SOI Statement Of Intent

VRU's vulnerable road users (people walking, cycling, scootering, motorcyclists and moped riders)

YTD Year to Date - cumulative FY2025/26 totals.

CAS Disclaimers:

Crash data sourced from the NZ Transport Agency Waka Kotahi Crash Analysis System (CAS) is subject to several limitations that should be considered when interpreting crash trends:

- CAS only includes crashes reported to Police, meaning there is an inherent level of underreporting.
- CAS data excludes any crashes that do not include a motor vehicle. i.e. if a cyclist crashes into an e-scooter this crash is not included in the CAS system.
- There is typically a lag between when a crash occurs and when it is entered into CAS. While this varies by crash severity, it can take several months for the data to be fully up to date.

VRU's CAS Disclaimers:

CAS's underreporting is especially significant for unprotected road users, such as pedestrians, cyclists, and users of transport devices, where many incidents do not involve a motor vehicle or are not reported.



Entered by Board Secretary

Board Meeting| 04 September 2026
Agenda item no. 13
Open Session

AGENDA ITEM 13 BOARD NOTING PAPER	
To:	The Board
From:	Teresa Burnett, Group Manager Transport Safety
Reviewed:	Melanie Alexander, Acting Director Network Performance Stacey van der Putten, Interim Chief Executive
Date:	27 August 2026
Title:	Road Safety Indicators Update

Aronga / Purpose

1. This paper responds to the Board's (board's) request for further information on Auckland Transport's (AT) road safety targets and measures, following circulation of the Road Safety Action Plan in July. It presents AT's draft Road Safety Indicators (RSI) framework and initial results, which complement deaths and serious injuries (DSI) reporting by providing earlier insight into road safety risk and the factors influencing outcomes across Auckland.

Te whakarāpopototanga matua / Executive summary

2. RSI provide an earlier view of road safety risk and results of actions, than DSI reporting alone.
3. The framework currently provides a baseline for future monitoring. Methodologies, assumptions, data quality, and potential targets will be refined during FY2026/27, with future reporting arrangements to be confirmed as road safety functions transfer to Auckland Council (AC).
4. Initial results indicate positive trends in several indicators, including speeding compliance, perceptions of enforcement, and predicted long-term safety benefits from implemented interventions. However, deteriorating rural skid resistance and increasing external exposure factors, including population

growth, travel demand, and vehicle ownership, continue to place upward pressure on road safety outcomes.

Te horopaki / Background

5. AT is committed to reducing DSI on the transport network, in alignment with the Auckland Plan 2050, the Government Policy Statement on Land Transport (GPS), AC's Transport Policy Statement, and the Statement of Intent (SOI) 2026–2029.
6. DSI reporting relies on data from the Crash Analysis System (CAS), administered by New Zealand Transport Agency Waka Kotahi (NZTA). Crash data can take up to three months to be entered into CAS, particularly for serious injury crashes.
7. DSI is a lag indicator. It reflects past events, can fluctuate because of the random nature of crashes, and usually requires five-to-10-year trend data to assess whether safety outcomes have improved.
8. Lead indicators provide earlier signals of changing risk and can help inform more timely governance oversight and programme prioritisation.
9. The board previously endorsed the development of Safety Performance Indicators (SPI) to complement DSI reporting and support more proactive road safety decision-making.
10. The framework has changed from SPI to RSI in recognition that it includes not only SPIs, but also programme delivery measures and external factors that influence road safety outcomes.
11. The RSI framework supports the Safe System approach by providing earlier information on road safety risk and performance trends.
12. Several indicators are supported by available data, while others remain under development. The framework is expected to be refined during FY2026/27 as methodologies are validated, data quality improves, and additional indicators are incorporated.



Entered by Board Secretary

Board Meeting| 04 September 2026
 Agenda item no. 13
 Open Session

Me mōhio koe / What you need to know

13. Initial RSIs have been assessed across four areas: Safe Roads, Safe Speeds, Safe Road Users, and Safe Vehicles. The results provide a baseline view, and it should be noted that each indicator relies on different datasets, assumptions, reporting lags, and data quality limitations. Attachment 1 summarises the indicators and data sources used.
14. They also support a systematic approach to road safety management, i.e. improving safety across the transport system through safer infrastructure, enhanced road user education and training, stronger monitoring, and other evidence-based interventions.
15. The RSI framework also includes external factors that are not affected by systematic road safety management, which affect the road transport system, such as population size, demographic changes and vehicle fleet size.

Safe Roads

16. Predicted DSI reduction from road safety infrastructure increased from 18.2 for FY2024/25 delivered projects to 40.3 for FY2025/26 delivered projects, based on the estimated cumulative savings over a 10-year period.
17. Rural skid resistance declined between 2024 and 2025, indicating increased loss-of-control crash risk.
18. Network and school star-rating measures are being explored as potential future indicators of infrastructure safety performance.

Safe Speeds

19. Approximately 51% of vehicle kilometres travelled across the Auckland network (state highways and local roads) occur on roads aligned with safe and appropriate speed limits.
20. Estimated travel above the posted speed limit reduced from 19% in September 2024 to 17% in September 2025. Most speeding was low level, with most travel occurring between 0 and 5 km/h above the speed limit.

Safe Road Users

21. Perceptions of the likelihood of being caught for speeding increased from 51% to 61% between February 2025 and February 2026.
22. Perceptions of the likelihood of being caught for red-light running increased from 49% to 58%.
23. Perceptions of the likelihood of being caught for drug-impaired driving and seatbelt offences also improved.
24. Perceptions relating to drink driving, motorcycle helmet use, and mobile phone use remained broadly unchanged.

Safe Vehicles

25. Auckland's vehicle and motorcycle fleets continue to age. The average age of Auckland's vehicle fleet increased from 12.6 years to 12.8 years between 2024 and 2025.
26. Older fleets are generally slower to benefit from newer safety technologies, which may increase DSI risk.

External factors

27. Vehicle kilometres travelled increased from 13.8 billion to 14.1 billion between 2024 and 2025.
28. Auckland's population increased from 1.78 million to 1.81 million residents.
29. The population aged 65 years and over increased from approximately 238,000 to 247,000 people.
30. Auckland's vehicle fleet increased from 1.69 M to 1.70 M vehicles.
31. Collectively, these factors suggest increasing exposure to the transport system, which may place additional pressure on road trauma outcomes.
32. Increased perceptions of enforcement are generally associated with improved compliance and reduced high-risk road user behaviour. This supports



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continued monitoring of enforcement-related indicators as part of the RSI framework.

Ā muri ake nei / Next steps

33. The RSI framework will be refined during FY2026/27, including validation of methodologies and assessment of potential additional indicators such as road safety star ratings. Following the transfer of road safety functions to AC, it is proposed that the framework be presented to the Transport and Infrastructure Delivery Committee (TDIC) for endorsement and ongoing monitoring.
34. Reporting arrangements will be confirmed as part of the transfer to AC governance arrangements, including how the indicators will support governance oversight, operational decision-making, and programme prioritisation.



Te whakapiringa / Attachment

Attachment #	Description
1	Road safety indicator: data sources

Te pou whenua tuhinga / Document ownership

Submitted by	Recommended by	Approved for submission
Teresa Burnett Group Manager Road Safety	Melanie Alexander Acting Director Network Performance	Stacey van der Putten Interim Chief Executive

Attachment 1 | Road safety indicator: data sources

Table 1 lists the RSI and data sources used for the initial framework.

Specific area	Road safety indicator	Dataset	Data sources
Safe roads	Predicted DSI reduction from infrastructure within the road safety team's programme.	Internal analysis	
	Length of rural roads that are above the Sideway-force Coefficient Routine Investigation Machine (SCRIM) threshold level.	Sideway-force Coefficient Routine Investigation Machine (SCRIM) data	AT's Road Assessment and Maintenance Management (RAMM) system
	A network star rating measure	No current data source. Requires gathering.	
	School star rating measure		
Safe speeds	Percentage of speed limits set at the safe and appropriate speed	Safe and appropriate speed (SAAS) layer	NZTA's safe and appropriate speed layer
		Current speed limits	Combined dataset ¹
		Average annual daily traffic data	AT's RAMM system
	Percentage of vehicles travelling over the speed limit	Operating speeds	TomTom data
		Current speed limits	Combined dataset ¹
		Average annual daily traffic data	AT's RAMM system
Safe road users	Public perceptions of the likelihood of being caught for speeding	AT Road Safety: Roading Satisfaction Monitor Survey Results	
	Public perceptions of the likelihood of being caught for red-light running		

¹ Current speed limits were determined using NZTA's National Speed Limit Register, AT's internal speed limit datasets, including the Safe Speeds and Speed Limit Reversal layers.

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Specific area	Road safety indicator	Dataset	Data sources
	Public perception of the likelihood of being caught for drink driving		
	Public perception of the likelihood of being caught for riding a motorcycle without a helmet		
	Public perception of the likelihood of being caught for using a hand-held mobile phone while driving.		
	Public perceptions of the likelihood of being caught for drug-impaired driving		
	Public perceptions of the likelihood of being caught for seatbelt offences		
Safe vehicles	Age of Auckland's vehicle fleet and motorcycle fleet.	NZTA's New Zealand vehicle fleet data	
External factors	Vehicle kilometres travelled	NZTA vehicle kilometres travelled (VKT) data	
	Auckland's population	NZTA Census data and population forecasting	Stats NZ
	Auckland's population aged 65 years and over.		
	Auckland's vehicle fleet	NZTA's Motor vehicle registrations	
	The number of registered mopeds and motorcycles		
	The number of Auckland driver licence passes (Learner, Restricted and Full) for 16- to 24-year-olds	NZTA's Driver licence pass rates dataset	



Network Performance Report

August 2026



Executive Summary

Key network updates

- **Network performance** remains on track overall, with average travel times at 22.7 minutes against a target of 23 minutes, and freight performance continuing to meet the target at 85% of the network operating uncongested during the interpeak.
- **The arterial road productivity target** has increased from 30,000 to 32,000 for FY2026/27. While productivity improved following the fuel crisis and remains 4.4% higher than July 2025 levels, the rolling 12-month average of 30,322 remains below the new statement of intent (SOI) target.
- **The rolling average reflects the agreed reporting methodology**, comprising 11 months from FY25/26 when the target was 30,000, and only one month from FY26/27 when the target increased to 32,000.

Top trends and changes

- **Reduced travel demand** associated with school holidays and fuel price impacts contributed to improved travel times and lower congestion across the network during July.
- **Technology-led optimisation** continues to expand, with smart detection deployment, freight prioritisation initiatives and AI traffic signal optimisation pilots progressing to improve network performance and productivity.
- **The transition to the New Zealand Guide to Temporary Traffic Management (NZGTTM)** has been successfully completed, with focus now shifting from implementation to continuous improvement and industry collaboration.

What's coming up

- **Delivery of the FY2026/27 network optimisation programme** will continue, including intersection improvements, smart technology deployment, special vehicle lanes and dynamic lane initiatives across the network.
- **Freight prioritisation and AI-enabled traffic signal optimisation pilots** will progress through design, testing and implementation phases, informing future network performance improvements.
- **Continued embedding of NZGTTM practices**, strengthened coordination with infrastructure partners, and development of future optimisation opportunities will support improved network reliability, efficiency and customer outcomes.



Data up to: 11.08.2026

Understanding the Network

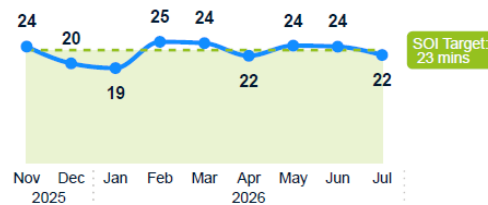
While productivity typically increases between June and July, a decrease was observed this year. This was largely due to the timing of the school holidays. In 2025, July included two weeks of school holidays and June included one week, whereas in 2026 all three weeks of the school holiday period fell within July. This resulted in lower travel demand and reduced productivity compared with June 2026, when productivity was 3.4% higher.

Although the timing of the school holidays reduced demand relative to June 2026, July productivity remained 4.4% above July 2025 levels

Average Travel Time

AM Peak (07:30 – 8:30)

SOI Target: Average travel time of no more than 23 mins across the arterial network (10km journey)



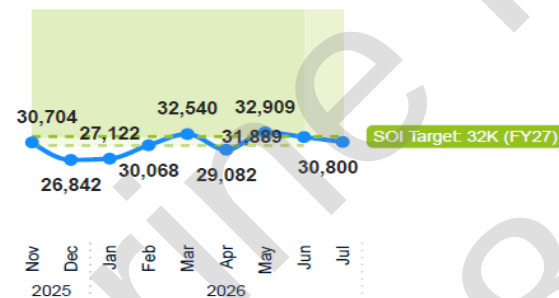
The rolling 12-month average people travel time reached 22.7 minutes in July and is on track and below the SOI target of 23 minutes.

In July 2026, the average people travel time was 22.0 minutes (for an average trip of 10 km) which was 1.7 minutes lower than previous month, consistent with the expected reduction in congestion from June to July due to school holidays. It was similar to the value recorded in July 2025.

Arterial Productivity

AM Peak (07:30 – 8:30)

SOI Target: Average people throughput per hour of 32,000 during the morning peak



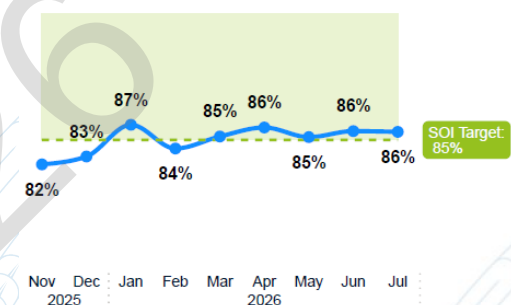
By July 2026, the rolling 12-month average productivity had reached 30,322, which was 5.2% below the FY2026/27 SOI target of 32,000.

Arterial road productivity during the AM peak in July 2026 was 30,800, 3.7% below the SOI target but 4.4% higher than in July 2025.

Freight Performance

Interpeak

SOI Target: 85% of the freight network without congestion in the interpeak



The rolling 12-month average of freight network level of uncongested network during interpeak reached 85% in July 2026 and continues to meet the target.

In July 2026, 86% of the Freight Network operated at Levels of Service A-C during the interpeak period which was similar to the numbers recorded in July 2025.

Status to target: ● On track ▲ Mitigate (variations) ■ Escalate (major risk) ↑ Improved ↔ Unchanged ↓ Declining



Network Optimisation FY26/27 Delivery Plan

Corridors / Intersections Optimisation

 **SOI Target : 9 Projects in FY2026/27**

Data-driven physical infrastructure improvements to intersections and road corridors through traffic lane and intersection reconfiguration/reallocation, line marking changes, signage and signal optimisation to improve traffic flow, safety, and travel reliability across the network.

FY26/27 Delivery Projects & Pipeline Design/Planning

9
DELIVERY

10
DESIGN

25
PLANNING

FY2026/27 DELIVERY PROJECTS

1. St Heliers Bay Road / Kohimarama Road
2. St Heliers Bay Rd/ Long Drive Intersection
3. East Coast Road / Hibiscus Coast Highway Intersection
4. Porchester Road / Walters Road Intersection
5. Birkenhead Road / Onewa Road Intersection
6. Wairau Road / Tristram Avenue Intersection
7. Greville Road / Hugh Green Drive Intersection
8. Newton Road / Karangahape Road Intersection
9. Station Road / Mason Avenue Intersection

Smart Technology

 **SOI Target : 100 Smart Detection Sites, Freight Pre-Emption Pilot & AI Pilot in FY2026/27**

Deployment of smart technology, intelligent transport systems, real-time management tools, and targeted innovation pilots to optimise network operations and customer experience.

FY26/27 Delivery Projects & Pipeline Design/Planning

7
DELIVERY

3
DESIGN

10
PLANNING

FY2026/27 DELIVERY PROJECTS

1. 100 Smart Detection Sites (Bus Booster & Advanced Detection)
2. Freight Pre-Emption Pilot
3. AI Pilot for Optimisation of Traffic Signals / Flows
4. Travel Time Passenger Information Displays
5. CCTV Key Network Coverage
6. Planned Event Management
7. Traffic Signal Detectors / Inground Loops Pilot

Network Optimisation FY26/27 Delivery Plan

Special Vehicle Lanes

 **SOI Target : 20km in FY2026/27**

Special Vehicle Lanes (SVLs) are dedicated road lanes reserved for specific vehicles such as buses, high-occupancy vehicles (T2/T3), and freight priority to improve travel time reliability, efficiency, and support mode shift.

FY26/27 Delivery Projects & Pipeline Design/Planning

10
DELIVERY

7
DESIGN

10
PLANNING

FY2026/27 SVL DELIVERY PROJECTS

1. Rosebank Road
2. Paiton Road / Hibiscus Coast Highway Bus Priority
3. Sylvia Park Road
4. Remuera Road
5. Mt Eden Road
6. Sandringham Road Bus Priority
7. Green Lane West - Stage 1
8. Great South Road, Papatoetoe
9. SVL Operating Hour Changes on Dominion Road, Pah Road, Manukau Road, and Great South Road
10. Eastern Busway (9.7km, Major Projects)
11. Silverdale Bus Priority SH1 (joint AT/NZTA, NZTA led)

Dynamic Lane / Solutions

 **SOI Target : 3 Dynamic Solutions & Region-Wide Assessment in FY2026/27**

Dynamic lane / solution uses infrastructure and technology improvements to reallocate road space real time or by time of day to match tidal peak flows (bus, high occupancy vehicles or general vehicle), using lane control technology to optimise capacity, safety, and network efficiency.

FY26/27 Delivery Projects & Pipeline Design/Planning

3
DELIVERY

1
DESIGN

1
PLANNING
REGION-WIDE

FY2026/27 DELIVERY PROJECTS

1. Park Road Dynamic Lane
2. Dominion Road / Memorial Road Dynamic Solution
3. Dairy Flat Highway / Library Lane Dynamic Solution
4. Dynamic Lane Region-Wide Assessment

Data up to: 6.08.2026

Improving the Network

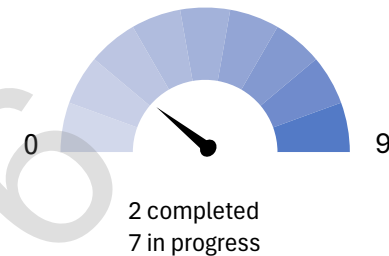
Corridors / Intersections Optimisation

Intersection and Corridor Efficiency Improvements Delivery Progress:

- 2 infrastructure delivery projects completed in July: St Heliers Bay Road / Kohimarama Road Intersection Improvements and St Heliers Bay Road / Long Drive Intersection Improvements.
- 7 further projects in progress for delivery in FY2026/27 including: East Coast Road / Hibiscus Coast Highway Intersection, Porchester Road / Walters Road Intersection, Birkenhead Road / Onewa Road Intersection, Wairau Road / Tristram Avenue Intersection, Greville Road / Hugh Green Drive Intersection, Newton Road / Karangahape Road Intersection, and Station Road / Mason Avenue Intersection.

Efficiency Improvements

 **SOI Target** : 9 projects in FY26/27



Smart Technology

Smart Detection at Intersections: 75 Advance Detection and 25 Bus Booster sites planned delivery in progress and on track to complete a total of 100 sites in FY2026/27.

Freight Prioritisation Pilot: In partnership with the freight industry, four intersections and two corridors have been identified for testing. The project is now progressing into site design and sensor technology development, with East Coast Road/Forge Road and Quay Street/Tinley Street selected as the first pilot sites. Further work is underway to assess the feasibility and scalability of GPS data sharing for corridor-based freight prioritisation on Great South Road–Church Street–Neilson Street (Onehunga) and Great North Road (Henderson).

AI Traffic Signal Optimisation: The AI pilot has commenced with two partners, JYW and Parsons/Microsoft, to explore opportunities for improving traffic signal performance.

Smart Technology Delivery

 **SOI Target** : 100 Smart Detection at Intersections FY26/27

 100 Sites in progress

 **SOI Target** : Complete Freight Pilot with the Freight Industry

 Pilot in progress

 **SOI Target** : Complete AI Pilot for Traffic Signal Optimisation

 2 Pilots in progress

Data up to: 6.08.2026

Improving the Network

Special Vehicle Lanes

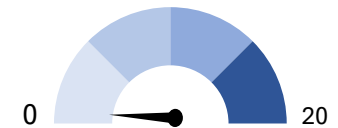
New Special Vehicle Lane (SVL) Project Delivery Progress:

- 2 new SVL infrastructure projects completed in July: Rosebank Road SVL (0.25km), Painton Road/Hibiscus Coast Highway Intersection and Bus Priority Improvements (0.1km).
- Total of 0.35km of new SVL completed and 20.4km of new SVL implementation in progress towards FY2026/27 delivery target of 20km.
- 10 additional projects currently in planning phase for delivery in FY2027/28+.



Delivery of SVLs

SOI Target : Deliver 20km in FY26/27



0.35km completed

Dynamic Lane and Solutions

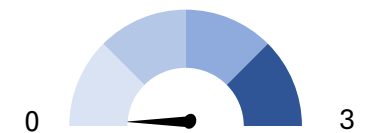
Dynamic Lane and Solutions Project Delivery Progress:

- 3 dynamic lane and solution projects are in progress and on track for delivery in FY2026/27. Projects include Park Road Dynamic Lane, Dominion Road / Memorial Avenue Dynamic Solution, and Dairy Flat Highway / Library Lane Dynamic Solution.
- A region-wide Dynamic Lane Study has been initiated to identify and assess corridors where dynamic lane solutions can be implemented to improve network performance, reliability, and transport efficiency.



Delivery of Dynamic Solutions

SOI Target : 3 projects FY26/27



3 in progress

Improving the Network

Network Optimisation: Intersection Improvements

St Heliers Bay Road / Kohimarama Road Intersection Improvements

- **Completed upgrades at the St Heliers Bay Road / Kohimarama Road intersection**, including a new second right-turn lane from St Johns Road, a new shared path connection for people walking, cycling and scootering, bus stop improvements, and parking restrictions to keep traffic moving efficiently.
- **The improvements increase intersection capacity and improve journey reliability**, reducing delays for people travelling through this busy corridor by improving turning movements and reducing the impact of parked vehicles on traffic flow.
- **Customers benefit from safer and more accessible travel options**, with a wider shared path that better accommodates pedestrians and cyclists, upgraded bus stop facilities, and improved connections between public transport and active modes of travel.



St Heliers Bay Road / Long Drive Intersection Improvements

- **Completed upgrades at the St Heliers Bay Road / Long Drive intersection**, including new turning lanes on all approaches, optimised traffic signals, kerb modifications, bus stop relocation, and pedestrian accessibility enhancements.
- **The improvements increase intersection efficiency and reduce delays**, helping traffic move more smoothly through the intersection by providing dedicated turning lanes, improving signal operations, and reducing the likelihood of parked vehicles blocking traffic flow.
- **Customers benefit from safer and more accessible journeys**, with upgraded pedestrian crossings, improved accessibility features, better bus stop operations, and a layout that supports more reliable travel for people driving, using public transport, walking, and cycling.



Improving the Network

Network Optimisation: Special Vehicle Lane Projects Completed

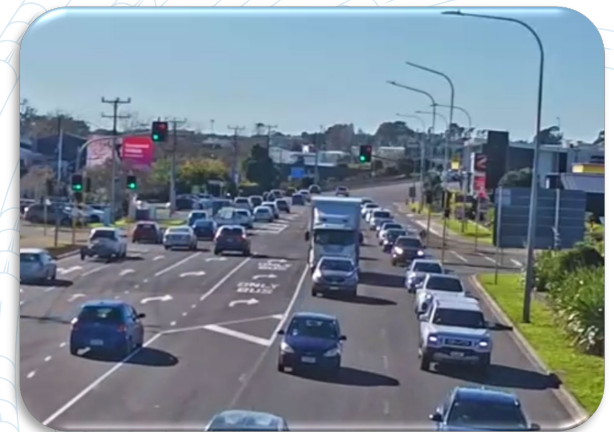
Rosebank Road Special Vehicle Lane

- **Completed the Rosebank Road SVL project**, delivering new peak-time bus lanes, a signalised pedestrian crossing, bus stop upgrades and consolidation, improved footpaths, and safety enhancements along a key route connecting Avondale Town Centre and Train Station.
- **The improvements make public transport faster and more reliable**, reducing bus delays caused by congestion and improving bus stop operations, while helping more people move efficiently through this growing town centre corridor.
- **Customers benefit from safer and more accessible journeys**, with a new signalised crossing, upgraded pedestrian facilities, improved bus-to-train connections, better visibility at crossings and intersections, and easier access for people with mobility needs.



Painton Road / Hibiscus Coast Highway Intersection Improvements

- **Completed intersection upgrades at Painton Road and Hibiscus Coast Highway**, including a new bus-only right-turn lane, additional westbound capacity, lane realignments, and traffic signal improvements to support a more efficient road layout.
- **The improvements enhance bus reliability and reduce congestion**, helping buses access the Silverdale Bus Station more efficiently, supporting smoother transfers between Northern Express and local bus services, and reducing delays for all road users.
- **Customers benefit from faster and more reliable journeys**, with improved access to the bus station and Park & Ride, better traffic flow through the intersection, and increased capacity to support future growth in the Hibiscus Coast area.



Data up to: 31.08.2026

Improving the Network

Temporary Traffic Management (TTM)

The industry's transition to the NZGTTM was successfully completed on 1 July 2026, marking a significant milestone in Auckland Transport's (AT) approach to temporary traffic management. Following implementation, the programme has now shifted its focus from adoption to continuous improvement, with priority being placed on improving the quality and consistency of Temporary Traffic Management Plans (TMPs).

Temporary Traffic Management Industry Advisory Panel

To support ongoing improvement, the TTM advisory Panel was established in July and continues to meet regularly. The panel brings together representatives from road controlling authorities, utility providers, contractors, consultants and industry specialists to identify opportunities for improvement and develop recommendations that will shape future traffic management practices, improve coordination and enhance customer outcomes.

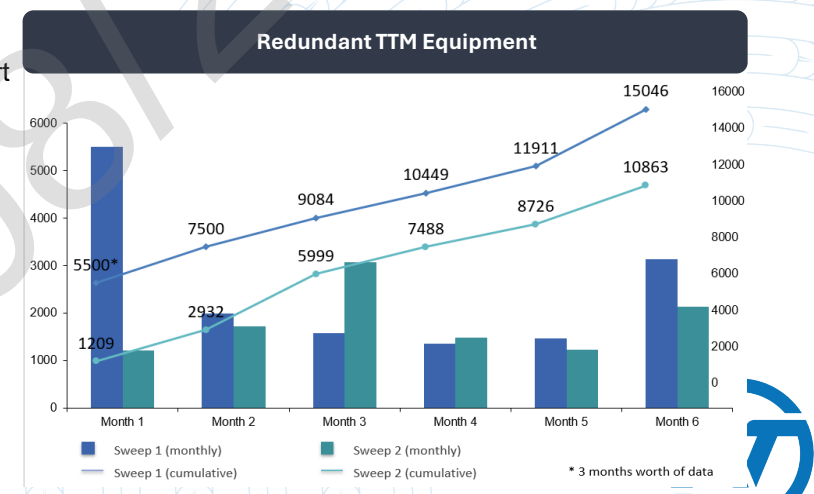
In parallel, AT has strengthened collaboration with key infrastructure partners through an initial coordination forum involving Auckland Transport, Watercare and Healthy Waters. The first session focused on improving programme-level planning, increasing visibility of future works, and identifying opportunities for better coordination of activities to minimise disruption for road users and communities.

A council family working group comprising Healthy Waters, Auckland Council, and Auckland Transport has been established to investigate and progress implementation of the New Zealand Underground Asset Register, a digital representation of utility and territorial authority assets located beneath the road corridor.

Redundant TTM Equipment

The second sweep of redundant TTM equipment remains ongoing. July results remain unchanged from June due to the extended absence of the DirectionNZ resource responsible for collection activities. Collection efforts resumed in early August, with updated results and progress to be reported next month.

Several wards have now completed both Sweep 1 and Sweep 2, providing a consistent comparison point. Albert-Eden-Puketāpapa, Waitākere, Maungakiekie, Howick, Ōrākei, Franklin, Manurewa/Papakura, Manukau and North Shore collected 11,316 items in Sweep 1 and 6,935 items in Sweep 2.



Note: The first month of sweep 1 includes approximately three months' worth of data.

Data up to: 10.08.2026

Responding to the Network

We're focused on minimising the impact of planned and unplanned disruptions and improving journey reliability for road users.

Planned Events

Date	Event	Venue	Pax	IT	BoL	Network Impact
Thursday 31 July – Saturday 2 August	Takapuna Winter Lights	Takapuna	16,000	N	N/A	LOW
Friday 7 th August	Warriors vs Panthers	Go Media Stadium	25,000	N	ERDs	MEDIUM
Saturday 8 th August	Chelsea FC Women vs Auckland FC Women	Eden Park	15,000	Y	N/A	MEDIUM
Saturday 8 th August	NPC Auckland vs Wellington	Western Springs	2,500	Y	N/A	LOW
Thursday 31 July – Saturday 2 August	Takapuna Winter Lights	Takapuna	16,000	N	N/A	LOW
Saturday 15 th August	NPC Auckland vs Hawkes Bay	Eden Park	7,000	Y	N/A	LOW

Integrated Ticketing Patronage Jan – June 2026

17	18	48	28	25%	26%
Special Event Count	Avg Customer Wait Time (mins)	Avg Clearance Time (mins)	Average Journey Time (mins)	Inbound Crowd on PT	Outbound Crowd on PT

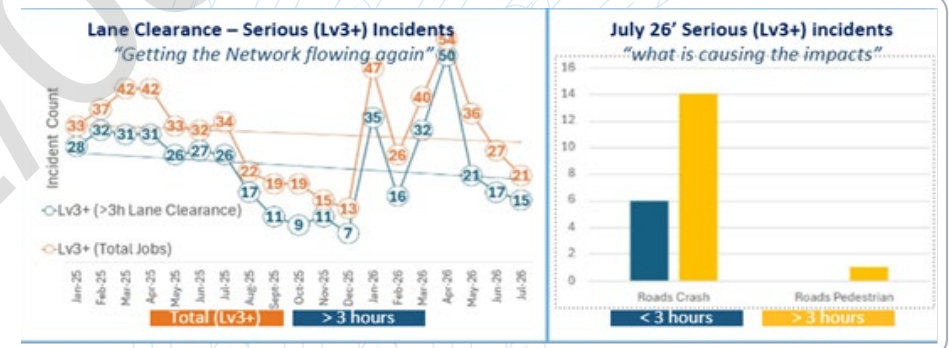
Upcoming Events

Date	Event	Venue	Pax	IT	BoL	Network Impact
Saturday 22 August	Black Ferns vs Wallaroos	Go Media Stadium	8,000	Y	N/A	LOW
Friday 28 th August	NPC Auckland Vs Bay of Plenty	Eden Park	2,500	Y	N/A	LOW
Saturday 29 th August	University of Auckland	CBD	10,000	Y	N/A	LOW
Sunday 30 th August	Warriors vs Knights	Go Media	25,000	N	N/A	MEDIUM
Saturday 5 th Sept	Warriors vs Sea Eagles	Go Media	25,000	N	N/A	MEDIUM
Sunday 6 th Sept	Steelers Vs Tasman	Navigation Homes Stadium	3,000	TBC	N/A	LOW
Friday 11 Sept	NRL Potential Finals	Go Media	25,000	TBC	N/A	MEDIUM

Management of Network Incidents

ATOC continues to monitor network incidents and customer reported disruptions, and coordinates response action plans with partners and stakeholders.

L3+ Incidents are serious, headline and catastrophic incidents as defined in ATOC's severity matrix ie Incidents causing serious injuries, deaths, excessive delays, heightened reputational risk.





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AGENDA ITEM 15 BOARD DECISION PAPER	
To:	The Board
From:	Adam Stewart, Senior Transport Planner
Reviewed:	Andrew McGill, Group Manager Transport, Network Planning and Policy Andrew Downie, Acting Director Strategy and Governance Stacey van der Putten, Interim Chief Executive Officer
Date:	26 August 2026
Title:	Auckland Regional Freight Transport Plan 2026

Aronga / Purpose

1. To seek approval of the Auckland Regional Freight Transport Plan (ARFTP) 2026.

Tuku mana / Delegation

2. Board approval is required for decisions with region-wide strategic, financial and operational implications.

Te tūtohunga / Recommendation

That the Auckland Transport Interim Board (board):

- a. Approves the Auckland Regional Freight Transport Plan 2026,
- b. Notes that Auckland Council's Transport and Infrastructure Delivery Committee has given indicative support for transfer of this plan to council as part of the transition.

Te whakarāpopototanga matua / Executive summary

3. The ARFTP 2026 updates the 2020 Freight Plan and refreshes local government freight transport planning obligations and actions. It aligns the plan with current central and local government policy, incorporates updated freight travel data, identifies current freight challenges and opportunities, and confirms Auckland's freight transport priorities.
4. The 2020 Freight Plan increased the focus on freight, strengthened industry relationships, and supported better freight network operations. This revision builds on that progress through additional actions and processes to strengthen partnerships and improve network outcomes.
5. Board approval is sought to provide Auckland Council (council) with assurance that the plan is fit for purpose for adoption as a council plan. Following approval, the document will be finalised, published and promoted, and implementation of the actions will begin.

Ngā tuinga ō mua / Previous deliberations

Date	Report Title	Key Outcomes
September 2020	Auckland Freight Plan 2020 – Summary Report	Plan was approved and endorsed for public release.

Te horopaki / Background

6. The 2020 Freight Plan was developed to improve understanding of freight and embed a freight perspective in integrated transport planning. It was prepared in collaboration with the Freight Reference Group, (FRG) and Freight Working Group, (FWG), our industry partners and other stakeholders.
7. This update (the ARFTP) aims to keep the overall vision of the 2020 Freight Plan while updating areas that have seen significant changes, including changes in policy, freight travel demand, and new challenges to the industry.



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Te hononga ki te “Statement of Intent (SOI) 2025-2028”/ Alignment to Statement of Intent 2025–2028

8. The ARFTP supports opportunity and prosperity by maintaining freight connections and goods and services networks to improve economic outcomes. It aligns with the SOI target to keep 85% of the freight network free from congestion during the interpeak, with the “Smarter Freight Movement” section of the actions setting out how this will be achieved.

Me mōhio koe / What you need to know

Approach to the update

9. This update strengthens the plan’s alignment to current strategic direction, puts a greater emphasis on an evidence-base of freight data, and reinforces accountability for delivering smart freight planning outcomes.
10. The update has gathered insights into the actions from across AT, with additional input from council, Auckland Forecasting Centre (AFC), and freight industry partners.
11. Key changes to the document include:
 - a) Incorporation of new policy documents published since the 2020 Freight Plan, including the 2024 Government Policy Statement on Land Transport (GPS), 2025 Auckland Council Transport Policy Statement (TPS), 2024-2034 Regional Land Transport Plan (RLTP), 2023 Ministry of Transport Freight and Supply Chain Strategy, 2025 New Zealand Transport Agency Waka Kotahi (NZTA) Action Plan for Freight, 2026 National Infrastructure Plan and 2022 Transport Emissions Reduction Pathway (TERP).
 - b) Updated freight movement data, including EROAD routing data, AT and NZTA traffic data, origin-destination (O-D) data, and analysis on emerging freight areas.

- c) Minor updates to the Challenges and Opportunities, including changes in travel patterns and demands on goods movement since the COVID-19 pandemic, changes in land use, implications of the recent fuel crisis, and updated road safety statistics.
- d) A summary and updates on major projects affecting freight, including Level Crossing Removal, the Port of Auckland Masterplan 2030, City Centre Master Plan, and the Government’s programme of Roads of National Significance.
- e) A summary of the full Strategic Freight Network (SFN) review completed in 2025, as well as a map of the updated SFN.
- f) A refreshed set of actions, based on insights gathered from across AT, AC, and other partners.

Progress since 2020

12. Ongoing collaboration with partners and stakeholders: a key driver of progress has been ongoing collaboration between AT, other public agencies, and the freight industry. The FRG and FWG have been central to this approach, providing industry expertise and insights, enabling co-design, and strengthening alignment on key freight issues. Their involvement has increased the legitimacy of the ARFTP and improved the likelihood of successful implementation.
13. Establishing and updating the SFN: this collaboration has helped to formalise and define the SFN through a consistent classification framework and as an integral component of Auckland’s integrated transport network. The SFN has become a primary planning tool that defines freight routes, how different roads are prioritised for freight movement and supports connections between major freight hubs and destinations. It sits within Future Connect (Auckland’s Integrated Transport Network Plan) embedding freight as a core transport mode alongside other modes and supporting more informed decision-making by central and local government, freight operators, and consultants.



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Focus areas going forward

14. Going forward, key focus areas include:

- Continuing to build freight knowledge by focusing on consolidating key data and information to inform decision making.
- Strengthening relationships to promote the sharing of information, raising awareness of freight issues and best practices, and encouraging better behaviours.
- Facilitating smarter freight movement by identifying and addressing pain points on the network and helping to support the safe, efficient and sustainable movement of freight in Auckland.
- Optimising loading and servicing by trialling new ways of working, guidance, and technology opportunities to improve last mile freight operations.
- Aligning freight and strategy by exploring opportunities to incentivise and encourage safe, efficient, and sustainable freight operations through the planning process.

Ngā ritenga-ā-pūtea me ngā rauemi / Financial and resource impacts

15. Implementation of the ARFTP is intended to primarily use existing programmes and resources from council and partners, including the FRG. However, some initiatives may require additional resourcing and funding requiring a business case. This would require an investment decision at the time. The ARFTP does not commit any new investment.

Ka whaiwhakaaro ki te Tiakanga Taiao / Climate change and sustainability considerations

16. The ARFTP aligns with the Auckland Climate Plan, particularly the key action to "Make heavy freight systems more efficient and low carbon". The ARFTP

recognises the need to improve efficiencies in freight systems and to reduce emissions.

17. Sustainability is one of the six key outcome areas of the ARFTP, noting that moving freight should be sustainable and build resilience through a network that does not inhibit innovation and changes in technology. It will be measured and monitored through the implementation of the ARFTP.

Ngā whakaaweawe atu anō / Other impacts

Relationship	Consulted Y/N	Views and Perspectives Received
Māori	Yes: ☐ No: ☒	
Elected members	Yes: ☐ No: ☒	
Council Controlled Organisations	Yes: ☒ No: ☐	We have worked closely with council staff to align with council's TPS and Climate Plan and inform them of the ARFTP direction and updates. This update was agreed to by council as an activity in the 2025/26 financial year

Ā muri ake nei / Next steps

18. Following board approval, the plan will be included in the group of AT plans to be transferred to council in September via the Transport and Infrastructure Delivery Committee (TIDC). TIDC has given indicative support for transfer of this plan to council as part of the transition.
19. Going forward, we anticipate that the ARFTP will sit alongside other core delivery plans such as Future Connect, Room to Move Parking Strategy, and the Regional Public Transport Plan.
20. As a living plan, the ARFTP will continue to be updated at regular intervals. Progress will be reported through existing (and any new) governance and business planning processes, as well as through updates of the plan itself.



Entered by Board Secretary

Board Meeting| 04 September 2026
 Agenda item no. 15
 Open Session

Te whakapiringa / Attachment

Attachment #	Description
1.	Auckland Regional Freight Transport Plan 2026

Te pou whenua tuhinga / Document ownership

Submitted by	Recommended by	Approved for submission
Adam Stewart Senior Transport Planner (Author)	Andrew Downie Acting Director Strategy and Governance	Stacey van der Putten Interim Chief Executive Officer
		



Delivering the Goods

Auckland Regional Freight Transport Plan

August 2026



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Read me first: what it means that this document has been approved for retention by Auckland Council

Status of this document

On 6 May 2026, the New Zealand Government passed the Local Government (Auckland Council) (Transport Governance) Amendment Act. This legislation changed transport decision-making and responsibility for Auckland.

As part of this legislation, Auckland Council was required to review all transport-related and in-force Auckland Transport policies and plans to decide whether to retain, amend or revoke the policy or plan.

On [date], Auckland Council approved the retention and transfer of this document to the council. In accordance with the Act, the document continues in effect until it is reviewed, replaced, or revoked.

This document remains in effect but should be considered alongside Auckland Council's current strategic direction and statutory transport planning requirements.

Alignment with Auckland Council group strategic direction and transport planning requirements

Auckland Council current strategic direction provides the wider context for how this document should now be interpreted and applied. This includes relevant Auckland Council strategies, policies, plans, investment decisions, regulatory settings, and local board direction.

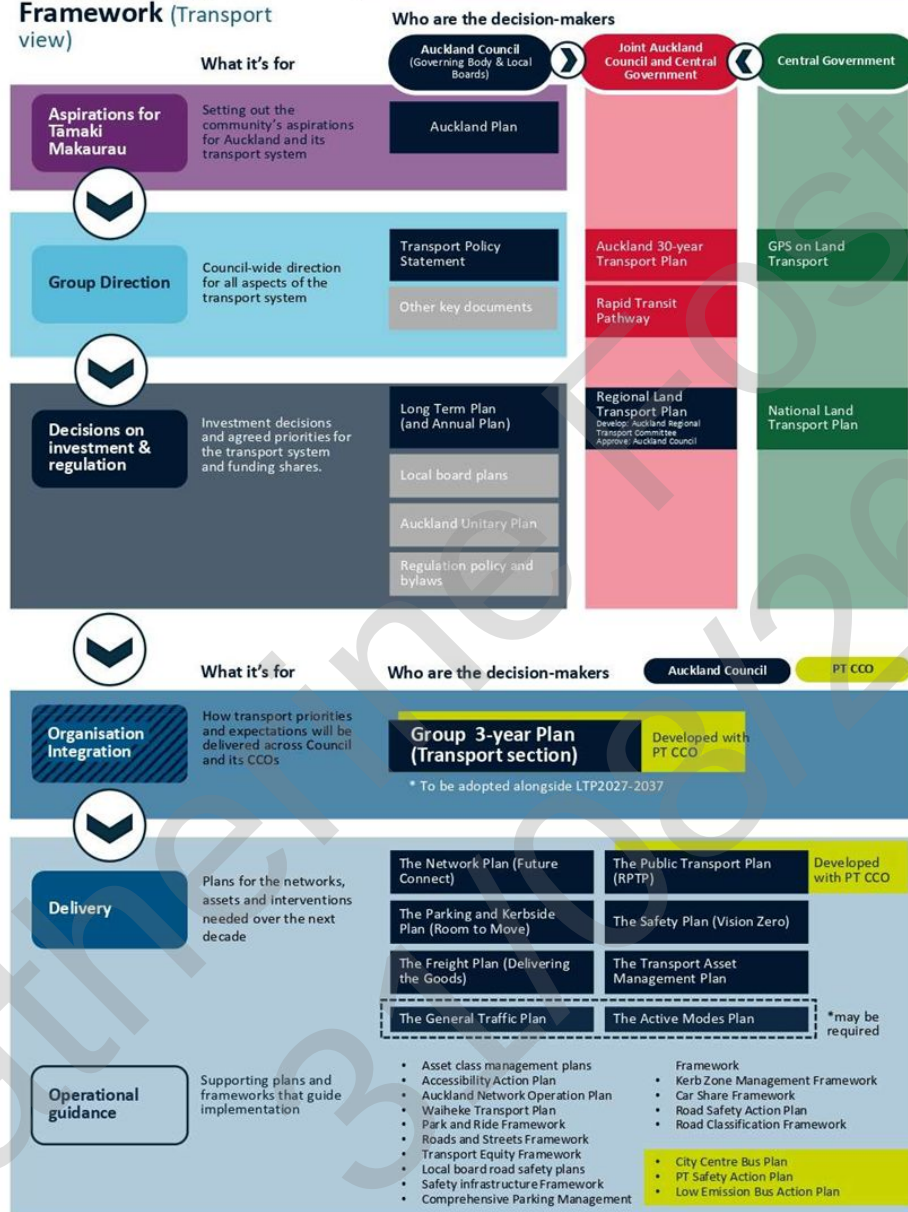
Transport planning is also guided by legislation and related planning documents introduced through the reforms. This includes the Auckland Council Transport Policy Statement, the Auckland Regional Transport Committee, the 30-year Transport Plan for Auckland, the Regional Land Transport Plan, and related transport governance and planning requirements.

The Auckland Council Group Strategic Framework (Transport view), shown below, provides context for how transport-related strategies, plans and frameworks fit together. It is intended as an evolving guide and will continue to be refined as documents are reviewed and updated. The Auckland Regional Freight Transport Plan was prepared under previous governance arrangements. While it remains in effect, the way it should be interpreted and applied, and its relationship with the broader framework today may differ from how it was originally intended. To ensure accurate interpretation, advice should be sought jointly from Auckland Council's Group Strategy and Transport Policy functions.



Auckland Council Group Strategic Framework (Transport view)

Simplified view only. Documents often span multiple layers and relationships. Higher-order direction takes precedence. Seek guidance where interpretation is required. Subject to ongoing refinement.





Application within Auckland Council's shared governance model

Auckland Council's shared governance model allocates decision-making responsibilities between the Governing Body and local boards. The transport reform legislation changed how this model applies to transport by assigning additional responsibilities to local boards for local and collector roads, while arterial roads and specific precincts are wholly under the decision-making responsibility of the Governing Body.

The Auckland Roadway Classification Framework determines the split in road type and therefore decision making, and shows individual road categories.

By retaining this document, the Governing Body confirmed that it remains part of Auckland Council's approach to transport planning and decision-making. It should be taken into account when Auckland Council plans, funds, regulates, and delivers transport services and infrastructure.

The Allocation of Decision-Making Framework sets out the respective responsibilities of the Governing Body and local boards. Local board decision-making responsibilities for local and collector roads include:

- **Parking and stopping controls:** Such as no stopping restrictions (broken yellow lines), angle parking, time restricted parking, parking zones,
- **Traffic Controls:** Such as community streets (community led play streets), pedestrian crossings, speed humps, speed limits,
- **Road corridor and network access permissions and conditions:** Corridor access approvals for events (excluding Eden Park events that impact arterial roads),
- **Property and landowner (road reserve) decisions:** Such as removal of hazardous encroachments affecting road safety, airspace and subsoil leases,
- **Infrastructure:** Such as footpaths and cycle paths (new or modified), installing monuments, removal of third-party structures.

Where local boards are responsible for decisions covered by this document, they should take it into account when making those decisions. The document does not change or limit local board decision-making powers.



1 Purpose and Context

1.1 Purpose and Intended Audience

The Regional Freight Transport Plan (the Freight Plan) exists to recognise and reflect the important role freight plays in the successful operation of the Auckland region, ensure freight needs are part of the planning and delivery/operation of the transport system, and raise awareness of the needs of freight and changes needed to ensure a continued successful freight system.

This Freight Plan:

- demonstrates Council's continued commitment to the freight industry;
- improves public understanding of freight movement and its challenges; and,
- identifies actions Council and our partners can undertake to address challenges and improve results, ensuring that this critical transport mode is supported.

The core functions of the Freight Plan are to:

- improve freight literacy;
- identify critical challenges for freight movement in Auckland;
- define measurable outcomes;
- better reflect and embed freight in Council's planning hierarchy; and,
- direct resources to prioritised workstreams and agreed actions for freight network improvements and investigations, including projects to be considered for Regional Land Transport Plan (RLTP) prioritisation, major services, optimisation programmes, policy changes, or trials.

The Freight Plan is intended for a broad range of audiences:

Freight industry representatives – to demonstrate Council's efforts in supporting the industry and to ensure alignment. Communication and cooperation with the professionals and workers involved in the very movement of goods is essential to creating a successful Freight Plan. They are the lifeblood of the industry and high-level alignment of their internal policies and that of Council is significant.

Local and national government – to enable and guide informed decision-making regarding operation, governance, and investment (alongside the Auckland Roding Classification Framework – ARCF), investment planning, the Auckland Network Operating Plan (ANOP), and the Auckland Plan. Together, these provide a holistic view of what role Auckland can play in the wider freight industry.

Consultants and developers – to ensure alignment with planning policies and objectives. This enables these professionals to be better informed about the challenges, opportunities and new initiatives of the freight industry. Thus, more responsive planning and built environments can be enabled.

Aucklanders – to showcase what Council is doing currently and will be doing in the future. The public can be more aware of the context of the freight network, and how Council, along with its partners, are helping to create a more resilient freight network for the future.

The Freight Plan update has been developed collaboratively through the Freight Reference Group (FRG) and Freight Working Group (FWG). Together, these groups are tasked with developing and implementing the Freight Plan. These governance groups include representation from:

- Auckland Council (AC)
- Waka Kotahi New Zealand Transport Agency (NZTA)
- Ministry for Cities, Environment, Regions, and Transport (MCERT)
- KiwiRail (KR)
- Automobile Association (AA)
- Fire and Emergency NZ (FENZ)
- National Road Carriers (NRC) Association



- Heavy Haulage Association (HHA)
- Transporting NZ
- Mainfreight Ltd.
- Carr & Haslam Ltd.
- Auckland International Airport (AIAL)
- Ports of Auckland (POAL)

1.2 How the freight system has changed since the previous plan

The Freight Plan was first developed by Auckland Transport (AT) in 2020 to improve freight literacy and to inform integrated transport planning through a freight lens. Over the last six years, Council has developed a deeper understanding of freight operations in Auckland and cultivated a much closer working relationship with the freight industry. This relationship has been key to enable a more robust and informed assessment of the freight components, and the strategic transport network as whole. It has also enabled Council to respond more effectively to identified local pain points and wider strategic challenges.

Since its initial publication, there have been several changes to how the transport and freight sectors operate nationally and globally.

Since COVID-19, Auckland (and the world) has seen shifts in behaviour, impacting freight. The core shifts are the continued significant increase in online shopping, higher expectations around short delivery timeframes, continuing road congestion from population growth, shipping uncertainty and increasing (and volatile) fuel prices caused by global instability, and competition in the (ageing) labour force.

From a regulatory perspective, the big changes have come from the 2024 Government Policy Statement on Land Transport (GPS) at a national level, and Auckland Council's Transport Policy Statement (TPS). As these higher order policy instruments and their broader transport priorities and envisaged outcomes have seen changes, the Freight Plan also required an update to deliver on this direction. Full details of the changes to the policy environment and current strategic direction are contained in APPENDIX 1 - Policy Direction – What's new in Policy?

This update captures the changing context for freight. It reviews the critical challenges previously identified and considers desired outcomes that would result in the safe, efficient, and sustainable movement of freight across Auckland. This Freight Plan re-examines the previously developed set of workstreams and activities that address and mitigate these challenges, and provides updated workstreams and initiatives including improving the Strategic Freight Network (SFN).

1.3 Successes we have had from the previous version of the Plan

Since the first version of the Freight Plan was released in 2020, some significant improvements have been delivered to support the freight transport system in Auckland, as follows:

Strong and enduring partnership approach

During the development of the Auckland Freight Plan in 2019, we realised there was a need to improve the understanding of freight within Council and other government agencies, and to facilitate communication between the freight sector and Council. The FRG and FWG were formed as a result.

These groups continue to play a key role in reviewing the SFN, informing the challenges identified, developing the actions to address these issues as well as providing an industry voice and context for the freight sector.

A 'Freight Relationship Reset' workshop was held in October 2023 with the purpose of collaboratively reviewing what we do and how we do it to create a stronger relationship that will drive better outcomes for the safe and efficient movement of freight across the Auckland region. The outcomes of this workshop are reflected in how the two groups currently operate.



The FRG and FWG have been key stakeholders in the Freight Plan development. More details about the groups are provided below.

Application of the Strategic Freight Network

The SFN has been woven throughout the planning, delivery and operational parts of the transport ecosystem for Auckland, ensuring freight needs are considered throughout all our work, whether freight related or not. This has included integrated into the network plan (Future Connect) to show the needs of freight compared to other modes, part of the design review process to ensure road designs meet freight needs on the network, to communication with stakeholders where projects are on the network and prioritisation of freight by operational teams along these corridors.

Collection and assessment of detailed data

Freight planning should be backed by evidential data. Truck volume data, routing patterns, travel times, dwell times, and harsh braking are some of the key data that support the process of freight planning and help make informed decisions.

We have developed new and improved datasets over the past five years, to better and more accurately understand the freight system, and have a better source of truth. This has been complemented by the insights provided by the industry to produce a robust sense of freight issues, needs and opportunities.

Better management of freight performance

The monitoring, management, and optimisation of the freight network on local roads is accomplished through the Auckland Network Operating Plan (ANOP). The purpose of the ANOP is to document the agreed operational approach to managing and optimising the road network to deliver on the strategic objectives for the Auckland transport system. This plan provides a set of guiding principles for each mode to help with operational and investment decisions.

Using the Strategic Freight Network and other networks as set out in Future Connect, The ANOP contains three key outputs:

- Network Operating Principles;
- Level of Service (LOS) descriptors and agreed aspirational targets for each mode by time of day; and,
- A framework for network performance and monitoring.

The ANOP also supports a range of projects and programmes, specifically the Auckland Network Optimisation Programme. It also enables the Auckland Transport Operating Centre (ATOC) to develop and refine Concept of Operations (CONOPs) and Standard Operating Procedures (SOPs) for operating the network in real-time and in alignment with strategic intent.

The LOS measures for the SFN are based on measured journey times / average speeds and travel time reliability, with a preferred LOS C or better throughout the day on most freight routes. Level 1A freight routes, the highest priority routes, have a LOS B target during off-peak periods.

More freight insights

In late 2024 we contracted Fiftyfive5 to conduct independent research with drivers, freight companies, and stock-based businesses reliant on deliveries. The purpose of the study was to bring to life the experiences and challenges of those providing and relying on freight in Auckland, understand key challenges and pain points for freight companies and on the roads, and deepen our understanding of smaller vehicle freight, in particular the first and final mile. Six focus groups and 12 in-depth interviews were conducted with fleet and operations managers as well as a mix of large haulage, courier, and delivery drivers to capture a representative sample of the industry.



The general findings of the research are summarised below:

- **The Freight industry is experiencing pressure from all directions** – It is getting harder and harder to deliver efficiently and economically.
- Drivers take a great deal of pride in the job they do to keep the economy moving and **want to feel supported and considered in roading decisions that impact them.**
- There is **very low awareness** amongst drivers of the **SFN or any proposed initiatives** to improve the flow of freight across the region.
- Drivers and freight managers would welcome greater **access to special vehicle lanes**, prioritisation at traffic lights and the design of infrastructure that **speeds up their journeys.**
- **Loading and Parking is a constant challenge**, particularly in the city centre and around the Port.
- Ultimately, they are looking for infrastructure and policy that considers the needs of the freight industry and **prioritises the fast delivery of freight over non-essential traffic.**

The results of this research project and feedback received were considered during the development of the Action Plan.

1.4 Our partnership with industry

As indicated above, we formed two new groups in 2019 as part of the first version of the Freight Plan. These groups have proven critical, and details are below.

Freight Reference Group

The FRG is a representative forum for all key freight stakeholders in Auckland to consult, discuss and provide advice on freight matters affecting the region, with a particular emphasis on 'big picture' topics. The FRG meets bi-monthly and members are typically represented by their Executives (GM, National/Country Manager, CEO) and consider national level industry trends and challenges as they impact Auckland.

The purpose of the FRG is to facilitate communication between the freight industry and local and central government in order to:

1. Broaden the understanding of strategic and policy issues affecting the freight industry (e.g. industry trends, emerging problems at a city-wide scale, the impact of proposed plans or strategies on industry operations, and the impact of national operations on Auckland).
2. Provide advice on proposed actions, policies and strategic projects that may impact the industry.
3. Be a forum for escalation of issues from the FWG.

The discussions that occur in FRG meetings are outcome-focused, as opposed to activity-focused.

Freight Working Group

The FWG is a group that meets on a monthly basis and comprises people working at an operational (local or City) level. It is a combination of Council's internal transport policy and operations units, government partners, and industry representatives. The core purpose of the group is to help shape the Freight Plan and progress the Plan's actions, including embedding a freight lens into transport projects. The industry insights provide valuable context to the operational issues faced by the supply chain on a daily basis.

The purpose of the FWG is:

1. To facilitate communication between the freight industry and local and central government, and to improve understanding by transport agencies of the challenges faced by the freight industry through information sharing and communications.
2. To progress the actions identified in the Freight Plan and any actions agreed by the FRG.
3. Review and provide advice on proposed changes to the SFN for consideration by the Future Connect change management group.



4. Act as a sounding-board for Council (and other transport infrastructure providers) to help identify the impacts of proposed projects or other interventions on freight customers. We have shared the FWG with other teams within Council as a channel for engagement with the industry on projects affecting freight and to highlight the opportunity and usefulness of engagement.
5. To be a forum for industry representatives to raise operational issues for investigation and resolution by Council or other agencies (e.g. tree trimming, parking issues in a particular location, signal timing or operation of a particular intersection, etc.).
6. Enable cooperation to share freight information between all freight stakeholders (i.e. the gathering, storing, and transfer of relevant freight data).
7. Provide a forum for Council and government agencies to raise issues around the impact of freight on other network users or the environment and discuss potential options for addressing these issues.



2 The Freight System

2.1 The Auckland Freight Story

Auckland is New Zealand's logistics and import capital. Freight is a critical enabler of its economic performance and contributes significantly to the city's liveability. It encompasses the transport of goods and materials that are produced, consumed, imported, exported, recycled, or disposed of within the region using a range of vehicle types and sizes.

Auckland's freight network relies heavily on the state highways and arterial roads. Industrial areas also experience substantial freight movements on local roads, which provide access to warehouses, distribution centres, and service providers.

As New Zealand's largest city, Auckland is both a major consumer of goods and a strategic hub for national and international freight flows. The region's key freight gateways include:

- Port of Auckland,
- MetroPort Auckland,
- Auckland International Airport.

These serve as nationally significant intermodal hubs, handling high-value and high-volume freight movements.

Freight movement in Auckland is part of a complex, interconnected supply chain involving thousands of workers in transport, logistics, warehousing, and port operations. In 2018, 93% of Auckland-originating freight was moved by road. Research undertaken in 2026 for this update has not indicated any significant changes in this trend to date, with no significant mode shift of freight movement from road towards either rail, coastal or air shipping.

To meet evolving customer expectations and improve operational agility, the freight industry is progressively shifting towards smaller trucks and light commercial vehicles for urban distribution activities – and this is reflected in the data analysed for this update.

Auckland's freight task is predominantly local in nature, with approximately 84% of freight movements occurring within the region. The remaining freight flows are associated with imports and exports moving through key the international gateways. Most freight movements within Auckland are short haul, contributing to the predominance of road-based transport, as rail is more suitable for longer-distance freight movements.

In 2019, 13% of freight departing the Port of Auckland Limited (POAL) was transported by rail, compared with a national rail mode share of 10%. By 2025, freight transported by rail from the Port had dropped slightly to 12%¹. Rail freight departing the POAL is primarily destined for regions south of Auckland, but rail capacity is constrained by competition between passenger and freight services, with freight operations largely restricted to interpeak periods when the metropolitan passenger timetable allows available slots.

While global and national freight flows are driven primarily by supply-side factors, such as shipping schedules and rail network availability, the local urban freight task is shaped by consumer demand patterns. This includes the sorting, handling, and final delivery of goods from distribution hubs to end users.

¹ POAL_AnnualReport_2025_FINAL V2.pdf



2.2 How Freight Moves through the Region

EROAD Routing Data

EROAD telematics systems collect comprehensive data via in-vehicle hardware that connects to the Engine Control Module (ECM) and GPS modules. The hardware captures data points in real-time on various vehicle metrics including location, speed, fuel usage, idle times, engine fault codes as well as driver behaviour metrics such as harsh braking. The EROAD data obtained was collected and aggregated by Robinsight to ensure that the private, raw EROAD data remains safe and free from potential commercial insights.

The data is particularly useful as it can enable insights into fuel efficiency, emission rates, Road User Charges (RUC) compliance, safety events, maintenance, and accounting, while also allowing for automated reporting, route optimisation, and real-time driver coaching.

To better understand freight movement activity across the Auckland road network, EROAD routing data was obtained for the month of March 2023 (test sample), and for the whole of 2024. The analysis of the routing data included categorising trucks by vehicle class (Light-, Medium-, and Heavy Commercial Vehicles – LCV, MCV, HCV) to gain insights into how these movement patterns might differ.

Robinsight's EROAD data, among others, was also used to review the SFN, with more detail on the methodology provided below. The data presented below consists of the March 2023 data sample and represents total truck traffic by vehicle class for the month (vehicles / month).

North and North Shore

Key corridors in the north and North Shore parts of Auckland include State Highway 1 and State Highway 18, as expected, as well as Dairy Flat Highway – Twin Coast Discovery Highway, Greville Road, Constellation Drive, Apollo Drive, Albany Highway, Rosedale Road, Glenfield Road, Onewa Road, and Akoranga Drive for northbound connections from Takapuna (see Figure 1).

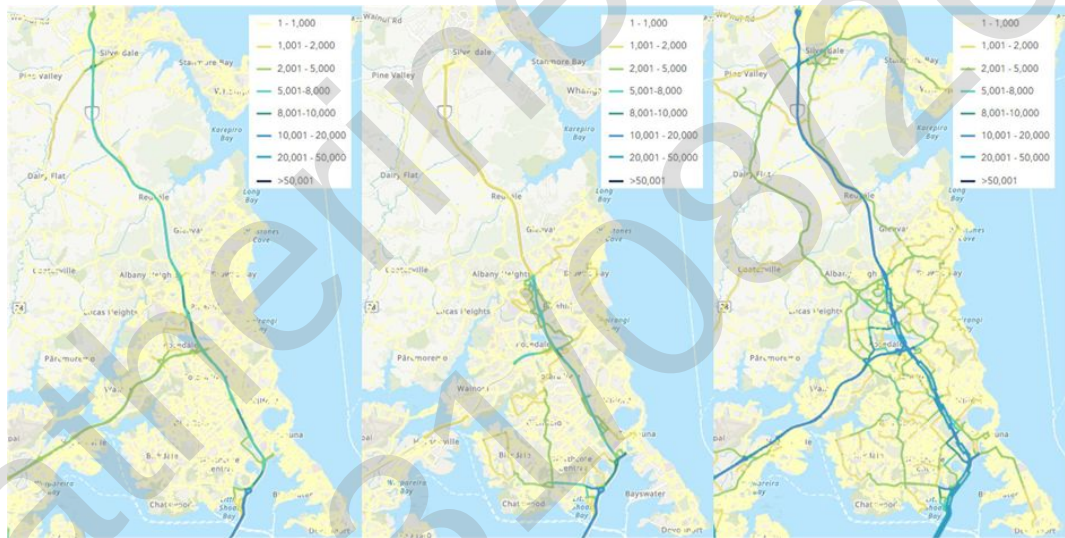


Figure 1 EROAD (Mar 23), north and North Shore (HCV (left), MCV (middle), LCV (right)) (Source: Robinsight)



West

The primary freight routes in west Auckland include State Highway 16 and State Highway 18, as well as Brigham Creek Road, sections of Lincoln Road and Te Atatu Road, and Rosebank Road connecting to Avondale (see Figure 2).

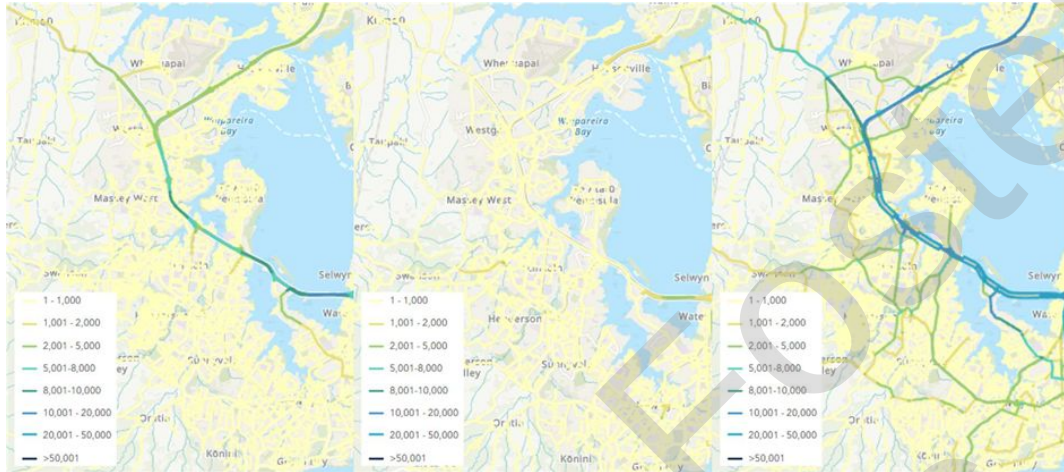


Figure 2 EROAD (Mar 23), west (HCV (left), MCV (middle), LCV (right)) (Source: Robinsight)

Central

Key freight corridors in central Auckland include State Highway 1, State Highway 16 and State Highway 20, as well as Fanshawe Street, Beach Road and The Strand connecting to the Port of Auckland, Great North Road, and Williamson Avenue, Stoddard Road – Richardson Road – New North Road and Asquith Avenue – St Lukes Road, Great South Road, Neilson Street, Ellerslie Panmure Highway, Te Horeta Road, and Southeastern Highway (see Figure 3).



Figure 3 EROAD (Mar 23), central (HCV (left), MCV (middle), LCV (right)) (Source: Robinsight)



East

Primary freight routes in east Auckland include SH1, Pakuranga Road, Ti Rakau Drive, Highbrook Road, Harris Road, and East Tamaki Road (see Figure 4).

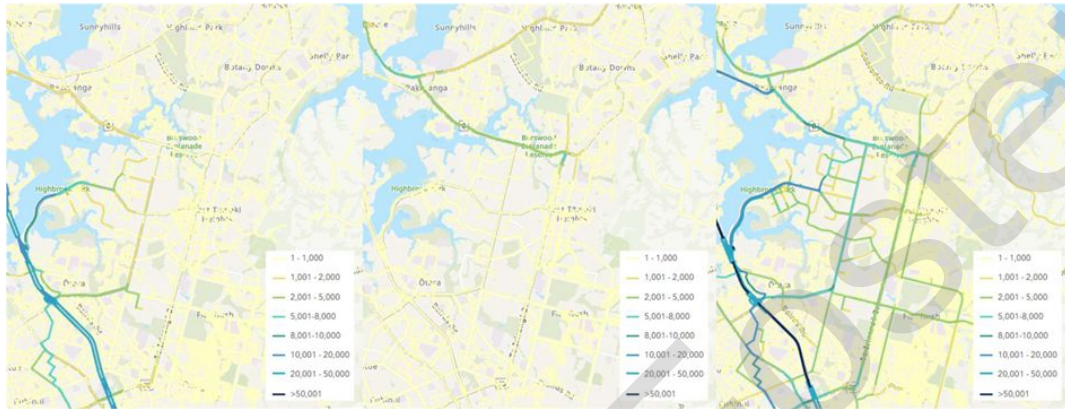


Figure 4 EROAD (Mar 23), east (HCV (left), MCV (middle), LCV (right)) (Source: Robinsight)

Airport and South

Key freight corridors in south Auckland and to/from the Airport include State Highway 1, State Highway 20, State Highway 20A and 20B as well as McKenzie Road, Massey Road, Savill Road and Favona Road, Verrisimo Drive and Westney Road near the Airport precinct, Cavendish Drive, Lambie Drive, Roscommon Road and Wiri Station Road, Great South Road and Orams Road (see Figure 5).

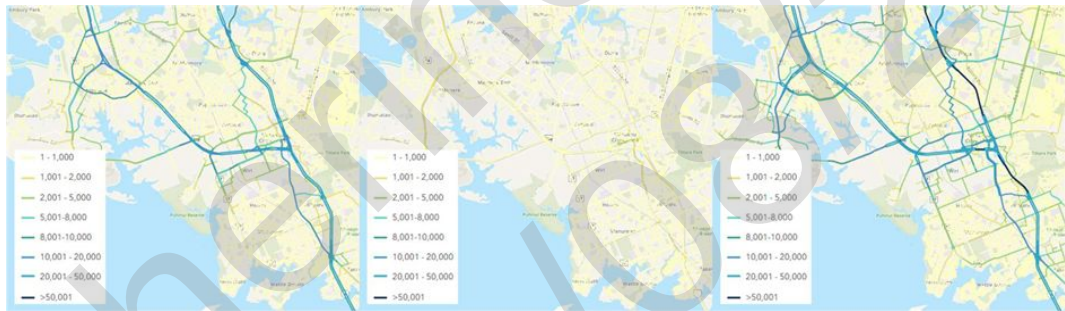


Figure 5 EROAD (Mar 23), airport and south (HCV (left), MCV (middle), LCV (right)) (Source: Robinsight)



Papakura, Drury, and Pukekohe

Primary freight routes connecting to Pukekohe include State Highway 1 and State Highway 22, as well as Great South Road, Glenbrook Road, Pukekohe East Road, and Beach Road and Hunua Road near Papakura.



Figure 6 EROAD (Mar 23), Papakura, Drury, and Pukekohe (HCV (left), MCV (middle), LCV (right)) (Source: Robinsight)



Auckland Council Traffic Data

Traffic count data from 2018 – 2025 was also collected and analysed for this update. Although not as comprehensive as the EROAD data in terms of determining traffic volumes along the length of a corridor, these data points allow for spot-checks in static locations and offer valuable insights for data validation along local roads. The data below shows the total 7-day traffic volumes for all freight vehicle classes combined.

North and North Shore

In the north of Auckland, the data highlighted high freight movement along corridors including Twin Coast Discovery Highway, East Coast Road, Albany Highway, Northcote Road, and Esmonde Road (see Figure 7). This data broadly aligns with the EROAD data.

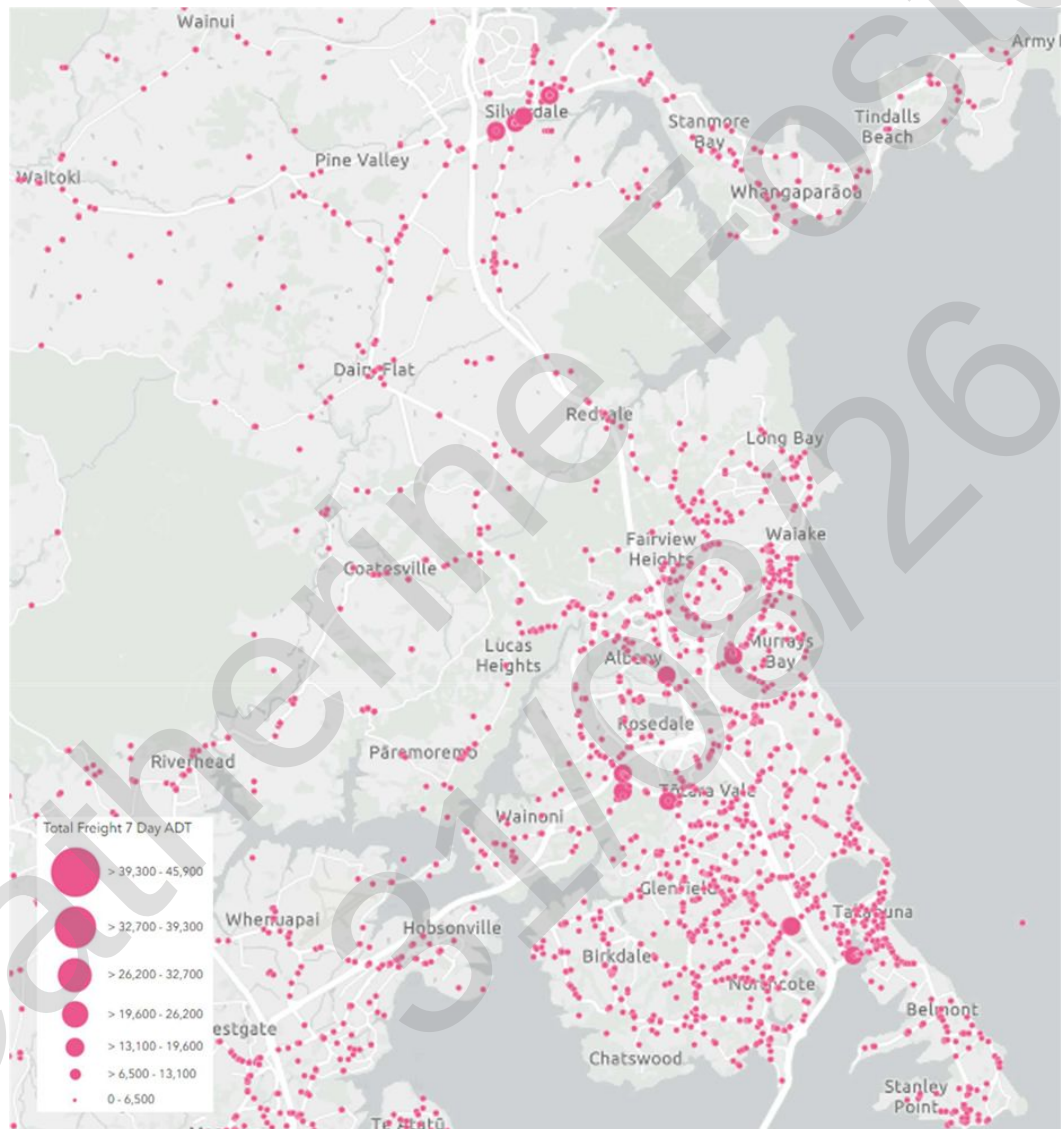


Figure 7 Traffic counts, total 7-day freight volumes – north and North Shore



West, Central, East, and South

In line with the EROAD data, traffic counts highlighted Lincoln Road and Te Atatu Road as key freight corridors in west Auckland (see Figure 8). Data for central Auckland highlighted Great North Road, New North Road, Stanley Street, Green Lane East, Hillborough Road, Great South Road and Neilson Street, along with Mount Wellington Highway, Morrin Road, St Heliers Bay Road.

Pakuranga Road, Highbrook Drive and East Tamaki Drive were highlighted as key freight routes in east Auckland. Interestingly, no comparable freight volumes were observed in south Auckland, suggesting traffic counts in this area may not be as recent as the rest of Auckland. It is also important to note that the roads within the Airport precinct are monitored under its own Road Controlling Authority (RCA).

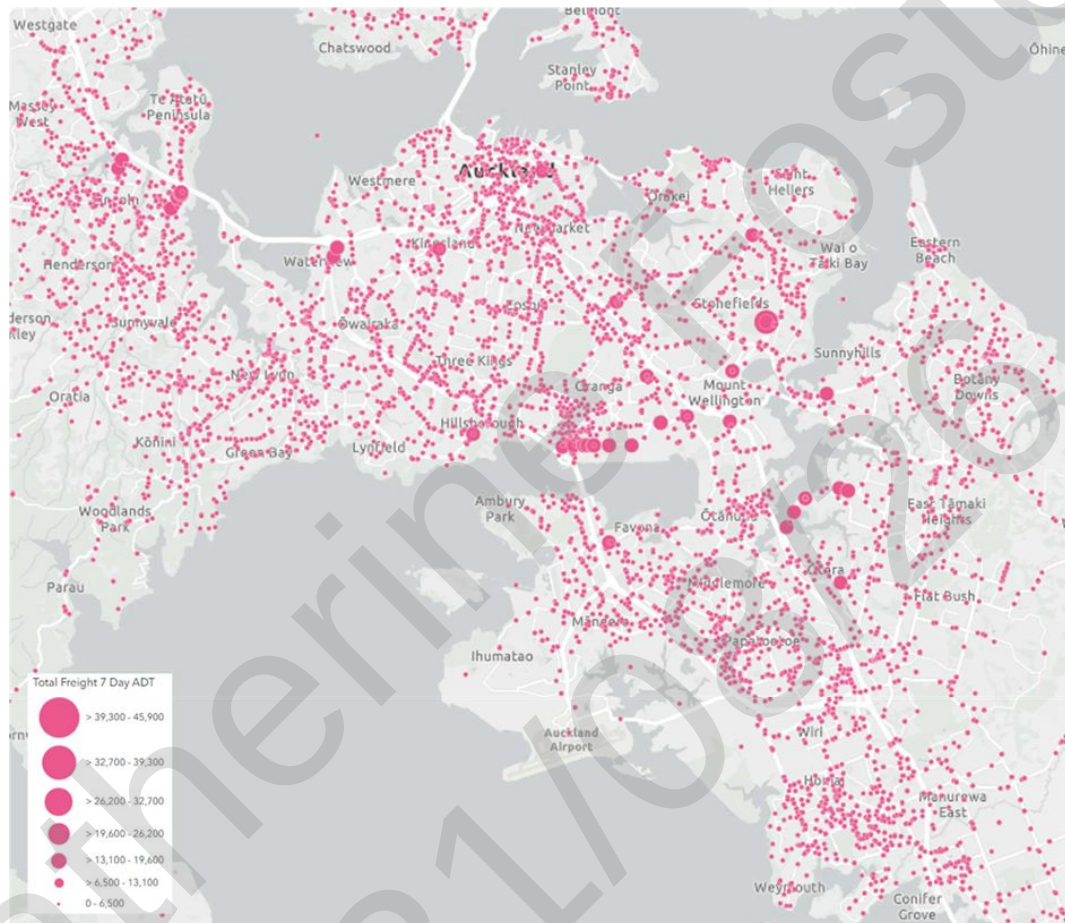


Figure 8 Traffic counts, total 7-day freight volumes – west, central, east, and south Auckland



Papakura, Drury, and Pukekohe

In the Papakura, Drury, and Pukekohe areas the traffic data highlighted high freight volumes along Beach Road, Great South Road, and Pukekohe East Road (see Figure 9).

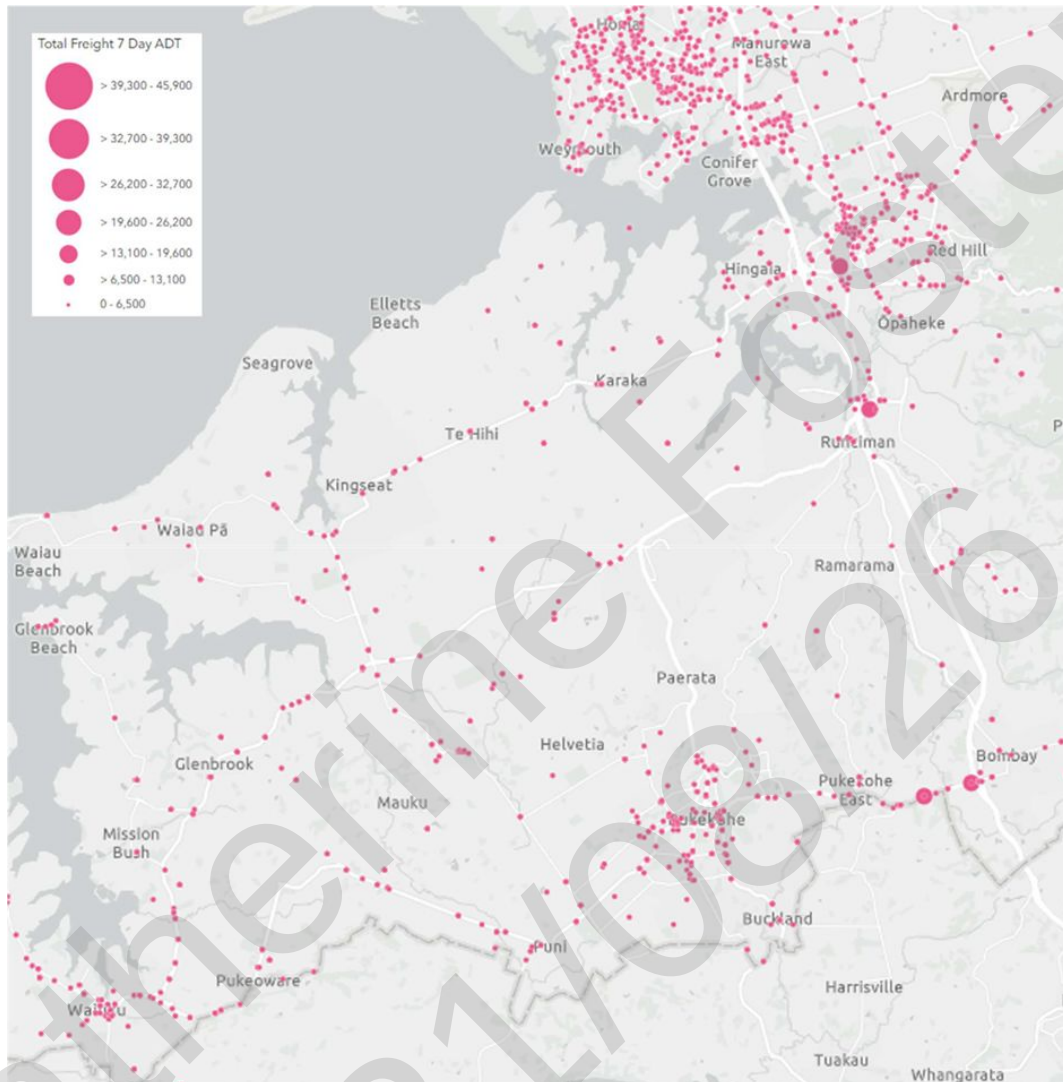


Figure 9 Traffic counts, total 7-day freight volumes – Papakura, Drury and Pukekohe

NZTA Traffic Counts

In addition to the data presented above, NZTA traffic count data for 2025 was also collected and analysed for this update. Again, this data provided useful insights for data validation in select locations along the State Highway network.

As expected, freight volumes further north and west of the city on State Highway 1, 16 and 18 are lower than those corridors along the harbour bridge, State Highway 16 towards the Port, State Highway 20 towards the Airport, and State Highway 1 leading further south (see Figure 10).

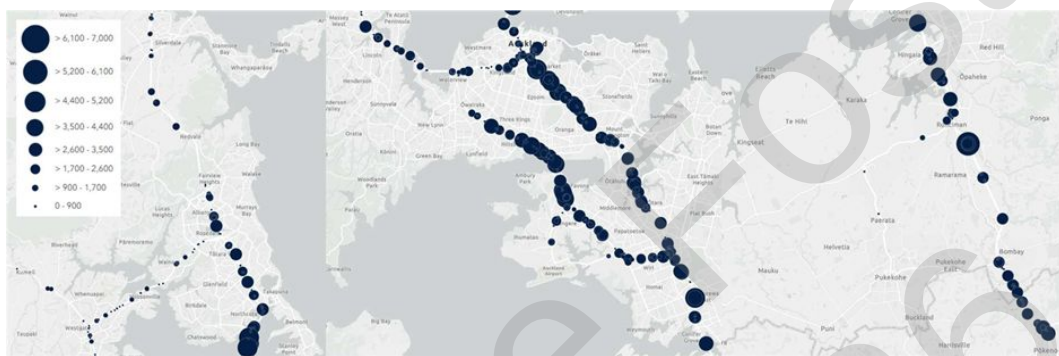


Figure 10 NZTA traffic counts, total freight AADT

Daily Traffic Profile

Traffic data on the distribution of commercial vehicle activity by time of day from the original 2020 Freight Plan showed that overall freight movement overwhelmingly occurred during the interpeak period (9am to 4pm), with 56% of all M&HCV² activity and 50% of all LCV³ activity occurring during the interpeak (see Figure 11). The data also showed that commercial vehicle activity relative to general traffic rose at higher rates prior to the AM peak and fell sharply prior to the PM peak as freight actively tries to avoid the peak periods when network performance is generally poor. This pattern of movement was indicative of the balance between Auckland business' 'capacity to receive', and freight operators seeking efficiency. However, increasing 'on-demand' delivery requirements by customers put pressure on freight to operate during peak periods, leading to additional peak congestion, longer journey times and increased costs on the supply chain.

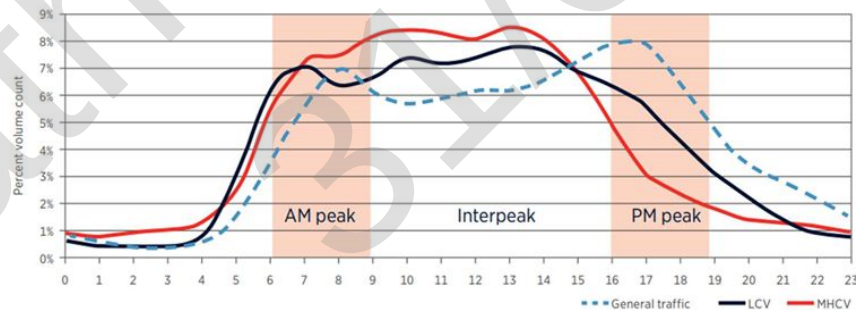


Figure 11 Distribution of commercial vehicle activity by time of day (Mar 2017 Auckland sample)

² Medium Commercial Vehicle (MCV) defined as Axle Class 4 and Heavy Commercial Vehicle (HCV) defined as Axle Classes 5-13, as per the NZTA Vehicle Classification Relationship.

³, Light Commercial Vehicle (LCV) defined as Axle Class 3, as per the NZTA Vehicle Classification Relationship.



The most recent traffic data for the same corridors was collected and analysed to understand any observable changes in commercial vehicle activity. The data shows that not only has freight activity shifted more towards the peak and interpeak periods, but also that the composition of freight vehicles has shifted towards LCVs (see Figure 12). The data suggest that as online shopping and door-to-door delivery has increased since Covid-19, freight operators have had to adapt by using more and smaller trucks, operating when the customer is available to receive, usually during core business hours. This trend is supported by analysis carried out by the Auckland Forecasting Centre (AFC), which has observed average freight Vehicle Kilometres Travelled (VKT) increasing while tonnage/km is decreasing. The adverse consequences of this are more trucks on the road, increased congestion, longer truck trips, and increased emissions. It is not well understood what effect this trend will have on pavement wear, however, and is recommended for further investigation.

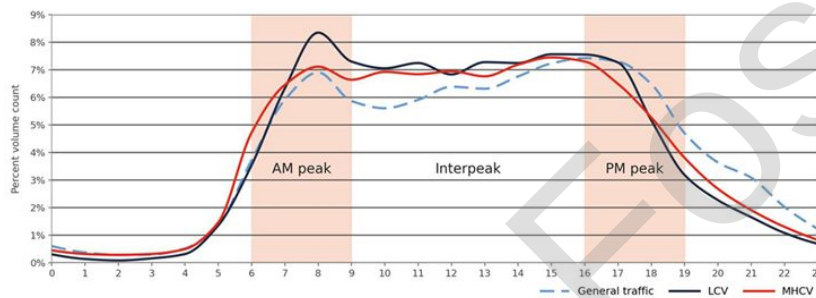


Figure 12 Distribution of commercial vehicle activity by time of day (2026 Auckland sample)

2.3 Where Freight is Going

The freight task is not evenly distributed throughout the Auckland region, and in planning for the efficient movement of freight it is important to understand both where it is coming from and where it is going. A review of EROAD origin-destination data from Robinsight shows that most freight is located in North and South Auckland, with the primary generators and receivers of freight being the areas of Wiri, Penrose, Auckland Airport, East Tamaki, and Manukau Central (see Figure 13).

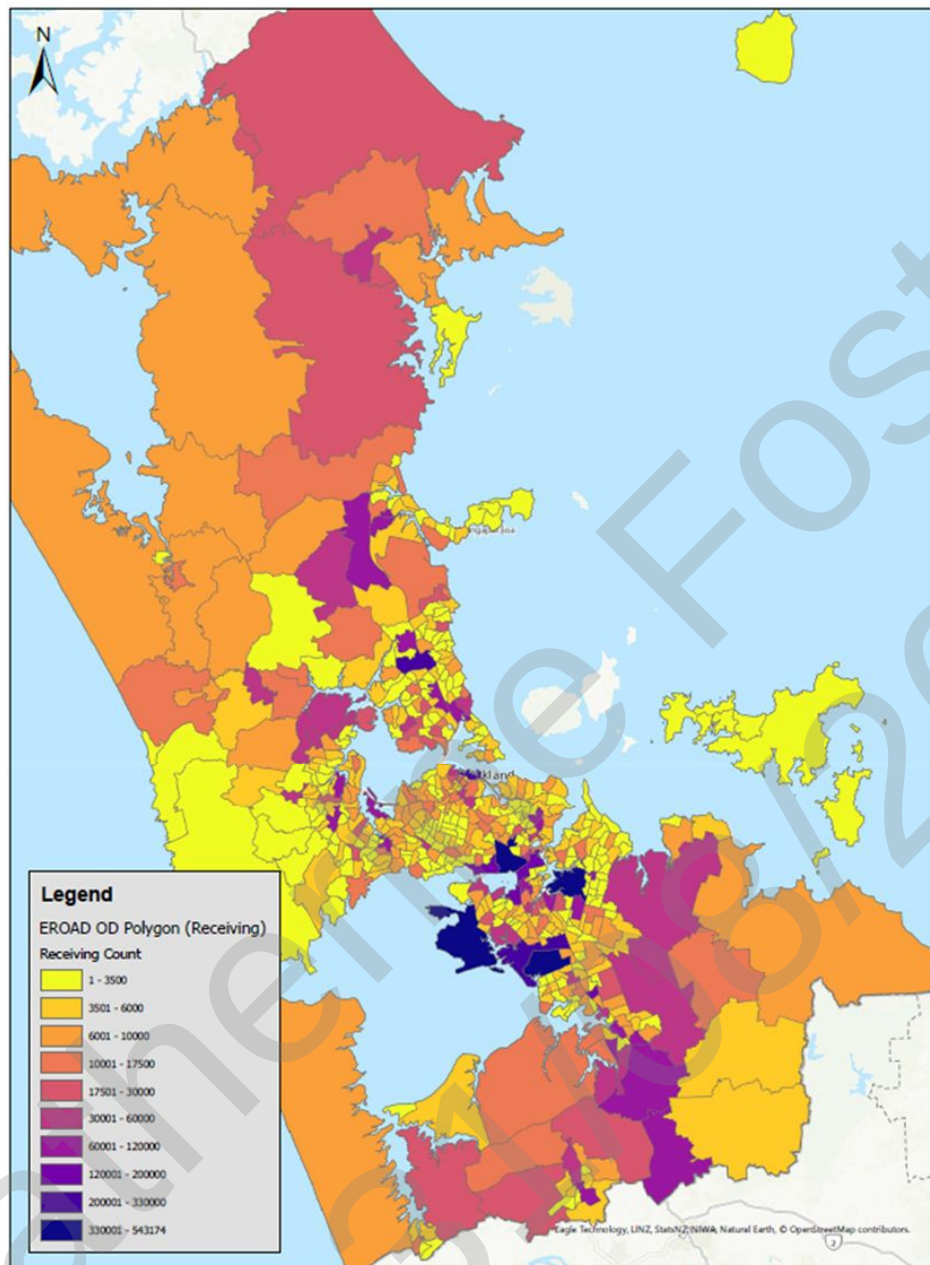


Figure 13 EROAD Origin-Destination data for freight-receiving areas in Auckland by SA2 (Source: Robinsight)



Emerging Industrial Areas

To further understand how this distribution may be changing, a high level visual-spatial analysis of emerging industrial areas was undertaken⁴. The process involved using the latest available aerial imaging (2025) and comparing it with historical aerals (2020). Notable increases in the footprint of 'white-roofed' areas was identified, and these areas were investigated at a desktop-level to see if increases were attributed to an increase in industrial land uses. The Auckland region was divided into 40 aerals. Aerials from 2020 and 2025 were compared side-by-side (see Figure 14)**Error! Reference source not found.**

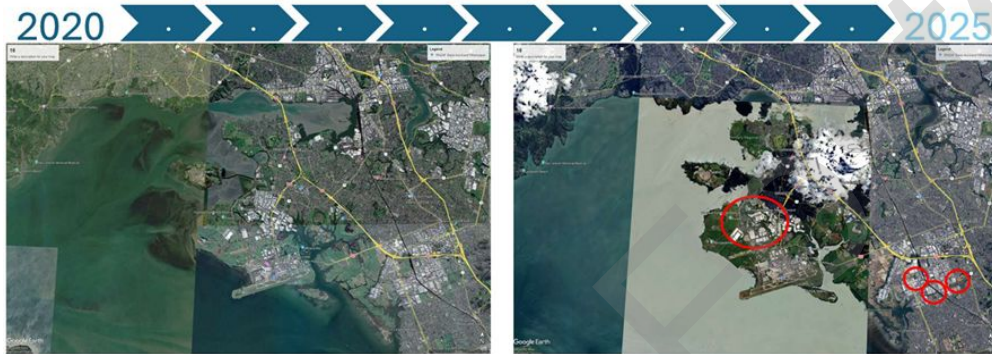


Figure 14 Visual spatial analysis of 'white-roofed' industrial areas (Google Earth Pro: 2020 vs 2025)

The primary observations from this high-level study were:

- Generally, new/evident emerging industrial areas were not observed, except for the area in South Drury off Quarry Road.
- The industrial area surrounding Auckland Airport, as seen in Figure 14**Error! Reference source not found.** above, has seen some notable increases in industrial area footprint. Logistics and manufacturing were the primary developments seen.
- Wiri also saw some important expansions in 2025. This included a large distribution centre and businesses expanding their operations.
- Light industry in Warkworth is also seen to expand at a small scale.
- Though not an emerging industrial area, an agglomeration of industrial land uses is noted south of Papakura Marae.

This analysis also shows how, generally, the SFN is well aligned with key industrial and freight-centred areas of Auckland. The SFN, in particular the motorways (Level 1A), provides quick access to and from POAL, Auckland Airport and south Auckland industrial areas. MetroPort Auckland can be highlighted as a key beneficiary due to its proximity to both SH1 and SH20. The planned East-West Link project would help to improve resiliency and more options in this vital area.

⁴ Aerial imagery was sourced from Google Earth Pro



3 Challenges and Outcomes

3.1 The challenges we are facing

As a growing modern city, and New Zealand's most important economic region, Auckland faces a range of critical challenges to ensure the ongoing efficient movement of freight and services. The 2020 Freight Plan identified four main critical challenges for freight, based in part on key challenges outlined in the 2018 RLTP as well as engagement with the FRG and FWG. These challenges are still relevant today and have been expanded upon, based on obtaining and analysing a broader and more detailed set of data, undertaking independent research, newer policy guidance and direction, and insights gathered in the last half-decade from ongoing engagement with the freight industry.

Changing Land Uses

Urban development pressures and rising land values are increasingly displacing industrial land uses, as demand for residential, commercial, and mixed-use development reshapes the urban landscape.

Evidence to support the criticality of this challenge is as follows:

- Auckland's City Centre is the location of a great proportion of the city's ongoing development and is ever-changing. The City Centre Master Plan – which will be discussed in greater detail below – proposes to expand the city centre eastward and westward, including major changes to the Grafton Gully, Beach Road, and Tangihua Street (which serve as primary freight access to the POAL), as well as removal of the Hobson Street Flyover.
- As the City Centre expands eastward, pressure on Port land is increasing. The sale of Captain Cook Wharf and expansion of Bledisloe Wharf are reducing operational port space, while ongoing redevelopment proposals—including a stadium, parkland, housing, and even port relocation—continue to fuel debate over the Port's future, which has been described as having “about 30 years' capacity” in its current waterfront location.
- Growing housing demand is driving brownfield redevelopment of centrally located industrial land, increasing land values and displacing industrial and commercial activities to the urban fringe. This results in longer freight journeys, higher operating costs, and greater pressure on the road network.
- Recent fast-track applications for freight-generating activities such as quarries, logging, and clean fill sites—primarily in South and Southeast Auckland—could significantly increase heavy vehicle traffic. This would place additional pressure on road maintenance budgets, expose funding shortfalls in road user charges and rates systems, and worsen road damage on networks not designed for heavy freight movements, an issue already being observed in North Auckland as a result of Penlink works.

Congestion and Growth

Auckland's sustained growth is creating greater network congestion and journey disruption, which is making it harder for freight to efficiently access markets.

Evidence to support the criticality of this challenge is as follows:

- Auckland's population has now eclipsed 1.8 million people and is forecast to pass 2 million by 2038 and up to 2.3 million by 2048. Freight kilometres travelled over the next 20 years are projected to increase by 55% nationally, which will exacerbate congestion, resulting in longer travel times and a subsequent increase in costs to operators and consumers if no intervention or improvements are undertaken.
- Based on traffic conditions at peak times relative to free-flow speed, Auckland now ranks 77th in the world in terms of traffic congestion. Congestion is significantly worse than Australasian cities of comparable population size including Perth, Adelaide and Brisbane. The cost of congestion in Auckland has been estimated at around \$2.6 billion per annum in 2026, up from \$1 billion in 2019. Congestion is spreading across the day, across the network, and is projected to worsen. Figure



15Error! Reference source not found. shows the proportion of weekday trips by purpose, with freight activity representing 5-8% of all trips during the congested AM, PM and Interpeak periods.

- Research insights show that congestion is the single biggest operational challenge for freight operators. Drivers face unpredictable travel times due to crashes, roadworks, weather events and general population growth. Delays create knock-on effects, impacting delivery schedules, customer commitments, driver hours and profitability.

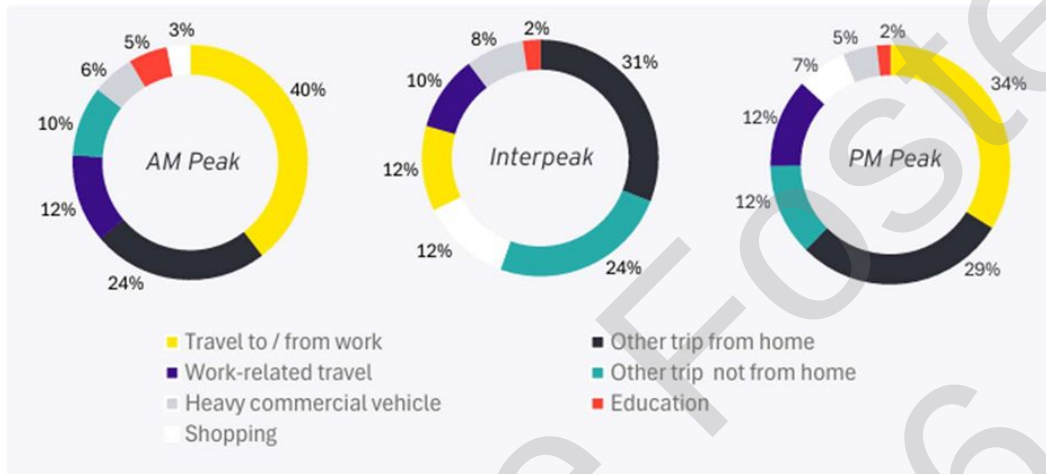


Figure 15 Proportion of congested weekday trips by purpose in Auckland, 2026 (AT)

Growing Demands

A shift to more online shopping and offerings such as same-day shipping has resulted in challenges for freight operators and couriers to move goods efficiently and safely, while being under increasing pressure to make speedy deliveries promised by retailers.

Evidence to support the criticality of this challenge is as follows:

- Consumers / purchasers are buying into the increased service experience and expect more from delivery partners, including more transparency on tracking and delivery updates.
- Many businesses (e.g. supermarkets) now outsource responsibility / cost of freight to third parties, driving a race to the bottom. Large freight companies have been moving to contract-only employment. Small, mid-sized, and independent drivers fill the gap but take on risk and squeeze value from the overall sector where possible.
- In order to meet these demands, drivers and fleet businesses are absorbing parking fines as a cost of doing business, employing additional city centre staff to help drivers under pressure, working long hours with early starts to mitigate for peak traffic, and enduring economic pain when congestion or other barriers make efficient delivery impossible.

Road Space and Urban Amenity

Increasing demand for more modal choices and improved urban amenity means trade-offs are needed to manage the limited network space available.

Evidence to support the criticality of this challenge is as follows:

- Auckland's roads and streets support a range of uses, which can include walking, general traffic, cycling, public transport, heavy vehicle routes, servicing and delivery, and parking. Competing



demands for the same space (particularly where roads are narrow or crowded) creates conflicts. As the movement of people is prioritised and more road space is allocated to specific modal uses, there is a growing desire by the freight industry to have access to dedicated movement space as well.

- This is also being increasingly felt on Auckland's rail network, where more frequent passenger trains and the new City Rail Link creates conflicts with the goal of moving more freight by rail.
- The needs of the freight transport mode are unique and require specific consideration in the strategic planning and design of roads and streets to address the pressures of growth in existing urban areas and new growth areas.
- Loading zones in most city centre locations are highly sought after and experience high occupancy rates, often delaying deliveries. At 'peak' delivery periods when drivers want to access the dock or loading zone, they may incur a queue. This is often due to the manual planning and execution processes which can be inefficient, high cost and high risk.
- Loading zone delay is one of the most common delays for freight vehicles according to representatives from the industry. When freight vehicles are not able to access the intended loading zone, they often circle the area waiting for a vacancy. Double-parking is also resorted to on some occasions to gain the access they require to make a delivery. This can cause disruption and safety issues to other road users and pedestrians as they are forced off dedicated space to divert around the vehicle. Delays add considerable costs to delivery, which are often passed on to the customer.

Safety and Health

The movement of freight within Auckland must be free of death and serious injuries (DSI) and contribute towards improved health outcomes.

Evidence to support the criticality of this challenge is as follows:

- Managing the transportation of goods and services and ensuring the safety of all road users is paramount. Unfortunately, trucks tend to be over-represented in serious crashes. In a collision between a heavy vehicle and a light vehicle or vulnerable road user there is a much higher probability of DSI than in a collision involving only light vehicles.
- In Auckland, over the five years 2021-2025 there were between 620-840 crashes involving trucks per annum⁵. Positively, this has been trending downwards at an average rate of -7% per year. A positive trend has also been observed in the overall number of DSI involving trucks. While freight DSI made up 9% and 11% of all DSI in 2014 and 2017, respectively, fatal and serious injury crashes involving trucks had dropped to 5-8% between 2021 and 2025.
- This is meaningful progress towards improving safety and health. However, far too many crashes involving trucks still occur, resulting in fatal injuries. Of all crashes resulting in DSI between 2021 and 2025, 6-10% were fatal, however, of all crashes involving trucks during this same period, 14-34% were fatal (see Figure 16).
- Anecdotal evidence suggests that freight vehicles use rat running to avoid congestion. This places greater pressure on local roads and triggers safety concerns.
- Research insights gathered in 2025 have shown that 'other road users not appreciating the risk in proximity to larger freight vehicles' is the primary safety issue for freight operators. These risks include much greater stopping distances, potential to tip when turning, large blind spots, and imbalanced (or unsecured) loads. Truck drivers need constant vigilance to manage conflicts when other road users take risks.

⁵ NZTA Crash Analysis System (CAS)



Figure 16 Fatal and serious injury crashes involving trucks, 2021-2026 (as of July 2026)

Fuel Crisis

The 2026 Global fuel crisis has had a profound effect on the movement of freight, both internationally and domestically in New Zealand. While this specific fuel crisis may be temporary, it is likely to have downstream effects that are relevant to the way the industry operates in the longer term, especially around freight vehicle types and technology.

Evidence to support the criticality of this challenge is as follows:

- Locally, freight operators and retailers are passing on the additional costs to customers through Fuel Adjustment Factor clauses in their contracts as 'fuel now accounts for 30% of operating costs, up 8-10% prior to the conflict in the Middle East'⁶. Some retailers are reconsidering sourcing goods locally rather than getting them delivered from afar.
- Some people have proposed that freight activity should be concentrated at night to address both congestion and transport costs. However, many retailers, supermarkets and shops are not setup for nighttime operations due to the low number of workers, as well as noise restrictions in some areas.

⁶ NZ Trucking Association (March 2026).



- In the long-term, initial research findings suggest that electric vehicle (EV) sales are increasing in countries with supply concerns or steep diesel prices. It is however still too early to gauge the speed of this transition or if there is a lag between vehicle orders and delivery.
- Globally, electric truck sales more than doubled in 2025 compared with 2024, reaching 9% of all truck sales worldwide, with the growth driven primarily by China. This trend may drive down the upfront costs of electric trucks compared to diesel trucks, and pave the way for faster adoption.

Environmental Pressures

Although essential, moving freight within Auckland produces negative environmental effects and loss of amenity.

Evidence to support the criticality of this challenge is as follows:

- Transport-related emissions still account for around 40% of Auckland's total emissions, which is significant considering the target set by C40 Cities 2030 (a global network of mayors driving the future of city climate action) of reducing Auckland's emissions by 50% (across all sectors, including transport).
- This is also reflected in Council's Transport Emissions Reduction Pathway (TERP) as 86% of transport emissions come from road transport. Reducing transport emissions is a crucial part of what Auckland must do to act on climate change. Auckland's goal is to reduce this by 64% by 2030 compared to the 2016 baseline through strategies including converting 30% of vehicles to electric, massively increasing active travel (walking and cycling) and significantly expanding public transport patronage.
- However, recent developments indicate challenges in achieving these goals. In May 2025, Council voted to seek a 'realistic' appraisal of the TERP targets due to rising regional transport emissions and reduced central government funding due to shifting priorities.
- In July 2026, AFC presented modelling results to the Transport, Resilience and Infrastructure Committee of estimated emissions reduction that will be achieved by existing investments in 2024 RLTP, and concluded only a 1% reduction is expected.
- Trucks also generate noise, vibration and pollution from exhausts, engines, reversing beepers, and tyres during the transporting, loading and unloading of goods.
- Planning restrictions exist to manage negative sensitivities and protect the amenity of neighbours.



3.2 The outcomes we are trying to achieve

The critical challenges to ensure the ongoing efficient movement of freight and services are framed around six key outcomes, similar to the previous version of the Freight Plan, to which the proposed interventions and action plan are aligned against. These outcomes are as follows:

1. **Productivity** – Improve the efficiency, reliability, and resilience of Auckland's transport network to support freight movement. Strategic freight connections should provide predictable journey times, support supply chain performance, and maximise the productivity of existing transport infrastructure.
2. **Regulatory Improvements** – The supply chain within Auckland is cost effectively managed and monitored to enable the freight industry to provide its customers with reliable access to goods and services.
3. **Safety** – Improve safety outcomes by reducing the risk of deaths and serious injuries involving freight vehicles, while supporting safe freight operations through infrastructure, vehicle types, and operating practices.
4. **Sustainability** – Reduce the environmental impacts of freight through improved operational efficiency, lower emissions, and the adoption of cleaner technologies. Freight should contribute to Auckland's broader climate and environmental objectives while continuing to support economic activity and innovation.
5. **System Integration** – Integrate freight considerations into transport, land use, and investment decision-making. This will help protect strategic freight connections, support growth, and ensure freight needs are balanced with wider transport and place-making outcomes.
6. **Smarter Freight** – Improve freight decision-making through better data, information, technology, and collaboration. Greater understanding of freight activity and emerging trends will help identify opportunities to improve the performance, efficiency, and resilience of the freight system.

Details on upcoming major projects that would affect the freight industry, providing opportunities for a range of improvements, are provided in APPENDIX 2 – Major Projects – What will have a major effect on freight?



4 The Strategic Freight Network – a Key Planning Tool

The SFN was first developed in 2009 to identify roads fit for freight traffic and preferred freight routes within and through the city, with a focus on heavy freight that poses specific issues in their use of the transport network in the region. A review of the SFN was completed for the original Freight Plan in 2020.

The main functions of the SFN remain unchanged which are to:

- Link major areas of freight generation and attraction within the Auckland region, and to/from important locations outside the region,
- Minimise the impact of freight movement on the community,
- Provide roads and routes capable of accommodating the largest vehicles within normal legal limits, and
- Offer convenient and reliable travel for freight between key locations.

In 2025, we completed a refresh of Future Connect, the multi-modal network plan for Auckland's transport system. The refresh, which resulted in publishing Future Connect 3.0, had the goal of taking a data-driven approach to determine if the existing SFN is still fit for purpose, and examine other potential corridors that justified addition to the network.

While the Auckland rail network is a key component of the SFN, the network review was centred on the role and functionality of the SFN within the wider Auckland road network, which carries the vast majority of freight (over 90% by volume). The Freight Plan's focus on the key network connections to ports, the airport and major single-mode and multi-modal distribution depots supports the current focus on mode shift to achieve sustainability and safety outcomes.

In addition to using more data to review and update the SFN, we also drew directly from the experience and expertise of the industry and other agency partners through the FRG and FWG.

4.1 Review methodology

The SFN review consisted of three main workstreams:

1. Strategic Hierarchy and Definition Review

We reviewed and updated the SFN route hierarchy and definitions to ensure consistency between each of the modal strategic networks, and to enable the effective integration of the system. This also enabled an evidence-based assessment by aligning the route hierarchy and definitions with criteria such as road function, land use, competing modes, and design requirements. We also made an effort to simplify the definitions where possible for clarity.

2. Existing Strategic Freight Route Review

We completed high-level spatial analysis and comparison of the SFN against collected data, with the purpose of identifying existing freight routes that were already fit for purpose (i.e. routes that do not require detailed analysis). We then completed detailed assessment of remaining freight routes against chosen criteria (i.e. routes that did not pass the first step and did require detailed assessment).

3. Potential Strategic Freight Route Review

Similar to the previous workstream, we completed high level spatial analysis to identify potential corridors that could potentially be included in the SFN (e.g. met HCV volume thresholds or had been requested by the freight industry). We then completed a detailed assessment of those identified corridors and added those routes that passed to through Future Connect change management process.

Datasets and contextual information considered during this process included:



- EROAD March 2023 and full 2024 data, representing 'actual' freight operations (routing and volumes) on the existing transport network,
- Auckland Council Tube Count and NZTA TMS data – representing 'historical' freight operations (volumes) at select locations on the transport network,
- One Network Road Classification (ONRC) (NZTA) – providing road class and function information,
- Auckland Unitary Plan (AUP) – providing land use and zoning information,
- Roads Space Assessment (RSA) tool – providing guidance and logic to determine typical cross-sections based on all modal priorities, and outcomes based on actual carriageway and road reserve widths (i.e. what is required and what can fit),
- Future Connect – factors that are fed into the RSA tool to determine a suitable cross-section, including freight priorities, public transport priorities, number of Rapid Transit Network/Frequent Transit Network routes, existing 1st and 2nd rank public transport deficiencies, and cycle priorities.

The proposed changes to the SFN were examined and commented on by subject matter experts (SMEs) for other modes in the Future Connect Working Group, and changes that were passed were then presented to the FWG for feedback before being published as part of Future Connect 3.0.

The system is always evolving as new infrastructure gets delivered, and future plans can change for a wide range of reasons. The SFN will be updated as these changes occur. Major updates to Future Connect are scheduled every three years to coincide with our three-yearly RLTP planning cycle, and in each of those major updates this full review process will be repeated.

Between these major updates, the SFN will always be kept up to date through the Future Connect change management process, with candidate routes going through detailed assessment using the collected freight data, followed by SME review.

4.2 Results

The updated SFN route hierarchy and definitions can be found below:

- **Level 1A** – Roads of **highest strategic value** for freight movement (**motorways and state highways**) where planning and design **must support** and **maintain Levels of Service**.
- **Level 1B** – Roads of **strategic value** for freight movement (**arterials**) where competing modes and land uses require **active management**, and planning and design **must support** and **maintain Levels of Service**.
- **Level 2** – Local roads **within strategic freight areas**, with no/little competing land use demands (adjacent land use is **primarily productive**, and free from **sensitive receptors**), and planning and design should consider freight movement efficiency.
- **Level 3** – Local roads **connecting to/between strategic freight areas**, where freight impacts on **adjacent land uses require active management**, and planning and design should consider freight movement efficiency.

The updated SFN, including the Primary and Supporting networks, is shown in Figure 17.

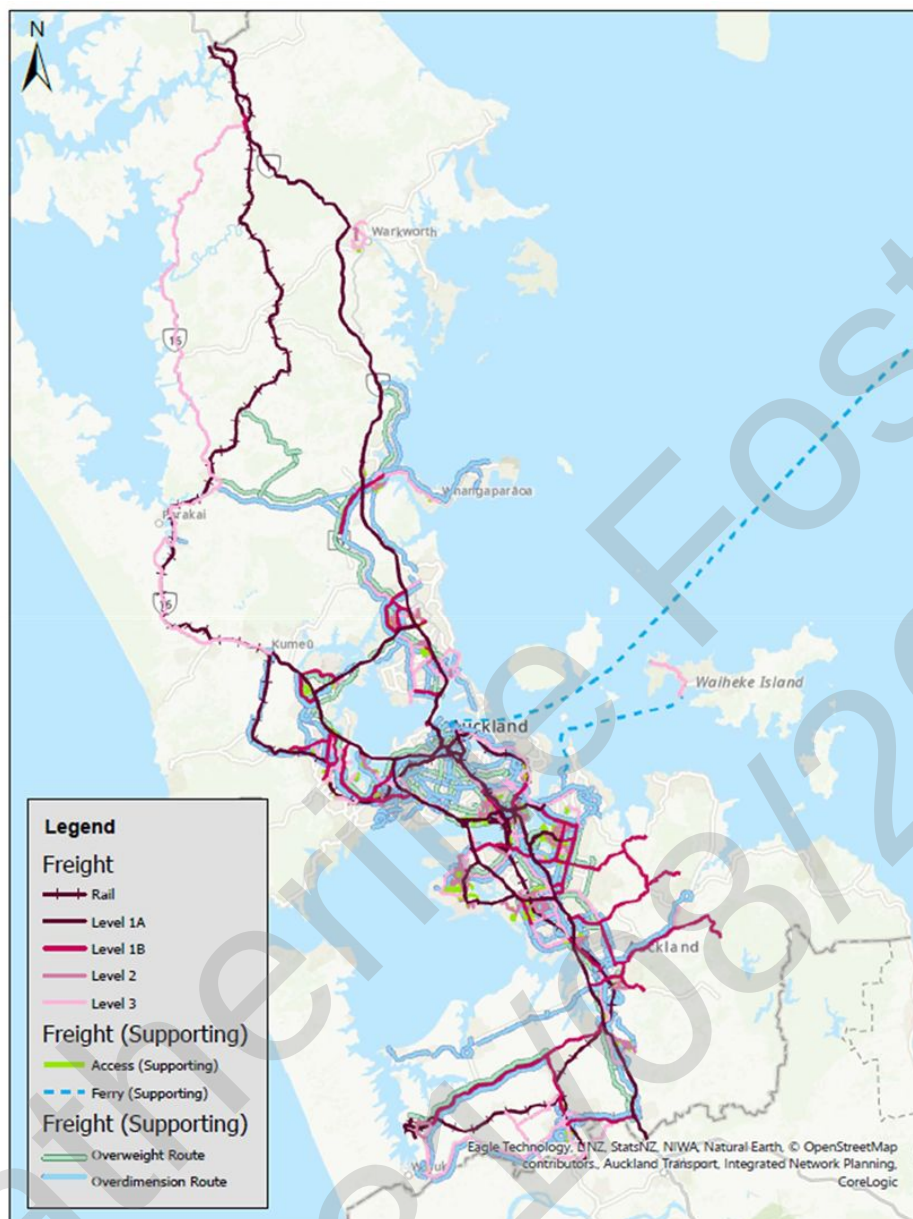


Figure 17 The updated SFN – refer to Future Connect for the latest, and interactive/zoomable, version



5 Let's Take Action (the Action Plan)

Council views this Freight Plan as central to acknowledging freight's importance in people's lives and the economy; recognising its part in the transport system and balancing it within all of Auckland's movement needs.

Importantly it provides a framework, through implementation of the revised SFN, to enable planning for freight as a core transport mode and a key part of a truly integrated Auckland network. Through identification, protection, and monitoring of the SFN, Council can plan proactively to avoid conflict, reduce rat running, and enable improved freight movement.

This Freight Plan will continue to evolve but initially it helps set the tone for prioritising freight and integrating it into the Future Connect planning. The Action Plan assumes that the projects delivered through the RLTP hold congestion steady through better travel choice and mode shift.

5.1 Shaping the interventions

Following the review and agreement of the critical challenges and outcomes, a long list exercise was undertaken identifying 'low hanging fruit' interventions and actions, with further refinement through literature review and feedback from engagement with the FRG and FWG.

The interventions have been progressively developed to directly address the identified critical challenges, as well as data issues identified through the SFN review. Through this and consultation with the FRG and FWG, the interventions were grouped under five key themes:

- **Building freight knowledge:** focus on consolidating key data and information to inform decision making;
- **Stronger relationships:** to promote sharing of information, raising awareness of freight issues and best practice, and encouraging better behaviours;
- **Smarter freight movement:** to identify pain points on the network and help support the safe, efficient and sustainable movement of freight in Auckland;
- **Optimising loading & servicing:** trial new ways of working, guidance, technology opportunities to improve last mile freight operations; and
- **Aligning Freight & Strategy:** opportunities to incentivise/ encourage safe, efficient, and sustainable freight operations through the planning process.

5.2 Implementation

The Action Plan represents only the first steps towards understanding and addressing the freight agenda in Auckland. It is essential that the Freight Plan remains flexible enough to take advantage of new opportunities, emerging needs, and is developed and built upon in any revision of the RLTP, taking into account resourcing, budget, policy and other constraints and opportunities.

For that reason, the actions are categorised for implementation as shown in Table 1 and the summary of actions can be seen at a glance in Table 2.

Table 1 Freight Plan implementation categories

Implementation Category	Definition
A	Implementation by Council using available programmes
B	Implementation by partners/FRG members using available programmes
C	Implementation by Council/partners/FRG members requiring new funding



5.3 Next Steps

Following approval of the Freight Plan by Council, it will be publicly released and implemented to ensure that this critical mode is supported. It will also ensure that the transport system is delivered in an integrated manner, considering the needs of all modes in accordance with Council and Government goals.

The release of this plan is intended to provide stakeholders with opportunities to proactively engage in plans, proposals, and other consultations with freight impacts, and increase awareness of the freight task and issues by communicating the freight story to the public. A key component of the next steps of engagement is also to promote the revised SFN map to be used as a key integrated network planning tool.

Table 2 Action Plan summary

Themes	Intervention	Category			Responsibility
		A	B	C	
Building Freight Knowledge	A1-1	X			Integrated Network Planning
	A1-2	X			Integrated Network Planning
	A2-1		X		AFC
	A2-2		X		AFC
	A2-3		X		AFC
Stronger Relationships	B1-1	X			Integrated Network Planning
	B1-2	X			Integrated Network Planning
	B1-3	X	X		Integrated Network Planning / FRG
	B1-4	X			Integrated Network Planning
Smarter Freight Movement	C1-1	X			Integrated Network Planning
	C1-2	X			Integrated Network Planning
	C1-3		X		Temporary Traffic Monitoring
	C1-4	X	X		Integrated Network Planning / Network Performance
	C1-5	X	X		Integrated Network Planning / FWG
Optimising Loading & Servicing	D1-1	X		X	Integrated Network Planning / Parking Design
	D1-2	X			Integrated Network Planning
	D1-3	X	X		Integrated Network Planning / FWG
	D1-4			X	Integrated Network Planning / FWG
	D1-5			X	Integrated Network Planning / FWG
	D2-1	X		X	Integrated Network Planning / FWG
	D2-2		X	X	Council / MCERT
Aligning Freight & Strategy	E1-1			X	Integrated Network Planning / Resource Consent / Building Consents
	E1-2			X	Integrated Network Planning
	E2-1	X	X		Integrated Network Planning / FWG
	E2-2	X	X		ALL
	E2-3			X	Integrated Network Planning / NZTA
	E3-1			X	ALL
	E3-2		X		ALL
	E4-1	X			Integrated Network Planning
	E4-2	X			Integrated Network Planning



5.4 Monitoring Framework

To ensure progression of the Action Plan, a monitoring framework was developed during the publication of the original Freight Plan. The monitoring framework analyses the multi-agency and multi-faceted approach of the Action Plan through monthly dashboards of freight performance against the actions of the Freight Plan. These actions are intertwined with the key challenges and outcomes desired for freight in Auckland (see Figure 18). A monitoring approach that recognises the multi-disciplinary nature of the action plan is vital to knowing what, who and when monitoring is to be undertaken.

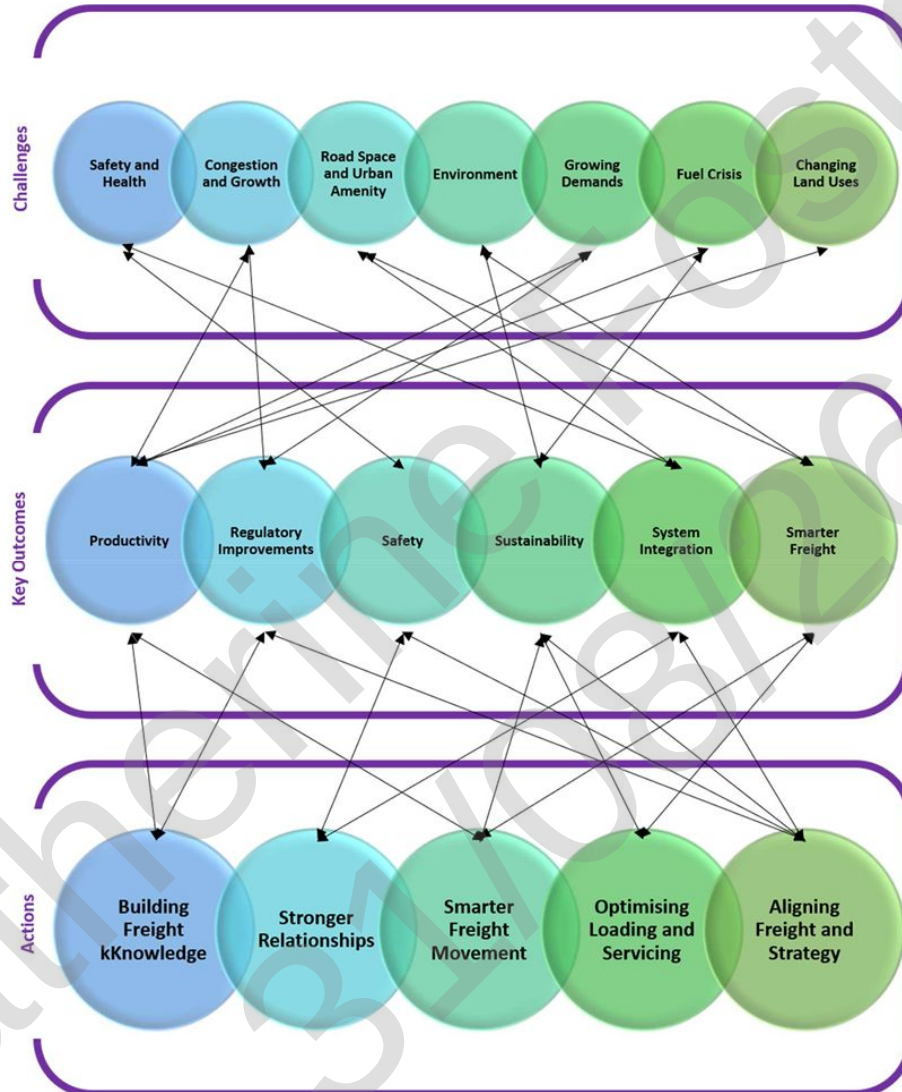


Figure 18 Interrelation of Freight Plan challenges, outcomes, and actions

5.5 Action Plan

A. Building Freight Knowledge

Intervention A1: Freight Data/Information Portal		Objective	Implementation Category
A1-1	Building upon current workstreams and actions: 1 - Continue with the collection and analysis of freight data, including new data for HPMVs, safety and crashes, and loading and servicing, 2 - Continue building the 'All-in-One Freight Viewer', and 3 - Identify critical gaps in the ability to inform data-driven decision making.	- Bring the array of different datasets and information across organisations together into one place. - Application of same data across project analyses for greater consistency. - Opportunity to drill into safety issues. - Provide greater insight of freight network performance and freight movements. - Improve quality of data collected to inform value based decision-making and reporting. - Collaboration of data from both industry and local authorities to guide the setting of targets and monitoring. - Improve efficiency, management, and safety of the industry through accurate, reliable, and relevant data.	A (Integrated Network Planning)
A1-2	Continue investigating freight data sources that enable better freight movement monitoring.	To fill gaps in the numerous data sets that don't currently identify/specify vehicle type.	A (Integrated Network Planning)
Intervention A2: Freight Modelling		Objective	Implementation Category
A2-1	Work with AFC and the industry to establish freight modelling needs and possible approaches to understand the future freight task based on new freight data.	- Improve representation of the future freight task to inform decision making. - Improve regional freight modelling capability to demonstrate and provide evidence to support business cases.	B (AFC)
A2-2	Update and improve freight modelling assumptions and forecasting capabilities based on the findings from A2-1.		B (AFC)
A2-3	Review and update the modelling strategy and programme with AFC, to align with the findings from A2-1 and A2-2.		B (AFC)

B. Stronger Relationships

Intervention B1: Continue Freight Reference Group and Freight Working Group		Objective	Implementation Category
B1-1	Continue to build on existing cooperation and understanding already established through the FRG, including: 1 - Continue to evolve the Terms of Reference (ToR), guiding principles and membership criteria, and 2 - Continue the bi-monthly Freight Report, providing latest updates on: a - AC freight projects such as the Road Asset Maintenance and Renewals Programme, b - AC freight-affecting projects such as the Network Optimisation Programme, c - FWG meeting topics, decisions, and actions, d - NZTA, KiwiRail, and AC projects.	- Foster collaboration, cooperation and understanding. - Share perspectives of freight needs in Auckland. - Clarity of group structure, objectives, accountability, and performance. - Enable FRG and FWG to have clear direction, consistency, accountability, and measurable outcomes.	A (Integrated Network Planning)
B1-2	Continue to build on the existing collaboration already established through the FWG, including: 1 - Facilitate communication between the industry and government, 2 - Progress actions from the Auckland Regional Freight Plan and actions escalated by the FRG, 3 - Review and provide advice on proposed SFN changes, 4 - Act as a soundboard for AC and others to help identify impacts of proposed projects on freight customers, 5 - Be a forum for the industry to raise operational issues, 6 - Enable cooperation to share freight information between stakeholders, and 7 - Be a forum for AC and government agencies to raise issues.		A (Integrated Network Planning)
B1-3	Continue to investigate opportunities for new and wider industry partnerships and greater collaboration, to foster and standardise information sharing and enable better understanding of issues	- Improve information sharing and collaboration with reference groups. - Create opportunities to share approaches and potential efficiencies.	A / B (Integrated Network Planning / FRG)
B1-4	Preserve the FRG as a key stakeholder within the consultation, planning and decision-making process beyond the merger of the Ministry of Cities, Environment, Regions and Transport and Local Government (Auckland Council) (Transport Governance) Amendment Act 2026.	- Elevation of the FRG as a key stakeholder within the consultation process - Facilitate greater freight industry involvement in decision-making processes - Formal establishment of freight representation and inclusion on freight-specific issues.	A (Integrated Network Planning)

C. Smarter Freight Movement

Intervention C1: Target Freight Network Pain Points		Objective	Implementation Category
C1-1	Continue to review and validate recommended changes to the SFN as Future Connect evolves, and communicate the revised SFN to be used as a key integrated network planning tool and feed these changes into the ARCF.	- Improve freight efficiency and reliability for freight without compromising safety of people or goods. - Increased utilisation of road space.	A (Integrated Network Planning)
C1-2	Using the updated SFN, conduct further analysis into the opportunities and deficiencies to gain greater insight into potential network and safety improvements for freight, and to align and feed into the RLTP.		A (Integrated Network Planning)
C1-3	Continue to review and manage the High-Performance Motor Vehicle network and the Overdimension / Overweight network to ensure they are fit for purpose and ensure disruptions on these networks are communicated with the industry.		B (Temporary Traffic Monitoring)
C1-4	Continue to review SOI 'pain points' through the Network Optimisation Programme to improve the efficiency of freight movements against the SOI measures.	Optimised journeys through active network monitoring and targeted minor investment, including re-purposing of existing infrastructure to prioritise people and goods movement.	A / B (Integrated Network Planning / Network Performance)
C1-5	Continue to work with the industry to identify, develop and implement freight priority measures, including opportunities for priority signalling, SVLs and parking change proposals that prioritise movement in key strategic locations on the SFN.	- Optimise Auckland's Freight Network now and for the future. - Reduce significant delay/ impediment to strategic freight movements.	A / B (Integrated Network Planning / FWG)

D. Optimising Loading & Servicing

Intervention D1: Loading and Servicing Programme		Objective	Implementation Category
D1-1	Explore functionality of existing AC Parking Mobile Application (or alternative means) to include driver rest areas and other freight related information as identified in consultation with industry and users.	Enabling industry to plan freight movements & utilise driver amenities more efficiently and effectively.	A / C (Integrated Network Planning / Parking Design)
D1-2	Continue to improve loading zone efficiency, compliance, and enforcement through embedded programmes such as the R2M CPMP (proactive), and parking management by the Parking Design team (reactive).	- Improve servicing standards and consistency of good practice by industry. - Improved utilisation and efficiency.	A (Integrated Network Planning)
D1-3	Continue to identify critical areas through the R2M CPMP where targeted access management tools, such as electronic bollards, could help facilitate goods delivery in key locations.	Improve access for freight through reduced competition for access.	A / B (Integrated Network Planning / FWG)
D1-4	Continue to investigate innovative loading and servicing solutions to key areas with access restrictions.	Utilise technology to simplify access restrictions, monitoring and enforcement.	C (Integrated Network Planning / FWG)
D1-5	Continue to investigate and refine opportunities for freight layover space at key locations.	To improve driver safety and amenity.	C (Integrated Network Planning / FWG)
Intervention D2: Alternative Last-Mile Operations		Objective	Implementation Category
D2-1	Work with the industry, through the FWG, to investigate the feasibility of 'out-of-hours' and 'out-of-rush hour' freight deliveries. Understand drivers' needs and how to incentivise. Establish a suitable trial scenario, with a focus to consider and mitigate negative externalities.	- Alleviate pressure on the network during peak hours to increase operator efficiency and overall network performance. - Align to CCMP A4E concept and timeframes. - Undertake trial of out of out-of-hours deliveries and assess outcomes and feasibility for wider use.	A / C (Integrated Network Planning / FWG)
D2-2	Coordinate industry efforts with MCERT to undertake a study to determine the benefits of decarbonising freight / logistics in major urban centres. This would include understanding possible incentives and options to encourage industry and businesses. Measures could include special lanes and charging facilities. Establish most likely opportunities for Auckland, aligning with the Auckland Climate Plan.	- Accelerate and improve uptake of clean freight and delivery systems. - Reduce fuel consumption and emissions. - Improve efficiency of freight distribution through consolidated trips.	B / C (Council / MCERT)

E. Aligning Freight & Strategy

Intervention E1: Land Use Planning Changes to Support Freight		Objective	Implementation Category
E1-1	Work with the Auckland Council Building Consents and Resource Consents teams to review and harness opportunities to incorporate innovative freight measures into the consenting and planning process for both development construction and operational phases.	Improve the likelihood of improving accessibility and network reliability through mechanisms including designation routes for construction traffic to reduce road damage, to increase capability to receive out-of-hours and larger deliveries as well as unloading deliveries and compacting waste on site.	C (Integrated Network Planning / Resource Consents / Building Consents)
E1-2	Identify and develop freight focus areas (e.g. Drury) in Future Connect, with the intent of developing a 'toolbox' of design and management measures, aligning with the objectives of the strategic freight network.	To provide focus on the movement of freight in locations of high demand and/ or high importance for the freight industry and wider supply chain while managing reverse sensitivity effects, and provide guidance about areas within Auckland that have specific freight movement & loading and servicing requirements.	C (Integrated Network Planning)
Intervention E2: Safety Outcomes Plan		Objective	Implementation Category
E2-1	Continue to disseminate and embed Safe Systems Design principles and practices in the freight industry, and work collectively to determine ideal outcomes / measures.	- Better integration of safety issues pertaining to freight within safety plans and reports. - Work with commercial transport operators and industry to help adopt safe and sustainable transport technology. - Implementation of measures to reduce severity of incidents freight are involved in.	A / B (Integrated Network Planning / FWG)
E2-2	Establish standards and measures collectively with industry to prioritise safety and mitigate safety issues and concerns, continuing and enabling current workstreams and actions such as the SVL Protocol and RSP Practice Note.		A / B (ALL)
E2-3	Assist NZTA with investigating and implementing Safe Fleet Management in urban environments such as lower cabs, and travel planning common practice through policies, technology, and procurement over the short-, medium-, and long-term.		C (Integrated Network Planning / NZTA)
Intervention E3: Sustainable Freight		Objective	Implementation Category
E3-1	Work with the industry and partner agencies to investigate opportunities to deploy clean energy and low emissions initiatives in the Downtown area.	- Accelerate and improve uptake of clean freight and delivery systems. - Reduce fuel consumption and emissions. - Improve efficiency of freight distribution through consolidated trips.	C (ALL)
E3-2	Accelerate the implementation of Te Tāruke-ā-Tāwhiri: Auckland's Climate Plan by supporting Auckland Council and Vector to advance charging infrastructure initiatives that enable transport decarbonisation.		B (ALL)
Intervention E4: Strategic Alignment		Objective	Implementation Category
E4-1	Work with NZTA to ensure Auckland's regional and interregional freight strategies align, in support of the Action Plan for Freight 2025.	The objective of this Supporting Initiative from the NZTA Freight Action Plan 2025 is to use new data tools to assess freight networks and travel time reliability.	A (Integrated Network Planning)
E4-2	Operationalise the outcomes stated in the Transport Policy Statement and the 30-Year Plan.	To ensure strategic alignment between the Auckland Regional Freight Plan and higher order policy and strategic direction from central and local government.	A (Integrated Network Planning)

APPENDIX 1 - Policy Direction – What's new in Policy?

In order to effectively update the Freight Plan, it is important to fully understand the implications of new key policy documents impacting freight operations in New Zealand, particularly on impacts in Auckland. A review of policy documents from Central to Local Government as well as industry reports was undertaken. This helped to provide a snapshot of the strategic direction seen at national and local levels.

Government Policy Statement (GPS) on Land Transport 2024

- The GPS on Land Transport was refreshed following a change of government in late 2023 and came into effect in July 2024.
- The current GPS is a significant departure from previous iterations with four key strategic priorities – Economic Growth and Productivity, Increased Maintenance and Resilience, Safety, and Value for Money.
- Transport is treated as an economic enabler, with investment prioritised where it drives national productivity. In essence, the aim is to make freight faster, cheaper, and more predictable.

Auckland Council Transport Policy Statement (TPS) 2026

- The TPS provides Council's strategic direction for transport, similar to Central Government's GPS, and was released in early 2026.
- "Keep freight moving efficiently across the transport network to support the productivity of local, inter-regional and international supply chains" – Investment Objective 8 is a key policy benefiting freight movement in Auckland. It squarely positions freight and its associated needs as an explicit planning and investment consideration for Auckland.
- The overall theme of the TPS is that transport investment should deliver maximum benefit from the finite funding available. Therefore, future transport plans will require a mix of both infrastructural and strategic solutions, underpinned by a clear investment strategy and a core focus on value for money.

Auckland Regional Land Transport Plan (RLTP) 2024-2034

- The Auckland RLTP presents the Auckland region's 'bid' for funding from the National Land Transport Fund (NLTF) and was updated in 2024. The complete investment programme is anticipated to cost \$63 billion.
- Following a reprioritisation of some projects after public consultation, the RLTP has found the following as key for Auckland in light of the identified challenges and will receive funding in all cases – 1) maintain existing public transport services, 2) more rail services enabled by CRL and expansion of the frequent bus network, 3) complete existing projects (e.g. Eastern Busway), and 4) renewals and maintenance of existing assets to ensure they remain fit for purpose.
- As the vast majority of freight in Auckland is moved by road, the maintenance and renewal of existing roading assets will restore the quality of the transport network and improve journey reliability not just for freight but for all modes.
- The Auckland Network Optimisation Programme is the highest prioritised discretionary project in the RLTP's capital programme for the State Highway Improvements Activity Class. This project supports employing special vehicle lanes, dynamic timings, and other mechanisms on existing roads to optimise the existing network.
- The SFN is acknowledged in the RLTP by including projects which help to sustain the resiliency of the freight supply chain. This means some large-scale capital projects, such as Mill Road and East-West Link, are also ear-marked as priorities.

Ministry of Transport – Freight and Supply Chain Strategy 2023

- This report released in 2023 by the Ministry of Transport (MoT, now MCERT), presents a high-level, overall strategy for the freight and supply-chain system in New Zealand. The MCERT's vision is for a network that is resilient, productive, efficient, and upholds safety and environmental sustainability, whilst being founded on zero emissions transport. The proposed actions of the strategy are underpinned by three enduring principles over a 30-year horizon: National Interest, System Stewardship and Partnership.
- For the 3-year horizon, the strategy proposes a collaborative approach to implementation. The first high priority area in this horizon will be to focus on ports and their connections to communities – spatial analysis of port connections, investigate alternative port models and strategic freight vulnerabilities. The Ruakura superhub in the Waikato stands out as a new way of moving freight more efficiently at scale. Spanning over 500 hectares, it will include an inland port which provides faster connections for high-capacity rail and road links.
- Road Freight Decarbonisation is the second high priority area – supporting the industry to overcome cost barriers, review the regulatory system, partner with the Sustainable Business Council on market-led initiatives. This is in response to needing to reduce emissions by 35% by 2035, and road freight being responsible for roughly a quarter of transport emissions.
- Data sharing and interoperability is the third high priority area – invest in freight data needs and partnering with the industry to support mutual data sharing. These actions will be critical to build a solid, data-driven evidence base for decision making.
- To better prepare for global shocks such as Covid-19, increasing International Engagement is the fourth high priority area. This will be achieved through collaboration with key international partners to share information and strengthen lines of communication to ensure disruption preparedness.

New Zealand Transport Agency – Action Plan for Freight 2025

- The Action Plan for Freight is NZTA's response to support the priorities presented in the GPS-LT 2024. The action plan focuses on initiatives led by NZTA (with support from other agencies in some cases) to support economic growth and productivity, resilience, and safety. The action plan notes that such an approach is instrumental as based on current modelling, New Zealand's freight volumes will increase by 55% over the next 20 years.
- Some of the Primary and Supporting Initiatives to optimise the freight system for economic growth and productivity include strengthening NZTA's engagement with the industry and establishing levels of service, using new data tools to assess freight networks and travel time reliability. Refreshing the National Freight Demand Study and ensuring freight is well considered in the RONS projects is also allocated to NZTA. Local Government is assigned the lead role for the creation of Regional Spatial Freight Strategies.
- The Primary Initiative to enable a resilient freight system that can recover from disruption is centred on NZTA researching and understanding the strategic vulnerabilities of the freight network. Supporting Initiatives include delivery of freight-related activities within Tiro Rangi: Climate Adaptation Plan and implementing the NZTA Strategic Recovery Framework.
- To optimise the freight system for lower safety risk and emissions, the Primary Initiatives include researching freight mode contestability and continuing the delivery of the Commercial Vehicle Safety Programme. The freight mode shift from road to rail is also being noted as an action for KiwiRail.

New Zealand Infrastructure Commission – National Infrastructure Plan 2026

- The National Infrastructure Plan provides a stock take on the challenges facing infrastructure nationally and provides potential solutions based on the best value for money. The overarching theme of the plan is that New Zealand can no longer afford large, capital-intensive projects and that more back-to-basics infrastructure is needed instead.
- Key priorities relevant to freight include the implementation of time-of-use-charging as a congestion-controlling mechanism, as Auckland commuters on average lose 66 hours annually stuck in traffic. This means using such tools to encourage a shift towards higher capacity travel modes and so free up roads for freight and other essential services. This also complements the fact that new tunnels or roads are too expensive and impractical, and so tools should be used to optimize existing assets. In addition, renewals and more proactive maintenance of roads are essential for getting the most out of assets in the long run.
- Funding for large transport projects is unsustainable in the long-term as an ageing population will require greater investment in sectors like healthcare. Furthermore, it is noted that current borrowing for transport projects reflects investment ambitions that significantly exceed road user contributions. Hence, a greater emphasis on a user-pays basis for funding is recommended, and so freight operators will likely have to contribute more.
- However, land transport will still need to see major investment to reach the goal of net zero emissions by 2050. Another key recommendation of the plan is to improve the efficiency and security of the freight and national supply chain.

Te Tāruke-ā-Tāwhiri – Auckland's Climate Plan 2020

- Te Tāruke-ā-Tāwhiri: Auckland's Climate Plan is Council's long-term approach to climate action. It sets out the priority action areas to deliver Auckland's goals to reduce emissions and adapt to the impacts of climate change.
- Why we need to act now – our climate is changing, our emissions continue to rise, and we're seeing more extreme events regionally and around the world. We need to act now – and we must act fast. We have less than a decade to avoid the worst impacts of climate change and dramatically reduce our emissions. For Auckland, we've committed to halving our emissions by 2030.
- How we'll get there – the plan's central strategy is system transformation rather than incremental improvement. It proposes to reach our climate goals by changing how Auckland is built, how people travel, how energy is produced and used, how food is grown and consumed, how natural ecosystems are managed, and how decisions are made, while ensuring climate action is equitable and guided by Māori leadership and knowledge.
- Clear climate targets – reduce Auckland's greenhouse gas emissions by 50% by 2030 (from a 2016 baseline), achieve net zero emissions by 2050, and build resilience to the impacts of climate change that are already unavoidable.
- Focus on eight priority areas – the plan concentrates action in the sectors where Auckland can have the greatest impact, these being:
 - Transforming the transport system, transport is Auckland's largest source of emissions.
 - Decarbonise buildings and energy, unlocking New Zealand's full potential and capitalising on our unique advantages.
 - Restore nature and increase carbon capture, treating our natural systems as climate infrastructure.
 - Build a regenerative economy, transitioning away from a 'take-make-waste' economy.

- Increase community resilience, ensuring our communities and individuals are prepared for our changing climate and coastlines.
- Reform food systems, ensuring a low-carbon, resilient, local food system that provides all Aucklanders with access to fresh and healthy food.
- Embed Māori leadership and knowledge, engraining Te Ao Māori principles as a core part of climate mitigation and adaptation through partnership with mana whenua, not an add-on.
- Use adaptive and collaborative implementation, by recognising uncertainty the plan relies on collaboration from top to bottom, central government to the individual, where progress is monitored through indicators and regular reviews of outcomes.

APPENDIX 2 – Major Projects – What will have a major effect on freight?

In examining what opportunities exist it is important to look at what major projects are in the pipeline and how they might impact future freight movements both within and outside of Auckland. A review of major projects was undertaken, with a focus on those that are approved, funded, or ongoing, including:

- Level Crossing Removal Programme
- Port of Auckland 2030 Master Plan
- City Centre Master Plan 2020
- Roads of National Significance
- Avondale to Southdown Rail Corridor
- Time of Use Charging

Level Crossing Removal Programme

Council is working with KR and NZTA to remove dangerous and congested level crossings across Auckland. The key objectives of the Level Crossings Removal (LXR) Programme are to enhance the efficiency and frequency of train services, to achieve the full potential of CRL, while avoiding adverse effects to general traffic and freight, as well as to improve pedestrian and vehicular safety. The rail network capacity will also be improved by segregating rail and road movements.

Work is currently underway for the removals in Takaanini and on the Western line. Of particular note is the removal of level crossings at Takaanini due to the importance of the area and its connections to the regional freight network.

Takaanini and its surrounding arterial network is an important supporting corridor for freight. State Highway 1 lies to the west, providing important freight connections between key Over-Dimension (OD)/ Over-Weight (OW) routes such as Mill Road and Alfriston Road. Furthermore, Takaanini has a significant light industry sector.

Seven new bridges are proposed to replace the five level crossings, as follows (see Figure 19 **Error! Reference source not found.**):

- Two new pedestrian bridges at the Te Mahia and Takaanini train stations,
- Two new active mode (walking and cycling) bridges at Spartan Road and Manuroa Road (road crossings closed), and
- Three new road bridges at Manuia Road, Taka Street and Walters Road.

The removal of these level crossings will provide uninterrupted movement for freight in the area, as opposed to the expected stop-and-go traffic every 2-3 minutes at these level crossings if they are not removed after CRL opens. These road bridges will provide faster travel times and reliability for customers and for freight operation planning.

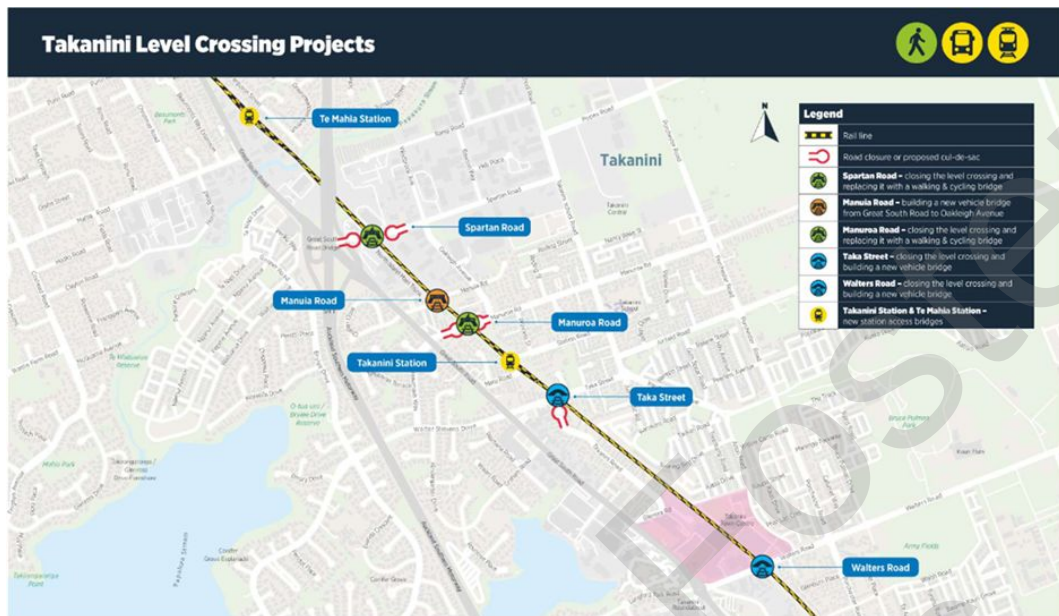


Figure 19: Takaanini level crossing projects

The OD route currently supported by Manuroa Road will be transferred to the new Manuia Road bridge, with a connection ensured via Oakleigh Avenue. One of the major challenges for freight that is aptly addressed by this programme is safety. Providing road bridges means the dangerous interaction between freight trucks and trains, alongside other road users, is eliminated. This is a major win for the efficient and safe movement of freight.

In addition, removing level crossings will enable more frequent rail freight movements; addressing the challenges of congestion and emissions for freight. This can act as a starting point for shifting more freight onto trains, alongside expanding rail capacity through projects such as 4-tracking to Pukekohe. Emissions can be reduced by means of this mode shift to rail.

POAL 2030 Master Plan

The POAL 2030 Master Plan provides a new vision for the Auckland Waterfront, balancing economic, cultural, and social pressures. As New Zealand's largest consumer market gateway, the Port plays a critical role in importing goods, handling containers, supporting vehicle imports and cruise ships, and connecting businesses to global trade routes. To further enhance the public realm of the waterfront, Captain Cook Wharf is being transferred to Council.

A key component of the current programme is the Port's wider investment in waterfront and marine infrastructure, including Te Waharoa Auckland International Cruise Terminal, the Bledisloe North Wharf upgrade, and Ferguson North Wharf upgrade. The new layout of the master plan is provided in Figure 20. POAL will see a small reduction in footprint; however, the upgrades will enable the port to maintain core freight functions while making more efficient use of constrained waterfront space.



Figure 20: POAL 2030 Master Plan

Bledisloe North Wharf and Te Wāharoa

Construction of the Bledisloe North Wharf is vital for sustaining POAL's roll-on roll-off (RoRo) capability as around 280,000 vehicles per year are processed at the existing RoRo facilities, and these vehicles are key nationwide, especially to agricultural and construction needs in the region. In addition, Bledisloe North Wharf will become a multi-purpose berth as the increased size will also support larger cruise ships that cannot be accommodated at the existing Queens and Princes Wharves. The upgraded berth will be connected to the new Te Wāharoa Auckland International Cruise Terminal, due to open in early 2027.

Ferguson North Wharf

The current berth can accommodate large 350m container ships of up to 10,000 Twenty-Foot Equivalent Units (TEUs), however, the quay is short and the quay cranes cannot access the full length of the ship holds. Therefore, the Ferguson North Wharf extension will allow for improved quay crane accessibility, which is vital for New Zealand trade and for Auckland to remain a key hub port.

City Centre Master Plan 2020

The City Centre Master Plan (CCMP) aims to revitalise Auckland's City Centre. Developed in 2020, the vision of the CCMP is to ensure the heart of the city remains a vibrant, bountiful place for everyone. Beneath this vision, is a hierarchy of 10 outcomes, eight transformational moves and the Access for Everyone (A4E) concept. Finally, these outcomes and key moves are implemented in various proposals for the City Centre. Those most relevant to freight movement are discussed in more detail below.

The East-West Stitch and Grafton Gully

The CCMP proposes to expand the city centre eastward and westward, enabling new development and public realm towards Victoria Quarter and Parnell. The vision for the east-west stitch, relevant to freight, is the transformation of the Grafton Gully into a multi-way boulevard.

While the initiative aims to enhance urban accessibility, it also has important implications for freight movement, particularly for access between the POAL, the city centre, and the strategic state highway network. Other public transport and active mode improvements are also proposed along Beach Road

and Tangihua Street, which is currently the primary route for freight access to the POAL's RoRo operations.

NZTA and Council have launched The Strand Optimisation project, improving efficiency for freight and high-occupancy vehicles (HOV) by creating Special Vehicle Lanes (SVL) and improving safety and efficiency by creating separated shared use paths (SUP).

A4E

A4E integrates long term planning, city management, and investment, and provides an opportunity to transform how people and freight move in the city centre. By enabling a decisive mode shift away from private vehicles, it aims to make better use of the finite city centre space and improve the quality of the environment.

A4E is centred on prioritising access to city centre destinations and enabling more smooth-flowing transport networks. The concept also envisages improvements to access for delivery and servicing, and safer freight routes.

At a network level, the plan aims to achieve a 30% reduction in peak time traffic through a traffic circulation system that channels motorised traffic into several key corridors, whilst restricting motorised through traffic movement on identified low-traffic neighbourhoods (see Figure 21 **Error! Reference source not found.**). This reduction in general traffic in the city centre, combined with A4E's vision of a city centre powered by active and public transport can lead to more free-flowing roads, further aiding freight movement.

A4E also aims to achieve a more liveable and healthier city centre by growing the use of smaller, zero-emissions vehicles, and a zero-emissions area (ZEA) in Waihorotiu Queen Street Valley.



Figure 21: A4E's vision for low-traffic neighbourhoods and ZEA

Roads of National Significance

The Roads of National Significance (RoNS) programme is made up of large-scale transport infrastructure projects that aim to support economic growth and productivity, reduce congestion, improve safety, support housing development, and provide a more resilient roading network. In Auckland, four RoNS have been proposed by the current government and are included in NZTA's Major Transport Projects Pipeline (MTPP) (published July 2026). They are in various stages of design, procurement, or construction. Enhancing the efficiency of freight movement by providing more direct and faster routes is a major outcome of these projects.

East-West Link

The East-West Link is a series of strategic east-west road connections that are vital for improving freight movement. They aim to connect the two key freight areas of Penrose and Onehunga to each other and the surrounding industrial areas. These links include the freight routes along State Highway 1 and 20.

The Onehunga-Penrose area is a key locality for Auckland and New Zealand's industrial and manufacturing economy and its transport network, where almost 30% of Auckland's manufacturing jobs are based, making up about 8% of the region's economy. Furthermore, KiwiRail's Southdown (Metroport) container terminal, handling over half of New Zealand's imports and exports, is located between Penrose and Onehunga.

Stage 1 of the project proposes a Galway link between Neilson Street and Onehunga Harbour Road, road widening, and traffic signal improvements (see Figure 22 **Error! Reference source not found.**).



Figure 22 RoNS – East-West Link staging and preferred route

The future stages include new State Highway 1 on/off ramps, intersection upgrades and adding new links for increasing permeability and resilience. Freight movement is expected to become more connected with hubs, areas of employment and generators. The largest benefit is a more connected

roading and rail network in the heart of Auckland's inland logistics scene, with excellent access to the state highways.

The project is currently finalising design refinements for Stage 1 based on feedback and investigations and will be confirming key timelines and next steps later in 2026.

Mill Road

Mill Road is 21.5km road corridor that will act as an alternative to State Highway 1 in the south of Auckland. Delivered in 3 stages, this project will provide another parallel north-south option to access Drury from Manukau via Alfriston (see Figure 23 **Error! Reference source not found.**).

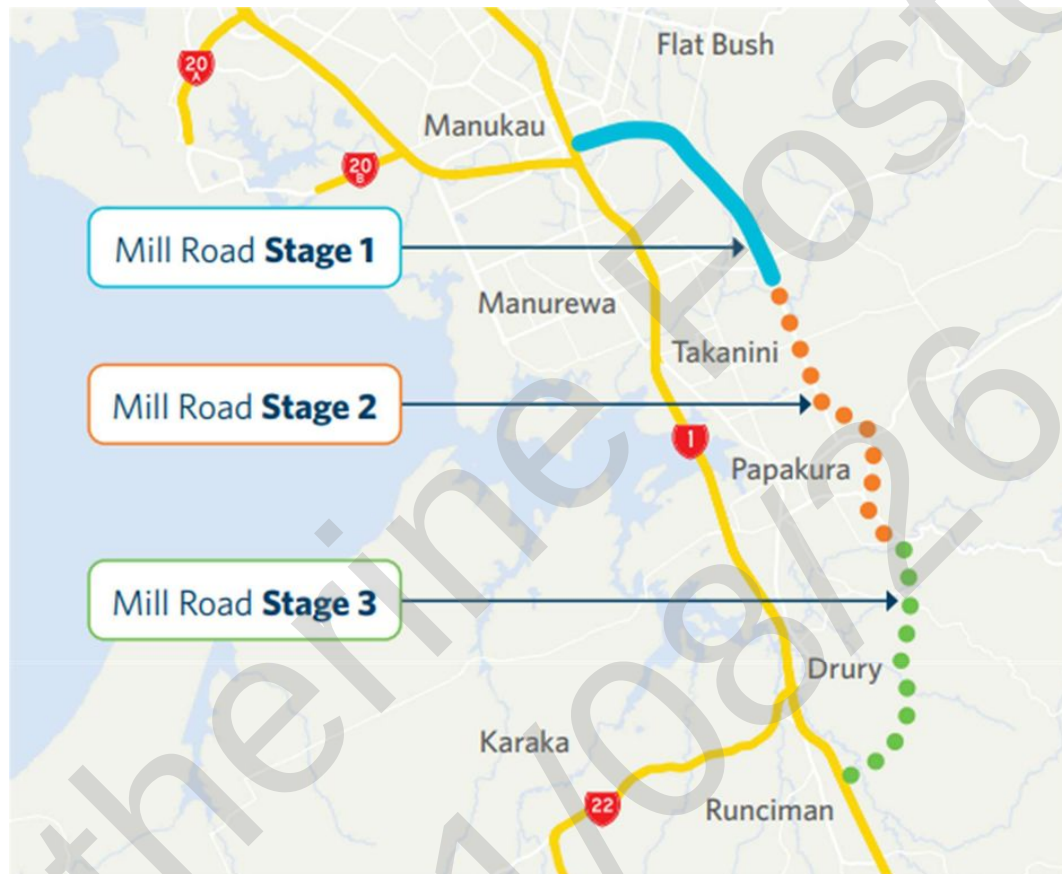


Figure 23 RoNS – Mill Road staging and alignment

State Highway 1, which has a heavy vehicle composition of 11% (2% above the national average) is currently the dominant freight spine for Auckland, meaning congestion, crashes, or incidents can significantly disrupt supply chains. The proposed Mill Road corridor will reduce pressure on State Highway 1 and improve long-distance freight performance.

Once Mill Road becomes operational, 25% faster journey times and a 30% reduction in congestion on the corridor is expected. Furthermore, SH1 will become more free flowing as another option for local freight movement becomes operational. This can be a massive boost to freight reliability and travel times regionally and inter-regionally, such as for goods travelling from the Golden Triangle.

NZTA is currently progressing the planning and pre-implementation workstreams for Stage 1 as well as the route protection and other approvals for Stages 2 and 3.

Northland Corridor

The Northland Corridor stretches 100km from Warkworth in the south to Whangarei in the north, and is made up of three RoNS, namely:

- Warkworth to Te Hana (confirmed),
- Te Hana to Port Marsden Highway (investment case stage), and
- Port Marsden Highway to Whangarei (investment case stage).

The objective of the overall programme is to address the critical resilience and safety issues facing the current road. The Warkworth to Te Hana project is the first stage of the wider Northland Corridor programme and is strategically important for freight movement between Auckland and Northland. The route would create a higher-standard corridor connecting Auckland to Te Hana and, ultimately, further north. The project is 26km long, and the indicative design includes an 850m long twin bore tunnel in the Dome Valley, and three interchanges located at Warkworth, Wellsford and Te Hana.

The Warkworth to Te Hana upgrade would provide several freight benefits:

- Faster and more consistent travel times between Auckland and Northland.
- Improved reliability for time-sensitive freight such as fresh produce and other goods.
- Safer operating conditions for heavy vehicles on a historically high-risk corridor.
- Reduced disruption from crashes and incidents, as well as the deaths and serious injuries are predicted to reduce by 66%.
- Greater resilience for the Upper North Island supply chain.

This project resolves some key challenges for the freight industry. Providing this viable alternative can help to re-distribute traffic along State Highway 1 and the new corridor, enabling more reliable and efficient travel times for freight, especially freight that carries produce, which is an essential and daily occurrence between Northland and Auckland. The project is in the final stages of procurement and due to start construction before the end of 2026.



Figure 24 RoNS – Warkworth to Te Hana

State Highway 16 North-West Alternative Highway

Alternative State Highway is a RoNS, that will provide a safe, efficient and resilient link between Redhills North and State Highway 16. It will support urban growth, freight and mode shift, and integrate with the North West transport network.

The project will consist of a new state highway corridor with a cross-section of approximately 50m, accommodating a four-lane carriageway and an active mode corridor with side barriers. To facilitate this corridor, additional works will include an underpass at Taupaki Road and bridges of the KiwiRail North Auckland Line (NAL) with further grade separations at Waitakere Road, Pomona Road, Tawa Road, Puke Road and Foster Road.

The western end of the alignment ties-in at a proposed three-legged roundabout with Sh16 Main Road, immediately west of Foster Road. An interchange is also proposed at Brigham Creek with on- and off-ramps in a split fork layout (ramps branching off in separate directions) and realignment of the existing local roads at Fred Taylor Drive and Brigham Creek Road within the interchange area (see Figure 25).

The designation of the route has been confirmed and is operative in the Auckland Unitary Plan (AUP), and the project is progressing to pre-implementation as per NZTA's MTPP.



Figure 25 RoNS – SH16 North West Alternative Highway

Avondale to Southdown Rail Corridor

The Avondale-Southdown rail corridor, a 13km east-west ribbon of land, will play a key role in transforming both passenger transport in Auckland and freight movement in New Zealand.

The 30-year Strategic Rail Programme, launched at the end of 2023 by KR and AT, clearly identified the Avondale-Southdown development as a critical part of Auckland's and New Zealand's future rail network, required in the next 15-20 years. The programme details the numerous benefits to the surrounding communities, the city centre, and the wider metro network. The potential line's inclusion on the Government's Fast-Track Approvals list in 2024 further reinforced the importance of this rail connection – often called “Auckland rail's missing limb”.

Across 2025 and 2026, KR is undertaking the most thorough feasibility and scoping study of the rail corridor to date. The primary objective is to protect the existing rail designation, which due to lapse in 20298, and to progress initial planning. Additionally, KR will be engaging with key stakeholders and compiling information about the corridor development opportunity.

The 13km two-track corridor runs through large sections of the Puketāpapa Local Board area, travelling from Avondale via Wesley, Mt Roskill, and Onehunga to KR's Southdown freight hub, enabling better passenger transport in Auckland and freight movement in New Zealand (see Figure 26).

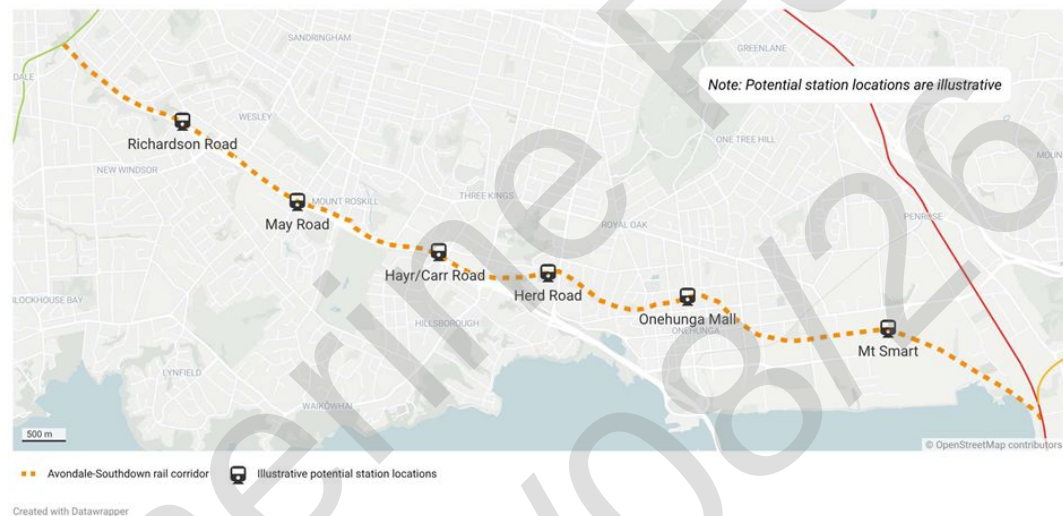


Figure 26 Avondale-Southdown rail corridor and indicative station locations

Key benefits of the Avondale-Southdown line include:

- Integrates with and enhances the existing rail network, including CRL.
- Moves freight trains away from the city centre, creating more efficient freight services for Kiwi businesses and exporters, and freeing up inner city capacity for passenger trains.
- Provide more viable public transport options across Auckland, contributing toward a reduction in traffic and congestion.
- Connects communities across the isthmus, improving accessibility and creating greater access to employment and education opportunities.
- Provides alternative routes when there are necessary maintenance or upgrade shutdowns on other parts of the network, as well as improving day to day reliability across the network.
- Creates new urban development potential, such as more affordable housing and more vibrant shared community spaces.

Time of Use Charging

Time of Use Charging (ToUC) is a form of congestion charging that encourages us to think more about how we travel, whether that's taking public transport, carpooling, or driving outside peak hours. It can be targeted to areas, such as the city centre, it can be applied to individual congested roads like motorways, or it can be a mix of both.

Congestion in Auckland is a real problem with real consequences. By 2026, congestion will have cost Auckland \$2.6 billion for the year⁷, factoring in the cost of lost time and impacts like reduced business investment and consumer spending. Aucklanders lose on average 66 hours each year stuck in traffic at peak times. All this creates stress on commuters, business, productivity, the environment, and quality of life. As Auckland continues to grow, our congestion problem is only projected to get worse, with ever-growing impact on the efficient movement of goods.

In November of 2025, Parliament passed the Land Transport Management (Time of Use Charging) Amendment Bill and it will come into effect in November 2026. The Bill enables local authorities to propose time-of-use schemes. These schemes will be developed by boards comprised of representatives from local government and NZTA and will be consulted with local communities before approval by MCERT.

To date, Auckland Council and Auckland Transport have undertaken an initial phase of technical work, including:

- Options assessment and policy framework
- Governance and partnership
- Public and stakeholder feedback insights

The overarching goals of a ToUC scheme would make freight movement more efficient by:

- Reducing congestion – by encouraging drivers to travel at different times, ToUC schemes can reduce the total number of cars on the road during peak times.
- Supporting faster travel times – less congestion means that traffic is flowing freer, making travel faster for everyone and estimated travel times more reliable, including for freight.
- Making better use of our infrastructure – spreading traffic out more evenly over time means we are making better use of our roads and could delay the need to invest in additional capacity.

In the near term, the programme team will continue to further assess key aspects of the scheme design. Before any plan moves forward in Auckland, Parliament needs to approve legislation to set the framework for ToUC across the country. After the law is passed, Auckland Council will decide if it wishes to pursue ToUC and what next steps will be undertaken, which is dependent on the governance approvals requirements included in the final legislation.

As the pathway becomes clearer, stakeholders (such as in the Freight Reference Group) and the public will be engaged to discuss any plans and gather feedback.

⁷ Auckland's Cost of Congestion (Arup, EY, Jan 2025)