

Te Rīpoata ā-Tau 2022/2023  
o Te Kaunihera o Tāmaki Makaurau

# Auckland Council

Annual Report 2022/2023



Volume  
**1**

Te Wāhanga 1: He Tirohanga Whānui  
me te Whakahaere Ratonga

**Volume 1: Overview and Service Performance**



# Mihi

Noho mai rā Tāmaki Makaurau,  
moana waipiata,  
maunga kākārīki.  
Mai i ngā wai kaukau o ngā tūpuna,  
ki ngā puke kawē i ngā reo o te tini,  
i puta ai te kī mōu.  
Tū ana he maunga,  
takoto ana he raorao,  
heke ana he awaawa.  
Ko ō wahapū te ataahua,  
ō tāhuna te mahora,  
te taiao e whītiki nei i a koe he taonga tuku iho.  
Tiakina kia meinga tonu ai koe  
ko ‘te tāone tāioreore nui o te ao,  
manakohia e te iwi pūmanawa’.  
Tāmaki Mākaurau tirohia te pae tawhiti  
he whakairinga tūmanako  
mō ngā uri whakaheke o āpōpō,  
te toka herenga mō te hunga ka takahi ake  
mā ō tomokanga,  
te piriti e whakawhiti ai  
tō iwi ki ngā huarahi o te ora.  
Tāmaki Mākaurau e toro whakamua,  
hīkina te mānuka.  
Tērā te rangi me te whenua te tūtaki.  
Maranga me te rā, he mahi māu me tīmata,  
ka nunumi ana ki te pō,  
whakatārewahia ō moemoeā ki ngā whetū.  
Ko te oranga mutunga mōu  
kei tua i te taumata moana.  
Whakatuwherahia ō ringa, kūmea mai ki tō uma.  
Tāmaki Makaurau  
he tāone ūmanga kurupounamu koe;  
tukua tō rongō kia rere i te ao.

Tāmaki Makaurau  
who bestrides shimmering seas,  
and verdant mountains.  
From the bathing waters of our forebears,  
and hills that echo with voices  
that acclaim.  
Your mountains stand lofty,  
your valleys spread from them  
and your streams run freely.  
Your harbours are majestic,  
your beaches widespread,  
the environment that surrounds you is a legacy.  
Take care of it so that you will always be known  
as ‘the world-class city  
where talent wants to be’.  
Tāmaki Makaurau looking to the future,  
repository of our hopes  
for generations to come,  
anchor stone for those who venture  
through your gateway,  
and the bridge that connects  
your citizens to life.  
Tāmaki Makaurau moving on,  
accepting all challenges.  
Where even heaven and earth might meet.  
Rise with the sun as there is work to be done  
and when evening comes,  
allow your dreams to glide among the stars.  
Perpetual health and growth  
is beyond the horizon of cresting waves.  
Open your arms and pull them to your embrace.  
Tāmaki Makaurau, you are a city  
where valued business and enterprise thrives;  
let your good name traverse the world.

◀ Sunrise paddleboarding. Image courtesy of Tātaki Auckland Unlimited Limited

▲ The renewed Weymouth Wharf, Manurewa



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# Nau mai ki ngā kōrero mō mātou

## Welcome to our story

From stunning landscapes to bustling cityscapes, Auckland offers a vibrant mix of cultures, hospitality, arts and world class experiences.

Auckland Council Group is a diverse organisation that enables these choices for Aucklanders. Our staff deliver services, programmes, facilities and infrastructure that look after Aucklanders and the future of the Auckland region.

Auckland Council Group has a significant role in areas such as transport, water, development and port operations. Those areas are operated by the Port of Auckland Limited and the five council-controlled organisations: Auckland Transport, Watercare Services Limited (Watercare), Eke Panuku Development Auckland Limited (Eke Panuku), Tātaki Auckland Unlimited Limited and Tātaki Auckland Unlimited Trust.

Auckland Council is led by a chief executive and an executive leadership team that direct our staff. We work on programmes related to planning, governance, infrastructure, urban regeneration and more. We work closely with the mayor, provide advice to the Governing Body and support the local boards while carrying out their functions. We deliver many different services

to Aucklanders to provide a better, inclusive, and sustainable city.

This report tells the story of what we did as the council group and how we performed over the past year. We will summarise many areas and our collaborations, with the focus on the period of 1 July 2022 to 30 June 2023.

The Service Performance Information is contained in Volume 1 of this Annual Report in Section 1, pages 14 to 17, and Section 3, Pages 57 to 161. That includes: Roads and footpaths, Public transport and travel demand management, Water supply, Wastewater treatment and disposal, Stormwater management, Local council services, Regionally delivered council services and Council-controlled services, Feedback from Aucklanders, service performance judgments and assumptions and Statement of compliance (pages 170 to 172).

The Service Performance Information referred to as 'Our performance report' for each of the local boards is contained in Volume 2.

Volume 1

**Volume 1: Overview and service performance**  
 An overview of the financial and non-financial performance of the group.

Volume 2

**Volume 2: Local board reports**  
 A collection of individual annual reports for each of the 21 local boards, reporting financial and non-financial performance.

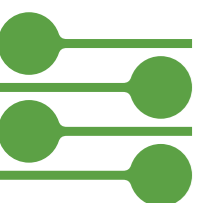
21 volumes

Volume 3

**Volume 3: Financial statements**  
 The financial statements of the Auckland Council Group and Auckland Council for the year ended 30 June 2023.

Volume 4

**Volume 4: Climate risk statement**  
 A summary of the group's climate-related financial risks and opportunities.



Tauākī āheitanga me te kawenga

## Statement of compliance and responsibility

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

### Responsibility

The Governing Body and management of Auckland Council accept responsibility for the preparation and completion of the financial statements and the related assumptions, estimates and judgements. The Governing Body and management adopted the financial statements as presented here on 28 September 2023.

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

In the opinion of Auckland Council, the group annual report for the year ended 30 June 2023 fairly presents the financial performance, financial position, cash flows and service performance of the Auckland Council Group and Auckland Council.

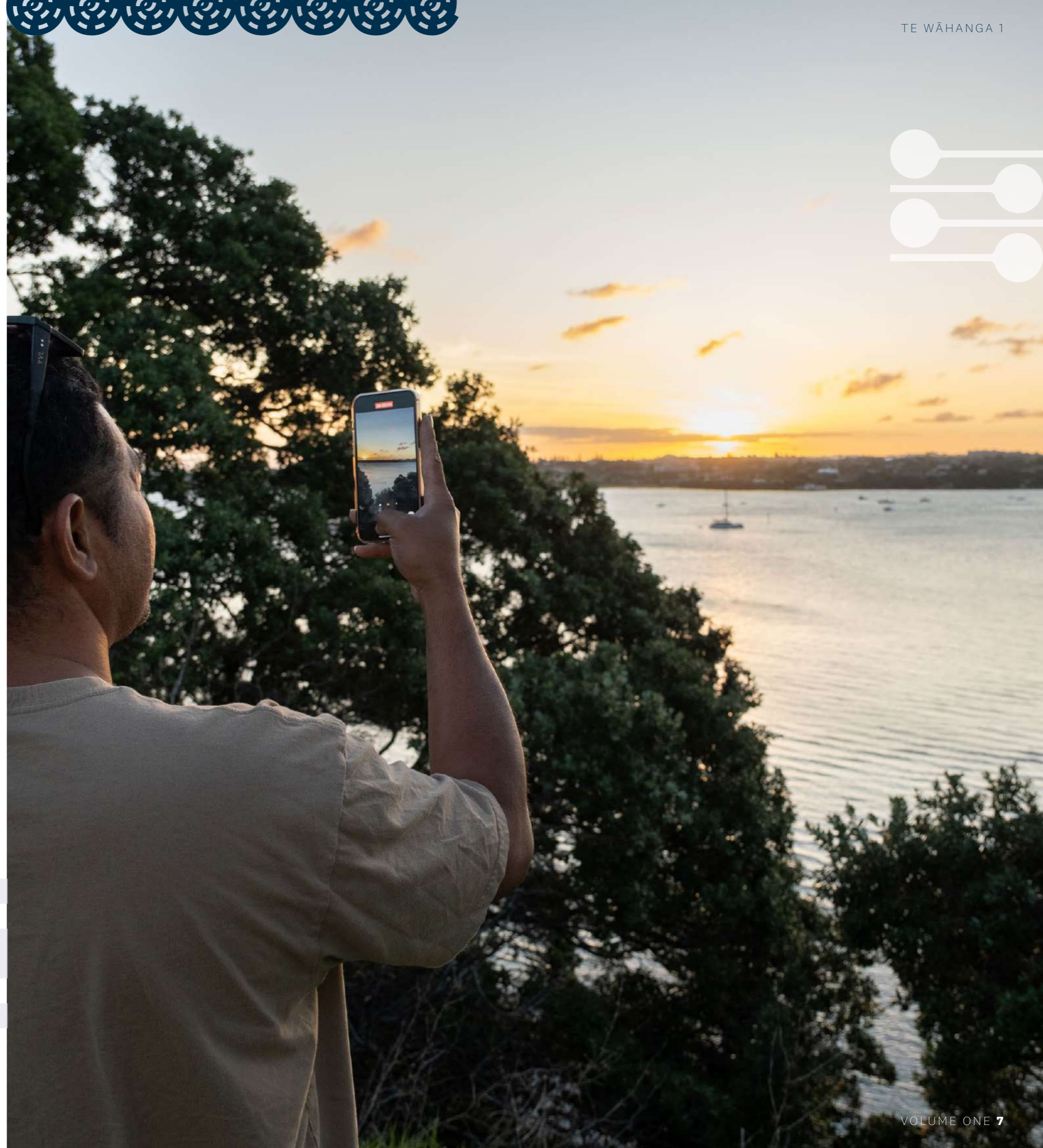


**Mayor Wayne Brown**  
Mayor of Auckland  
28 September 2023



**Phil Wilson**  
Acting Chief Executive  
28 September 2023

► Sunset at Musick Point



Nā te Koromatua

## From the mayor

This Annual Report is my first as Mayor of Auckland. It has been a tough year and I am pleased Auckland Council was able to maintain financial prudence in the face of twin curses of adverse economic factors (rising costs and higher interest rates) followed by extreme weather events, including the Auckland Anniversary floods and Cyclone Gabrielle.

We were making a steady recovery in the first half of the financial year, with positive signs of recovery in revenues from the effects of the COVID-19 pandemic and significant progress being made on substantial programmes of capital investment work. Areas like public transport usage were bouncing back from COVID-19 impacted lows while demand for our regulatory services like building inspections and code of compliance certifications remained high – even though consent applications were reducing.

We then suffered the devastating and tragic weather events early this year – and we were shocked and saddened by the loss of lives and personal suffering these caused.

In reacting to the weather events we rapidly reallocated resources, both for the initial emergency response and then for recovery efforts and this had some effect on our service and activities in other areas.

Despite this, we have managed to deliver very credible results for the year.

- In particular, Auckland Council Group delivered 97 per cent of budgeted capital investment, investing \$2.7 billion against a budget of \$2.8 billion with significant progress on some major projects.

Highlights include:

- \$1,301 million on transport-related assets, including progressing the City Rail Link, roading renewals and progressing the Eastern Busway.
- \$918 million on clean water, wastewater and stormwater assets, including progressing the Central Interceptor project, expanding the Redoubt Road reservoir, and putting flood prevention and water quality improvements in place at the Opanuku and Lower Waitaro Streams.
- \$491 million on other assets, such as upgrades to playground and sports facilities, environmental initiatives and renewals of cultural venues; for example developing Te Kori Scott Point – a sustainable sports park.

In total, council's asset base increased by \$2.6 billion to \$73 billion and some of this was funded by new debt, with total net debt rising to \$12.4 billion from \$11.1 billion a year earlier. We have a prudential limit of keeping our debt to revenue ratio below 290 per cent, and it was well below that at 253 per cent at the end of the year.

Our revenues were higher than budget by \$421 million (seven per cent) at \$6.7 billion. A lot of this surplus to budget was due to increases from grants and subsidies from central government for things like public transport subsidies and co-funding of unbudgeted response costs for weather events. Also of note was a large donation of artworks from philanthropist, Julian Robertson. We actually experienced a shortfall against budget in public transport, parking and enforcement revenue, which was mostly offset by

increases higher than budget in Watercare and Port of Auckland revenue. I am particularly happy about this as I had been saying that Port's revenues could easily be improved and I am pleased with the performance of the new management team in this regard, though I expect even more.

The group spent \$5.3 billion delivering services and providing support to Aucklanders for the year and this was \$214 million (four per cent) higher than budget. This included a significant increase in depreciation and amortisation costs compared to budget because of the large increases in the values of roading and water assets following their revaluation at the end of last year. The increases were well beyond what we anticipated when preparing the budget. Also, overspent were employee benefits at \$1.1 billion, \$34 million over budget. This is mainly because of additional staff required at Watercare to advance their capital programme and support water services reform, as well as the Port which had anticipated the automation leading to the disestablishment of 45 stevedores, however the automation project was abandoned. Overall, it is pleasing that our operating result was broadly in line with budget.

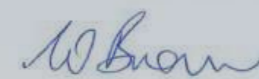
The Auckland Anniversary storm and Cyclone Gabrielle caused a significant amount of damage to the group's assets, with a total of \$39 million in write-downs.

We incurred unbudgeted costs relating to the storm events which were partly offset by savings and spend controls that were put in place to ensure we stayed on track with the budget. The Auckland Emergency

Relief Fund also raised \$3.7 million – this included \$1.1 million from Auckland Council (including \$1 million specifically for rates relief) with the rest coming from central government, corporates, organisations and the public. These funds were raised to distribute to those Aucklanders in need on top of other relief offered by central government and NGOs.

Looking ahead, we need to be mindful of the costs associated with the recovery from the storm events and making Auckland's infrastructure more resilient, and caution is required in managing these costs. We have to provide financial headroom for any further costs, for example those associated with the City Rail Link and level crossing improvements, our Making Space for Water programme and voluntary buy backs of storm affected properties.

I want to ensure that council's next 10-year budget creates a sustainable financial footprint for Auckland Council so we can play our part to help ensure Auckland is a beautiful, thriving and safe place to live.



**Wayne Brown**  
Koromatua |  
Mayor of Auckland





## Nā te Tumu Whakarae From the chief executive

As acting Chief Executive I get to look back on our past year’s financial results through a slightly different lens. I was able to sit in a different seat as a member of the executive leadership team as our organisation worked to recover from the significant impacts of COVID-19 on finances, our services and the people we serve.

‘Recovery’ had already become a familiar word, in the context of post-pandemic budget pressures and the social effects of a cost-of-living crisis experienced across Aotearoa.

We welcomed a new Governing Body and new local board members with fresh views on the priorities of our organisation and how to lead Tāmaki Makaurau through economic recovery. Our new Mayor and council are challenging us – and that is healthy. We are enjoying their clarity around those priorities and their passion to work with us on ongoing improvements and opportunities.

And then we experienced the worst natural disaster our region has endured in this council’s history. Much has already been said about our response to the storm events of January and February and the pages of this annual report show the mark it has made on our organisation.

What is more difficult to articulate is the overall and lasting impact of these challenges on Tāmaki Makaurau and our communities. We continue to grapple with this and remain committed to doing our part to support community recovery; continuously improve our processes and adapt our ways of working to be the Auckland Council that you need us to be.

As Aucklanders faced daunting hikes in their cost-of-living, we too had to respond to financial challenges thrown up by growing operational costs, a tight labour market, price increases and supply chain blockages, and rising inflation and interest rates that were significantly greater than forecast. We did this while building more infrastructure and continuing to provide day-to-day core council services.

While many of our community assets suffered storm damage, we rebuilt a wide range of community spaces, services, and delivered the programmes that Aucklanders value. Panmure and Waitākere libraries have been upgraded; leisure centres in Panmure, Glen Innes and Onehunga have had a facelift; the FIFA Women’s World Cup has provided a stunning community legacy with upgrades to nine sports parks that were used as training venues and the treasured Auckland Domain Wintergarden reopened after a major restoration programme.

Our elected members and communities also made some difficult choices about future programmes and funding requirements – a record 41,146 submissions on the council’s Annual Budget 2023/2024 and one of the most engaging public debates we’ve seen on a budget proposal reflects just how hard this council has worked to meet the needs of Aucklanders. And just how important the work of Te Kaunihera o Tāmaki Makaurau is for a safe and thriving region.

In a year characterised by destruction, turbulence and upheaval, it feels like a contradiction to say that we also delivered the largest ever annual capital investment in council group infrastructure and assets. Delivery of \$2.7 billion of critical transport, water, housing and community projects has helped meet the increasing demands on public services across the region.

This has included significant milestones for City Rail Link stations, the Eastern Busway and the Northwest Rapid Transit Network and completion of Te Honohono ki Tai, the new 1.35-kilometre connection between Matakana Road and State Highway 1.

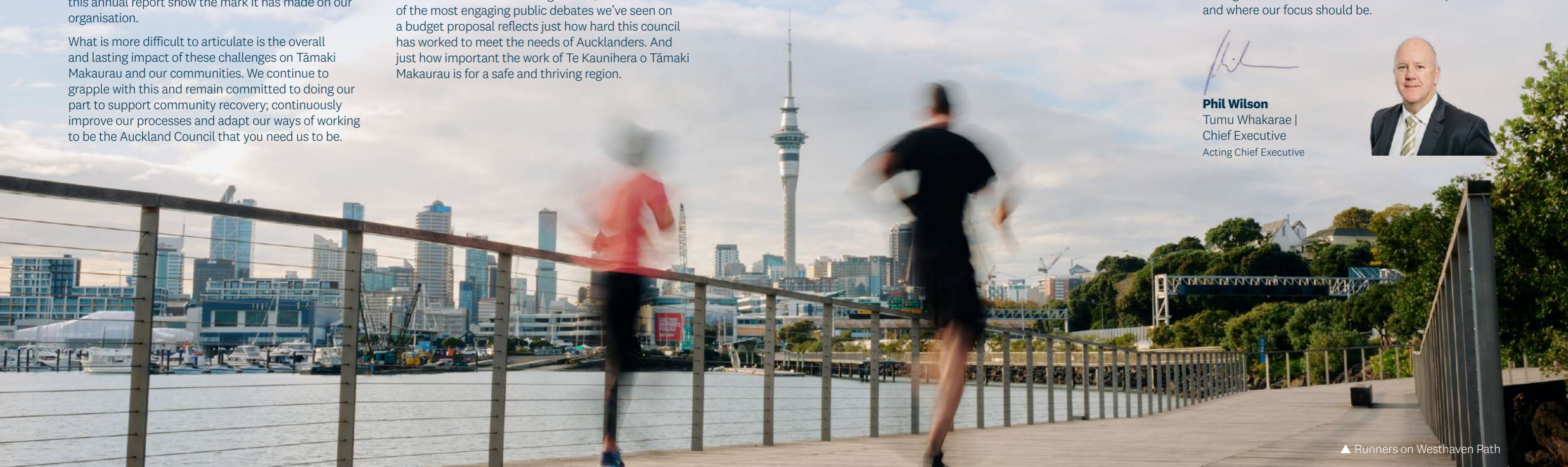
In addition to water system upgrades, the Central Interceptor work programme, which will reduce wastewater overflows into central Auckland waterways, has been accelerated; Te Ara Awataha, Northcote’s new greenway and ‘daylighted’ stream was completed and the Hayman Park playground is delighting tamariki in Manukau. We also standardised waste services and charges across the Auckland region as we work towards zero waste and our food scraps collection service rollout continues.

Supporting and advancing the identity and wellbeing of Māori in Tāmaki Makaurau remains a priority and we are proud of the contribution our Cultural Initiatives Fund has made to supporting marae to progress papakāinga and Māori housing aspirations. We have more to do with mana whenua and mātāwaka and we are committed to delivering these programmes through our Māori Outcomes Fund.

The ongoing impacts of this year’s events are substantial, and we will continue to work closely with our communities and directly with those most affected. While much of this work lies with the Recovery Office we established specifically for the purpose, the council group is committed to working as a whole and in partnership with central government, iwi, the community and private sector in supporting the region’s recovery.

It is also those groups, together with our elected leadership and the hardworking, professional and committed staff of the Auckland Council whanau, that I acknowledge for their effort. It’s been a tough year, and community spirit and resilience has shone through, and reminded us of what is most important and where our focus should be.

**Phil Wilson**  
Tumu Whakarae |  
Chief Executive  
Acting Chief Executive



▲ Runners on Westhaven Path



## Ngā tāngata o te Kāhui Hautū **Governing Body members**

Auckland's 20 councillors, who represent 13 wards, along with the mayor make up the Governing Body.



**Wayne Brown**  
Mayor



**Desley Simpson JP**  
Deputy Mayor | Ōrākei



**John Watson**  
Albany



**Wayne Walker**  
Albany



**Julie Fairey**  
Albert-Eden-Puketāpapa



**Hon Christine Fletcher QSO**  
Albert-Eden-Puketāpapa



**Andy Baker**  
Franklin



**Sharon Stewart QSM**  
Howick



**Maurice Williamson**  
Howick



**Lotu Fuli**  
Manukau



**Alf Filipaina MNZM**  
Manukau



**Angela Dalton**  
Manurewa-Papakura



**Daniel Newman JP**  
Manurewa-Papakura



**Josephine Bartley**  
Maungakiekie-Tāmaki



**Chris Darby**  
North Shore



**Richard Hills**  
North Shore



**Greg Sayers**  
Rodney



**Shane Henderson**  
Waitākere



**Ken Turner**  
Waitākere



**Mike Lee**  
Waitematā and Gulf



**Kerrin Leoni**  
Whau

## Te Kāhui Whakahaere o te Kaunihera o Tāmaki Makaurau **Auckland Council Executive Leadership Team**



**Jim Stabback**  
Chief Executive



**Phil Wilson**  
Acting Chief Executive from 5 July 2023 / Director Governance & CCO Partnerships in 2022/2023



**Patricia Reade**  
Strategic Advisor



**Lou-Ann Ballantyne**  
Tumuaki Huanga Māori/  
Acting Director Māori Outcomes from 11 May 2023



**Mat Tucker**  
Group Recovery Manager



**Anna Bray**  
Acting Director Governance & CCO Partnerships from 5 July 2023



**Dr Claudia Wyss**  
Director Customer and Community Services



**Barry Potter**  
Director Infrastructure and Environmental Services



**Craig Hobbs**  
Director Regulatory Services



**Peter Gudsell**  
Group Chief Financial Officer



**Megan Tyler**  
Chief of Strategy



**Richard Jarrett**  
Director Group Services

## Ngā Whakahaere i Raro i te Mana o te Kaunihera **Council-Controlled Organisations**



**Dean Kimpton**  
Chief Executive of Auckland Transport



**Wayne Donnelly**  
Acting Chair of Auckland Transport



**Dave Chambers**  
Interim Chief Executive of Watercare



**Margaret Devlin**  
Chair of Watercare



**David Rankin**  
Chief Executive of Eke Panuku



**Paul Majurey**  
Chair of Eke Panuku



**Nick Hill**  
Chief Executive of Tātaki Auckland Unlimited comprising TAUL and TAUT



**Vicki Salmon**  
Chair of Tātaki Auckland Unlimited comprising TAUL and TAUT



Tā mātou tuapapa whakahaere

## Our structure

Auckland Council Group’s structure provides the scale for efficient delivery, a regional perspective that provides a clear direction for Auckland, and representation that reflects diversity, local flavour and active public participation.

The mayor is tasked with leading the development of regional plans, policies and budgets to achieve that vision. Auckland’s 20 councillors, who represent 13 wards, make up the Governing Body along with the mayor. It focuses on strategic issues and initiatives which affect Auckland as a region. Some decision-making powers are delegated to committees: Planning, Environment and Parks Committee, Transport and Infrastructure Committee and the Budget Committee, also known as ‘Committees of the whole’. Other committees are: Auckland Domain; Audit and Risk; Civil Defence and Emergency Management; Council Controlled Organisation Direction and Oversight; Revenue, Expenditure and Value; Performance and Appointments; and Regulatory and Safety. We have 149 local board members, spread over 21 local boards, who make decisions on the local services, such as parks, libraries, community halls and pools, which form the fabric of our local communities.

### Local boards

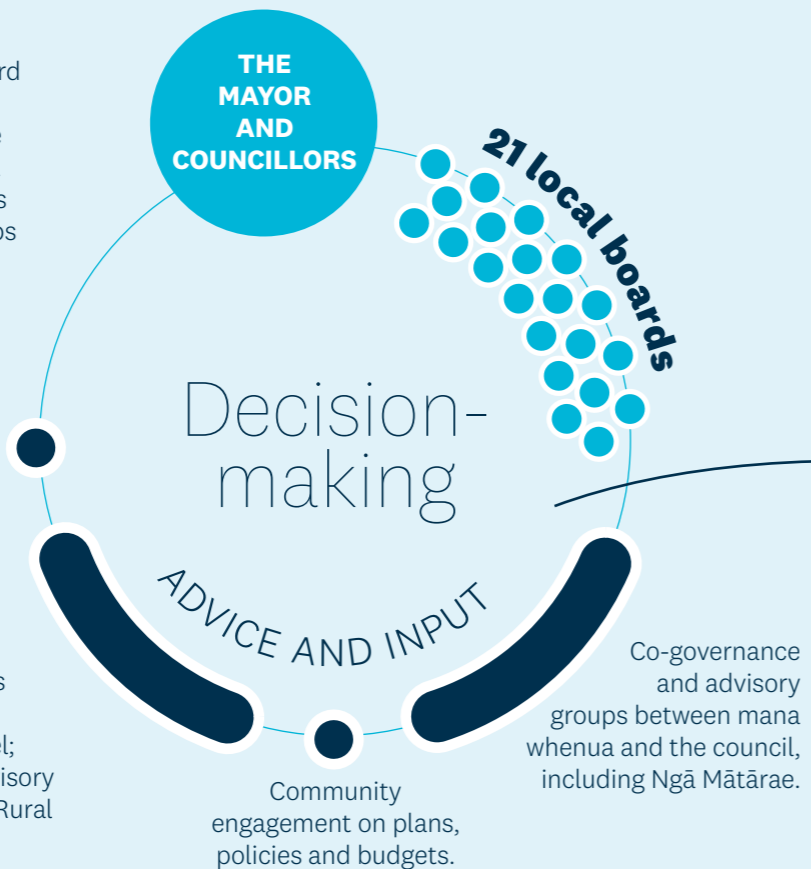
The 21 local boards are a key part of the governance of Auckland Council with a wide-ranging role that spans most local council services and activities. Local boards make decisions on local matters, provide local leadership, support strong local communities and provide important local input into region-wide strategies and plans. Local boards:

- make decisions on local matters, including setting the standards of services delivered locally
- identify the views of local people on regional strategies, policies, plans and bylaws and communicate these to the Governing Body
- develop and implement local board plans (every three years)
- develop, monitor and report on local board agreements (every year)

The Independent Māori Statutory Board is an independent body corporate of nine members based in Auckland. The IMSB’s purpose is to assist the council to make decisions by promoting issues of significance for mana whenua groups and mātāwaka of Tāmaki Makaurau and ensuring that the council acts in accordance with statutory provisions referring to the Treaty of Waitangi.



Public Art Advisory Panel; Pacific Peoples Advisory Panel; Disability Advisory Panel; Rainbow Communities Advisory Panel; Ethnic Communities Advisory Panel; Seniors Advisory Panel; City Centre Advisory Panel; Youth Advisory Panel; Auckland Urban Design Panel; Rural Advisory Panel.



- provide local leadership and develop relationships with the Governing Body, the community and community organisations in the local area
- any additional responsibilities delegated by the Governing Body, such as decisions within regional bylaws.

Each year, local boards and the Governing Body agree individual local board agreements, which set out the local activities, services and levels of service that will be provided in each local board area over the coming year.

### Risk management

We identify and manage risks using a framework based on AS/NZ ISO 31000:2009 (a joint Australian New Zealand International Standard on Risk management - principles and guidelines).

The council’s Risk and Assurance Services team provides independent assurance to the Audit and Risk Committee and chief executive that risk management controls are operating in an efficient, effective and ethical manner. The team works with

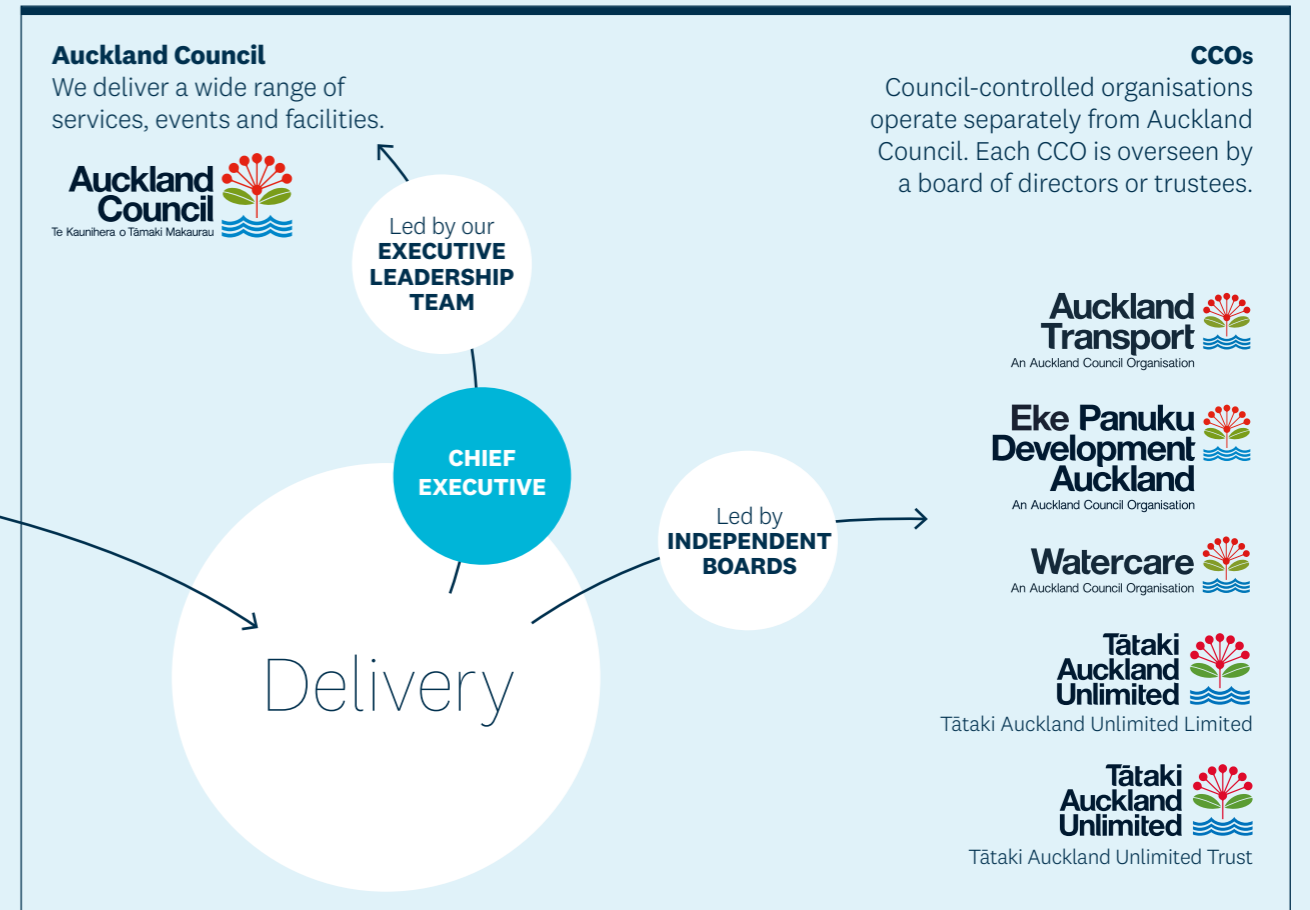
senior management and our people to reduce the risk of error, waste, theft and fraud. Our code of conduct Our Charter emphasises that managing these risks is the responsibility of every staff member. The Audit and Risk Committee (which has three independent members) and our Risk and Assurance Services team all play a role in monitoring risk at a governance level, with all teams across the council playing a role in identifying and managing risks.

### Council-Controlled Organisations

The group also comprises five substantive council-controlled organisations (CCOs). The CCOs look after specific council assets, infrastructure and activities using specialist expertise. CCOs have their own board of directors or trustees, but are accountable to the council’s Governing Body. Auckland Council approves each CCO’s annual objectives and targets as part of their statements of intent, monitors their performance quarterly and appoints their board of directors or trustees.

► More about CCOs can be found on page 173.

## Auckland Council Group







## Tā mātou taura hei whakatupu hua Our value creation model

Our six community outcomes are outlined in the Auckland Plan 2050, our 30-year spatial plan to realise our vision of being a world-class city.

The purpose of the plan is to contribute to Auckland’s social, economic, environmental and cultural wellbeing through a comprehensive and effective long-term strategy for Auckland’s growth and development. The plan was adopted in June 2018

following extensive engagement with Aucklanders. The plan provides direction on addressing Auckland’s key challenges of population growth, environmental degradation, impact of climate change, and how we can ensure shared prosperity for all Aucklanders.

We have Groups of Activities which are one or more activities provided by, or on behalf of, the Auckland Council Group and Auckland Council. They contribute to one or more of the six community outcomes.

The plan is implemented through our key strategies, regulatory plans, and funding programmes set out in the 10-year Budget 2021-2031.

This year’s report continues our journey in applying the principles as guided by the Integrated Reporting <IR> framework. <IR> is used globally to present an organisation’s performance narrative which takes it further than financial information to tell transparent

stories of the unique things (an organisation’s ‘capitals’) they use to create value for customers.

The way we create this value can be seen in the connection between the resources we use to deliver our services and activities and the Auckland Plan outcomes we seek.

The framework helps us think more broadly about the resources we use and the outcomes we seek.

The <IR> has also helped us ensure our commitment to te ao Māori and the ongoing impacts of climate change are considered in everything we do.

### Inputs

### Activities

### Auckland Plan Outcomes

### Our Capitals

- Financial**  
The funds that we and our partners use to deliver our services.
- Infrastructure**  
The physical assets we own or lease that we can use to produce goods or provide services such as buildings and infrastructure (e.g. roads, port, bridges, and waste and water treatment plants).
- Intellectual**  
The knowledge-based assets we use to create value such as intellectual property, systems, brands, etc.
- Human**  
Our employee and contractor workforce, and the governance and leadership structures that guide them.
- Social & Relationship**  
The relationships we build with our communities, our stakeholders and our partners.
- Natural & Environmental**  
The renewable and non-renewable environmental resources and processes such as air, water, land, minerals and forests, biodiversity and ecosystem health that we rely on, and the actions we take to reduce our impact on the environment.



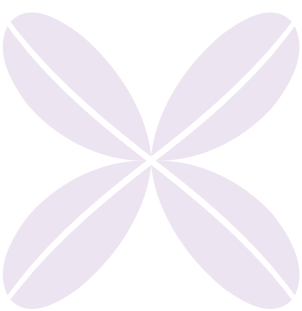
- Belonging & Participation**  
We create value by creating opportunities for Aucklanders to come together, make decisions that shape our future and participate in activities that contribute to their health and wellbeing.
- Māori Identity & Wellbeing**  
We create value by providing for Te Tiriti o Waitangi outcomes and responding to the needs and aspirations of mana whenua and Māori communities in Tāmaki Makaurau.
- Homes & Places**  
We create value by providing the regulatory framework and infrastructure, co-ordinating spatial planning, and delivering urban places to create a well-functioning and high-quality urban environment.
- Transport & Access**  
We create value by planning and operating Auckland’s transport network to connect people, places, goods and services more easily, safely and sustainably.
- Environmental & Cultural Heritage**  
We create value by protecting and enhancing Auckland’s environment and cultural heritage through a variety of statutory and non-statutory functions.
- Opportunity & Prosperity**  
We create value by generating economic development opportunities for a thriving economy through enabling, incentivising, coordinating and supporting private sectors, partners and stakeholders.



Te Wehenga 1:  
Te tirohanga whānui ki tā  
mātou whakahaere mahi

## Section 1: Overview of our performance

- Financial and service performance overview of Auckland Council Group
- Overview of our projects
- Weather events challenges for Tāmaki Makaurau



◀ Matariki celebrations, 2022



Te whakapikinga ora i te KOWHEORI-19

## Recovering from COVID-19

Our plan for 2022/2023, the second year of our Recovery Budget set a prudent pathway to navigate through challenges and prepare for the changing economic landscape and climate change impacts.

We expected that COVID-19 related impacts would continue to affect the group’s revenues, with a gradual recovery from the low-points of prior years. We also anticipated further changes in economic conditions such as increases in interest rates, inflation, supply chain constraints and a labour market squeeze, all of which would continue to place pressure on our operating costs.

We recognised that council had a number of levers, or options, which, combined would help manage budgetary pressures. Our plan included:

- prudent use of debt to fund capital investment
- using government better-off funding from Affordable Waters reforms
- continued operational spending restraint and cost reduction initiatives
- deferral of some capital spend.

We knew the group would need to address further cost increases for major projects and increase the level of spend on climate resilience and adaptation. Our plan also included a new Climate Action Targeted Rate (CATR) to fund greater access to low-carbon public transport, provide safe, convenient and well-connected walking and cycling options and invest in planting more trees in parks and on streets.

As expected, we saw a positive recovery from the COVID-19 pandemic and the challenges it brought, with a steady increase in the use of our services and facilities. This was reflected in an increase in our revenues compared to previous years, noting that usage of some of our services may never recover to pre-COVID-19 levels given changes in social behaviours like working from home.

## Responding to new challenges

But alongside this recovery, we faced economic pressures that were far more pronounced than expected – with inflation hitting a 30-year high and interest rates rapidly rising to highs not seen since the 2008 global financial crisis. This put pressure on operating and capital costs, including wages and salaries, materials and long-term contract costs that are pegged to inflation. Nevertheless, our staff remained committed to serving Aucklanders and despite ongoing supply disruptions and labour shortages causing extended vacancies in key areas, such as information and communication technologies and engineering, we delivered the largest capital programme ever. We invested a total of \$2.7 billion, which was 97 per cent of our capital investment budget.

Then, in early 2023, a series of devastating weather events hit Tāmaki Makaurau resulting in the tragic loss of life. The group sustained significant damage to transport infrastructure, water and wastewater plants and the stormwater network. Parks, reserves and facilities such as libraries, pool and leisure centres also sustained damage.

We mobilised people and resources – with our immediate priority being to keep Aucklanders safe, after which we transitioned to a recovery phase. This affected our ability to meet some of our performance

targets. In some areas this was through direct impacts – such as the number of attendees at council-led community events because of damaged or waterlogged event sites. In other areas the impact was indirect, such as building consent application processing timeframes, which was impacted with the redeployment of staff in the storm response and recovery efforts. Despite this, we achieved customer satisfaction targets in building and resource consents.

These weather events added significant costs to clean-up the region, and repair or write-down damaged assets. Storm response and recovery costs for 2022/2023 were largely funded by reductions in other expenditure, insurance recoveries and central government assistance. Many of our planned programmes and projects were delayed due to the damage sustained and the need to reprioritise resource to support response and recovery efforts.

To help mitigate the impacts from the economic and weather events, the group implemented tight spending controls particularly on discretionary spend. An in-principle agreement has been reached with central government around cost-sharing for \$2 billion of these costs, with overall funding and investment decisions to be made through the council’s Long-term Plan 2024-2034. The cost sharing scheme involves \$1 billion contributed by central government with council required to contribute a similar amount.



**73%**  
The percentage of customers satisfied with the overall quality of building consent service delivery  
Target: 67%



**73%**  
The percentage of customers satisfied with overall quality of resource consents service delivery  
Target 67%



**37,640**  
The number of attendees at council-led community events  
Target 71,600

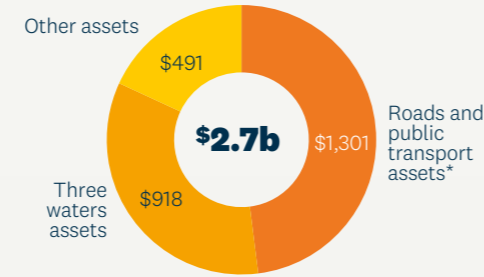
### Commitment to continuous delivery and support

Despite these challenges, the group was able to progress the capital projects that are important in delivering the infrastructure and services Aucklanders need that keep the region going.

As well as delivering key services, we invested \$2.7 billion in infrastructure and assets, taking the group's total assets to \$73.0 billion. Some of the key investments were aimed at:

- Transforming our transport system: We are making it easier, quicker and more convenient for people to travel around Auckland. We moved closer to achieving this by progressing the **City Rail Link**, including the completion of all mined tunnelling from Maungawhau Station, and the completion of the main works of the **Eastern Busway 1** (Panmure to Pakuranga) which will provide residents with a congestion-free busway.
- Improving the quality of our waterways: The water quality of Auckland's beaches, harbours and streams will improve significantly from reduced wastewater overflows with the completion of the **Central Interceptor Project**. We made good progress on this project with the tunnel boring passing the 6km mark at Keith Hay Park, and continued construction of the new modern and efficient **Snells Beach wastewater treatment plant**.

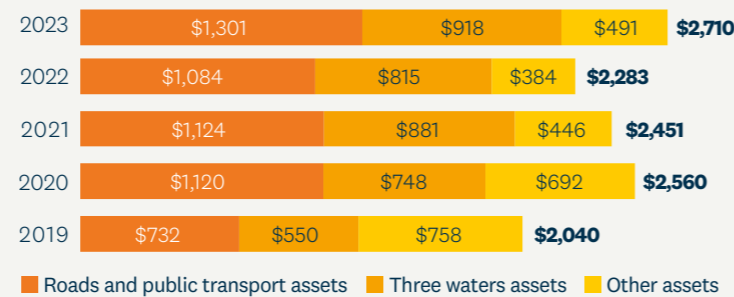
### Capital investment 2022/2023 (\$million)



\*Includes investment in CRL (\$454 million)

- Providing our residents with options to reduce waste: We opened the Onehunga and Manurewa **Community Recycling Centres** which will minimise waste going to landfills and help recover reusable materials.

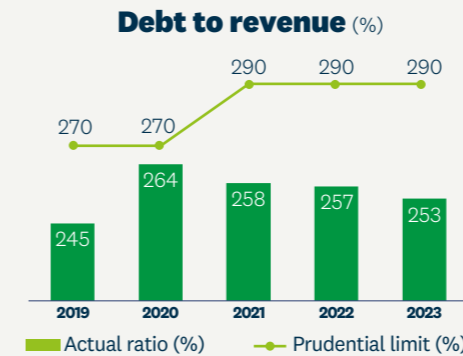
### Capital investment (\$million)



- Supporting our diverse communities by providing sporting and leisure choices: We built and renewed several **local parks** and other community facilities, such as David Lange Park, Chichester and Carisbrook Reserve playgrounds, we resurfaced the Mount Smart athletics track, and improved sports fields, lighting and walkways across Auckland as a part of the FIFA Women's World Cup.

### Prudent Management of Debt

We use debt to help finance our capital investment. This helps spread the cost of the assets across the generations that will benefit from them. Where possible, we use sustainability linked products to financially incentivise achievement of key sustainability targets. During the year we issued two foreign currency green bonds in Swiss francs for CHF 200 million (NZD 358 million) in total. This increased



our total green bond portfolio of \$2.2 billion at 30 June 2023. Our large capital investment programme for 2022/2023 saw net debt increase by \$1.3 billion during the year to \$12.4 billion. This resulted in a debt to revenue ratio of 253 per cent, which was down 4 percentage points from 257 per cent a year earlier, and below the group's prudential limit of 290 per cent.

The group's credit ratings with S&P Global Ratings and Moody's Investor Services remained AA and Aa2 respectively, both with a 'stable' outlook, which confirms our very strong capacity to meet financial commitments.



### Operating expenditure under pressure

We incur operating expenditure delivering services to Aucklanders such as collecting rubbish, paying bus service providers, maintaining our facilities and venues, supporting communities, and providing back-office support for our activities.

Operating expenditure excluding other losses was \$214 million (four per cent) higher than budget at \$5.3 billion.

### Timeline 2022/2023

- 27 January - 1 February**: Auckland Anniversary floods - record rainfall fell across the region
- 9 April**: Tornado and high winds hit Auckland's eastern suburbs
- 13 - 14 February**: Cyclone Gabrielle: Over 200mm of rain, high winds and landslides
- 9 May**: Flash flooding with further properties suffering flood damage

**Rising interest rates**

**Continuing impacts of inflation**

**Recovering from impacts of COVID-19**



A significant portion of this was related to depreciation and amortisation costs, which were up \$127 million on budget at \$1.3 billion. Depreciation and amortisation are non-cash expenses that represent the reduction in the value of assets over time. The increase over budget was mainly because higher depreciation of roading, water and wastewater assets which had significant upward revaluations at the end of the prior year, after the 2022/2023 budget was set.

Our budget over-estimated the amount of staff time that would be able to be capitalised to projects, resulting in staff costs being \$26 million higher than budget. With the shortage of skilled labour, critical staff vacancies had to be filled with temporary staff, which cost \$20 million more than budgeted. Further, the organisational restructure in the second half of the year added \$15 million of unbudgeted redundancy costs, however is expected to save \$8 million per annum going forward.

Finance costs were \$18 million higher than budget at \$523 million, reflecting higher than expected increases in floating interest rates.

### Revenue recovering with one-off boost

Auckland Council funds its services and parts of its capital investment through various sources of revenue. Operating revenue excluding other gains for the year was \$6.7 billion, \$421 million higher than budget.

The largest contributions to this surplus over budget were non-cash revenues arising from vested assets and donated artworks. Following the death of philanthropist Julian Robertson, we received a collection of prestigious 19th century and early 20th century international artworks valued at \$178 million. Vested assets were also over budget by \$168 million. Vested assets are assets that are transferred to the group from third parties such as developers. These

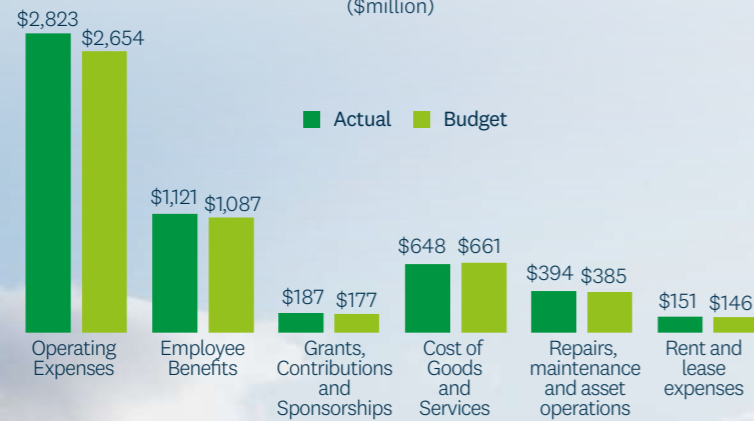
assets are usually roading assets, water infrastructure and parks, which are constructed as part of a residential development. Once received, the group manages and maintains these assets. The increase this year was mainly due to the receipt of assets from developments in Milldale, Hobsonville, Pukekohe, Drury and Massey developments, as well as some assets constructed by City Rail Link Limited.

Grants and subsidies were \$80 million higher than budget at \$1.2 billion. Waka Kotahi NZ Transport Agency supported our roading and public transport activities beyond our budgeted expectations with \$63 million to subsidise half price fares and \$28 million to co-fund repairs from the recent weather events. Kāinga Ora provided \$31 million more than budgeted 'shovel-ready' funding for wastewater projects that are now in the construction phase.

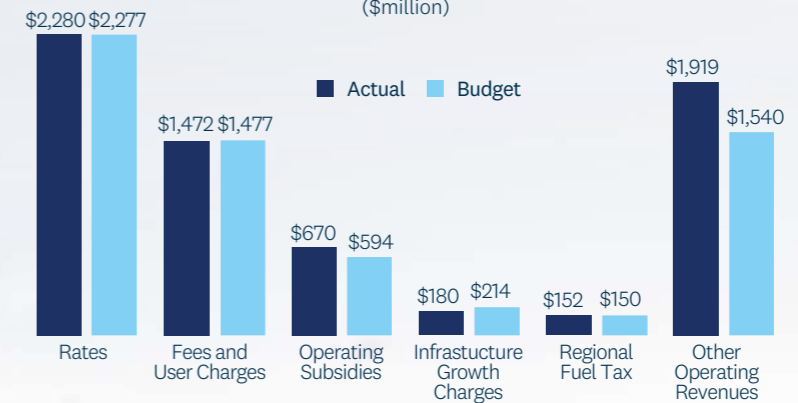
Rates revenue made up 34 per cent of our total revenue and was in line with budget at \$2.3 billion.

Fees and user charges were \$5 million down on budget. This was mainly because of public transport, parking and infringements revenues being below budget from half-price fares (although this was topped up with Waka Kotahi subsidies). This was offset by greater activity at the port, resulting in revenues exceeding budget, mainly from demurrage and storage, by \$29 million. Water and wastewater revenues also exceeded budget, as usage increased more than expected post the drought and COVID-19 lockdowns. Related performance measures have also fared better than planned, with a reduction in complaints about drinking water taste, clarity and odour. Our compliance in wastewater resource consents has also improved, with no complaints received for any of our sewerage or Small Waters systems.

**Operating expenditure 2022/2023**  
(\$million)



**Revenue 2022/2023**  
(\$million)



There was a favourable increase in revenues from our sporting and cultural venues, pool and leisure centres which showed strong signs of recovery from the lows experienced during the COVID-19 pandemic. Visitors and attendees at events, the Zoo, Art Gallery and Maritime Museum contributed to revenue that was \$6 million higher than budget with a 175 per cent increase in the ticketed admissions of 2,066,784 compared to 751,857 in 2022.

Income from pool and leisure centres was \$5 million higher than budget, however the 'Net Promoter score' suffered with weather events causing the summer pool season to end early and West Wave, the largest facility in the network, to suffer significant damage and needing to close. Additionally, there have been issues with maintaining a stable workforce due to recruitment challenges, and visitor numbers are still recovering in a post-pandemic period.

### Overall result satisfactory

Despite the challenges that arose from the significant weather events, the year ended with an operating surplus before gains and losses that was a moderate \$207 million higher than budget at \$1.4 billion. This is a surplus for financial reporting purposes, but is of course not a cash surplus as it includes things like receiving a collection of artworks from the Robertson family, and vested assets.

From a cashflow perspective, the result saw net cashflow from operating activities of around \$1.8 billion. After the \$2.7 billion of capital investment there was a cash funding shortfall of \$941 million, which was funded by new cash debt of \$795 million and a reduced cash balance of \$146 million.

These results were broadly in line with budget.



**4.6%**  
Percentage of the sealed local road network that is resurfaced

Target 7%



**71M**  
Total public transport boardings

Target 92M



**96.2%**  
The percentage of public transport trips that are punctual

Target 96%



**69%**  
The percentage of Aucklanders who are prepared for an emergency

Target 65%



**37,091**  
The number of volunteer hours worked in regional parks each year

Target 80,000



**70%**  
The percentage of residents participating in sport and recreation at least once per week

Target 72%



### Auckland Council Group Performance Measures 2022/2023 versus 2021/2022



Legend: Achieved (Green), Substantially achieved (Yellow), Not achieved (Red), Not measured (Grey), Achieved/Not achieved\* (White)

\*This measure (PT punctuality) was achieved based on historical calculation methodology but not achieved if cancelled trips are included. For further information please refer to the Public transport and travel demand management GoA on pages 70-71.



**23**  
The Customers Net Promoter Score for Pool and Leisure Centres

Target 34



**164.4km**  
of planned track upgrades, to reduce the risk of spread of kauri dieback, completed and open to the public

Target: 195.7km



### Performance Measure Results

#### Our non-financial performance for the year

There are a total of 125 Auckland Council Group performance measures. 58 per cent of these were achieved, compared with the 63 per cent achieved in the previous year. An additional four per cent were substantially achieved (two per cent previous year). A total of 36 per cent of measures were not achieved this year (29 per cent last year) while one per cent were not measured (six per cent last year).

More information is shown in the diagram and Section 3 of this volume.

Stormwater, water supply and wastewater continued to perform well despite the weather events that occurred during the year. All three managed to achieve 70 per cent or more of their measures.

Other areas were affected however with Parks (Local and Regional) and Environmental Services being severely impacted. Customer satisfaction has remained stable with Building and Resource consents, Libraries and Public transport targets being met.

Although local council services have not been able to meet targets this year, Libraries has performed a strong recovery compared to last year. Results are still below target, however the number of participants in activities at art facilities, community centres and hire venues, along with the number of visits to library facilities have both almost doubled compared to previous year.

## Looking Ahead

While the group ended the year in a good position to deliver the core services Aucklanders need, the ongoing economic and financial challenges mean choices have to be made to create a more simple, efficient and sustainable council that focuses on what really matters to Aucklanders.

Given the ongoing uncertainty, we will maintain our prudent and sustainable approach while considering a broader range of options as part of the next Long-term Plan.

# He tirohanga whānui ki ā mātou kaupapa mahi

## Overview of our projects

We remained committed to serving Aucklanders and continued to make progress despite the challenging environment, supply disruptions and labour shortage.

Our work across the region will help to make Auckland a beautiful, thriving and safe place to live.




**The Materials Recovery Facility**  
upgrade for paper and cardboard was completed, with the upgrade for plastics processing expected to be completed shortly.



**Community Centres and Venues Programme**  
Housing for Older People Project (Haumarū Housing)



**Te Honohono ki Tai Road forming**  
part of the Matakana Link Road Project was completed



**Downtown Infrastructure Development Programme**



**FIFA Women's World Cup 2023**  
sports field development programme delivered



**Green Flag Award winning parks**  
Walmsley and Underwood Park



**Galway Street**  
Shared space for people with accessibility needs



**Community Connect and Plus One Concessions**  
introduced to support people travelling on AT buses.



**Northern Interceptor**  
Stage 1 pipelaying completed



**City Rail Link progress**



**Port of Auckland Outfall Upgrade Project**  
tunnelling phase complete




**Real-time live bus departure screens**  
installed at 100 high-patronage bus stops



**45 new improved crossing facilities**  
delivered as part of AT's Pedestrian Programme



**Te Ara Awataha Greenway and Greenslade Reserve**  
play a vital role in reducing flooding



**Hūnua 4 Watermain**  
was brought into service and will provide a reliable water source




**Glen Innes Town Centre Water Quality Improvements**  
project was completed



**The Golf is Green Riparian planting**  
9,000 native plants to Tāmaki Makāurau waterways



**Domain Wintergardens**  
Two-year restoration project awarded an Enduring Architecture Award



**North western Busway Improvements, Rosedale Bus Station, Eastern Busway**

## Ngā uauatanga i ngā huarere ki Tāmaki Makaurau

# Weather events - challenges for Tāmaki Makaurau

Auckland faced unprecedented weather events that required an extraordinary response and recovery effort.

The second half of the financial year saw three major unanticipated weather events affect Auckland. The first was the flooding that occurred over the **Auckland Anniversary weekend** between 27 January and 1 February. More than 200mm of rain fell across the region exceeding the capacity of the stormwater network, resulting in water flooding into adjacent areas. The transport network was affected, with streets filling up with water, traffic lights not working, Britomart and Newmarket train stations and bus depots being flooded. Landslips caused further damage to roads, railway lines and properties, leaving behind debris, and broken and loose items. The water network sustained damage to watermains and pipes, cutting off access to clean drinkable water in some areas. A local state of emergency was declared, and staff and resources across the Auckland Council Group were deployed to assist with the response efforts.

While response efforts were still underway, **Cyclone Gabrielle** struck Auckland on 13 and 14 February bringing more than 200mm of rain and wind gusts up to 130-150 km/h. The cyclone caused significant damage around New Zealand and a National State of Emergency was declared.

A third major weather event on **9 May** brought severe thunderstorms and localised flooding, resulting in a local state of emergency being declared.

These three events caused extensive damage to homes, workplaces, schools, marae, inventory, infrastructure, utilities and productive lands. Thousands of people were affected, and their homes, businesses, and communities have suffered long-term impacts. Tragically six people lost their lives. More than 4,500 households needed assistance, including almost 600 that needed emergency accommodation.



There was widespread damage to the transport infrastructure, water, wastewater and stormwater networks. Auckland Council buildings, including libraries, and pool and leisure centres also sustained damage. In addition to this, Auckland's indigenous ecosystems and natural areas such as terrestrial, freshwater, and marine habitats suffered from flooding, landslips, wind, and wave damage.

Our response required a joint effort across the organisation to respond to the weather events and this collaborative approach was led by **Auckland Emergency Management**, who assumed the lead agency role. They worked alongside Fire and Emergency New Zealand (FENZ), Ministry of Social Development (MSD), and other key partners to coordinate an emergency response effort, including the mobilisation of Civil Defence Centres (CDC). They also provided essential goods and services to communities in need. Staff took an active role in the response work supporting the CDCs, providing food, cleaning up roads and parks, and restoring disrupted essential services like water supply, power, and waste management.

The **Auckland Council Emergency Relief Fund** provided urgent financial assistance to Aucklanders in addition to other support, which was provided by central government agencies, including The Ministry of Social Development. This fund was available to individuals, whānau, marae and organisations that experienced hardship due to the weather events.

More about the role of Auckland Emergency Management Services can be found on page 102.

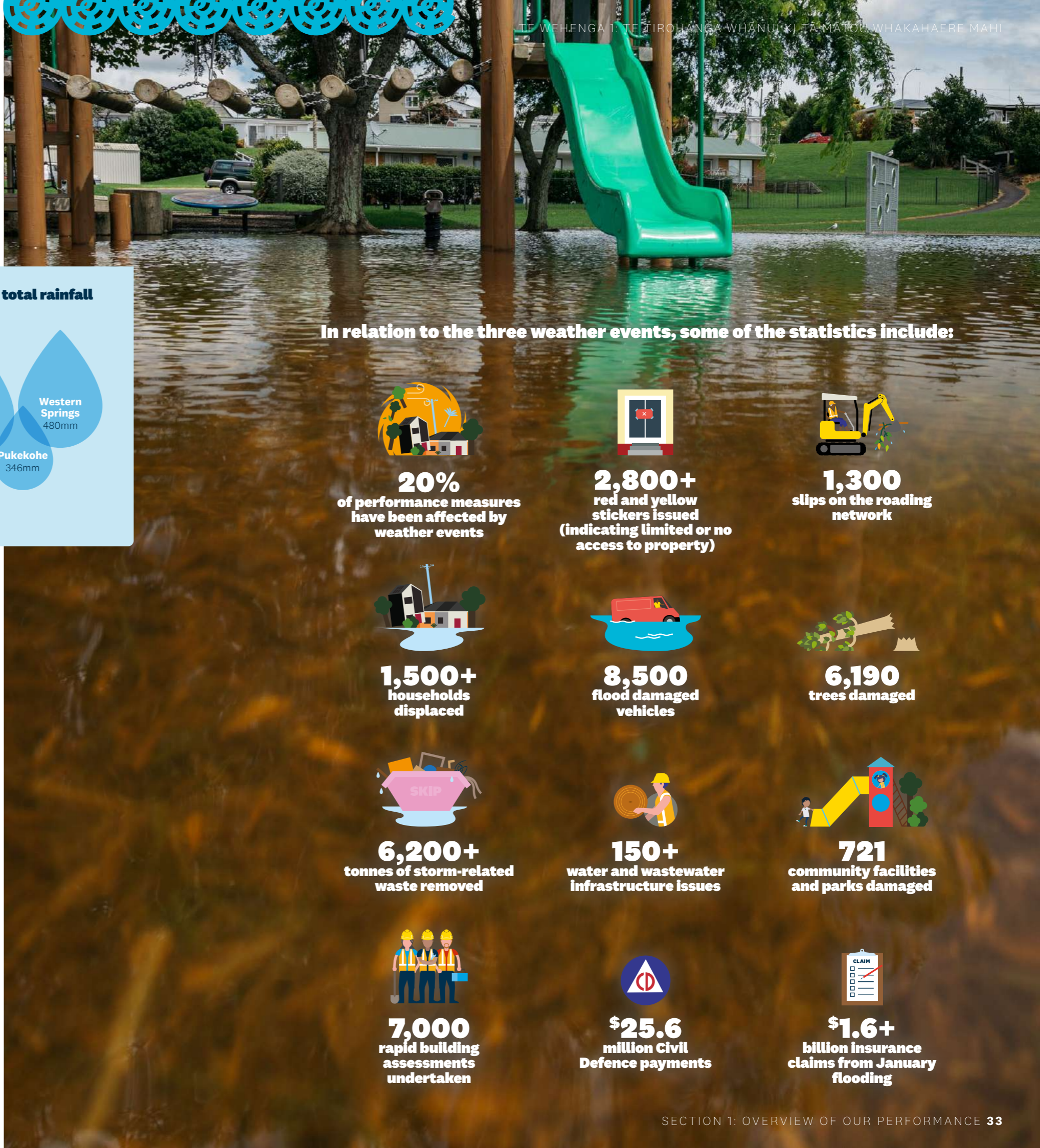
More information about the storm impacts and our response work is found in Section 3 Groups of Activities on pages 56 to 161.

Following the weather events, the Recovery Office was established with the purpose of coordinating the immediate, medium, and long-term holistic regeneration and enhancement of Tāmaki Makaurau,

### Timeline 2022/2023







and to support our most impacted communities as they deal with the after-effects of the extreme weather events. The **Recovery Office** developed an interim recovery plan, outlining the immediate response, the scale of the impacts and the recovery objectives. The Tāmaki Makaurau Recovery Plan is currently in development, focusing on the following outcomes for the medium-term:

**Community and social recovery:** Impacted communities are reconnected and resilient.

**Māori partnership and participation:** Mana whenua and Māori are active partners and participants in the recovery of Tāmaki Makaurau.

**Economic recovery:** Sustainable economic activity is re-established enabling equity and economic prosperity.

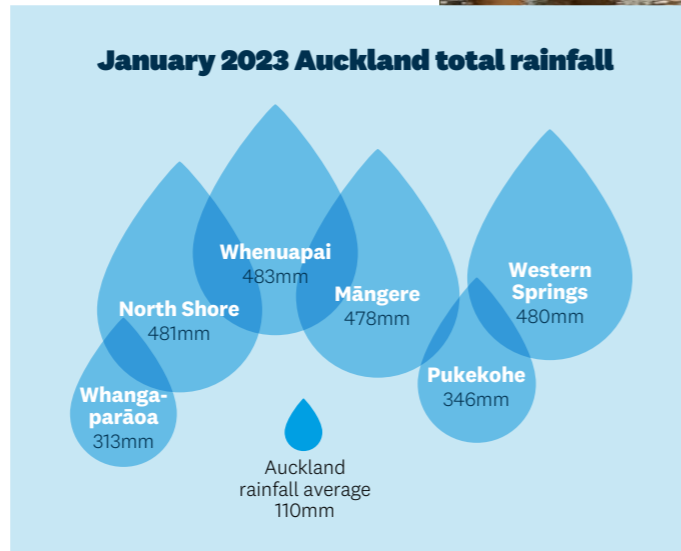
**Natural and built environment:** Repaired and reinstated housing, infrastructure, facilities, and services are more resilient, and our natural environment is regenerated. A series of stormwater improvements called ‘Making Space for Water’ focus on the longer-term recovery plan.

Public consultation on this plan closed at the end of August 2023. Feedback will be used to inform the final version of the Tāmaki Makaurau Recovery Plan, and refine the Making Space for Water programme and both will be presented for Governing Body approval.

An internal review and an external independent review of the operational response to the weather events identified learnings and areas of improvement. These learnings have been incorporated in the draft Civil Defence and Emergency Management Group Plan and will help to improve our readiness in responding to hazards and events, and our preparedness for any emergency.


The weather events delayed many of our programmes and projects, due to the damage sustained and as a result of reprioritising our resources and funds to the immediate response and to help with the recovery. The damage caused by the weather events and the redeployment of resources affected our ability to provide full services to Aucklanders. For example, some libraries and leisure centres were closed due to damage or fulfilled other roles during the response, such as CDCs, meaning less people could visit these centres and make full use of the resources. This impacted on our ability to meet performance targets and to complete some projects.

Note: Through this report we will be referring to January and February storms as the ‘weather events’, unless the content requires specific definition. The January storm is also known as the Anniversary Weekend storm; Cyclone Gabrielle occurred in February; Auckland storm event in May 2023.



January was Auckland’s wettest month since records began, according to meteorologists. Several stations in Auckland received more than 600% of normal rainfall, with the highest anomaly of 859% recorded in Māngere (265mm in one day rainfall)

**In relation to the three weather events, some of the statistics include:**

-  **20%** of performance measures have been affected by weather events
-  **2,800+** red and yellow stickers issued (indicating limited or no access to property)
-  **1,300** slips on the roading network
-  **1,500+** households displaced
-  **8,500** flood damaged vehicles
-  **6,190** trees damaged
-  **6,200+** tonnes of storm-related waste removed
-  **150+** water and wastewater infrastructure issues
-  **721** community facilities and parks damaged
-  **7,000** rapid building assessments undertaken
-  **\$25.6** million Civil Defence payments
-  **\$1.6+** billion insurance claims from January flooding



Te Wehenga 2:  
Ngā wāhi matua e  
arotahingia ana e mātou

## Section 2: Our key areas of focus

- Material issues
- Climate change
- Leading and influencing better outcomes for and with Māori
- Our people



◀ St Johns Road to Ōrākei Basin Te Ara Ki Uta Ki Tai  
(The path of land and sea)

Ngā take rawa - Te urupare ki te tupuranga

## Material issues – response to rapid growth

Auckland remains an attractive place to live, offering employment opportunities, higher incomes, urban amenities and unique natural environment.

Tāmaki Makaurau / Auckland is New Zealand's leading economic region, comprising one-third of the national population and generating an estimated 38 per cent of GDP. Auckland is the commercial centre, offering high value financial and professional services. As the main gateway, Auckland acts as the primary distribution and logistics hub for the country.

Auckland's population is growing and is expected to increase from 1.7 million people to 2 million by the late 2030s. Auckland's demographics are changing at the same time, making it increasingly culturally diverse. Responding to these changes requires the delivery of infrastructure that addresses the needs of current and future residents while balancing across social, cultural, environmental, and financial outcomes to optimise wellbeing.

Our focus has been on addressing three critical areas of housing, transport and water to make sure we respond well to growth in Tāmaki Makaurau. We do this while recognising Auckland's climate is changing with higher temperatures, droughts and weather events, which will impact our communities, infrastructure and natural environment.

### Housing

Auckland Council plays a vital role in urban development through land use policy, issuing resource and building consents, and the planning, financing and delivery of infrastructure.

Record high numbers of new dwellings have been consented in recent years, reflecting strong demand for housing in Auckland, particularly the previous low interest rates and the more responsive supply enabled under the Auckland Unitary Plan. Nearly 19,100 new dwellings were consented for the year to 30 June 2023, compared with 21,609 in the prior year. The number of new dwellings consented included those issued by Kāinga Ora. The reduction over the past year is to be expected as higher interest rates and lower house prices weigh on some development decisions.

Housing supply in Auckland has not always kept up with population growth in the past, leading to prices being higher than if the supply had been more responsive to demand. Enabling more flexible use of urban land supports the supply of housing in locations that are near to jobs, amenities and transport infrastructure and can be expected to be positive for housing affordability over the longer term. The Auckland Unitary Plan seeks to address this by enabling more capacity for growth across most of Auckland's urban footprint.

The National Policy Statement on Urban Development (NPS-UD) directs Auckland Council to enable more density around the city centre, metropolitan centres and rapid transit. Amendments to the Resource Management Act 1991 (RMA) in December 2021 also require Medium Density Residential Standards (MDRS) to be applied elsewhere to help increase housing supply and choice.

Auckland Council notified the proposed Plan Change in August 2022. The timeframe for the independent hearings process has been extended to allow for investigation into natural hazard risks in the wake of severe weather events in early 2023.

The Auckland Council Group invests in infrastructure such as water pipes, public transport, roads, parks and community facilities to maintain current networks and to support urban growth. Notable examples, including the City Rail Link and the Redoubt Road reservoir, are outlined below and on pages 69 and 74.

Eke Panuku plans neighbourhoods, builds or improves public amenity and facilitates property developments to strengthen communities. Eke Panuku worked with development partners to build 364 new dwellings and developed approximately 15,000sqm of public space during 2022/2023.

### Transport

A growing population means more people, goods and services to be moved around the city, and this level of growth will also require additional capacity on the transport network.

Without a fit for purpose public transport system that serves all Aucklanders, more people are forced to rely on private vehicle trips on roads, contributing to congestion and transport emissions that impact negatively on our environment, productivity, and societal wellbeing. Auckland's public transport network needs to be a safe and efficient system that connects people, places, and goods improving economic prosperity and quality of life.

During the year, work continued on the City Rail Link (CRL) which is expected to transform the transport system and make it easier, faster and more convenient for people to travel around the city. The construction of the CRL is expected to be completed in November 2025. This will be followed by a period of major testing before it is opened to the public in 2026. The Rail Network Rebuild (RNR) undertaken by KiwiRail will upgrade the rail network and is to be completed by the time the CRL opens.

Auckland Transport has also been working to make it easier for people to connect to the places they want to go, and the Eastern Busway project is expected to carry more than 30,000 people per day between the rapidly growing south-eastern suburbs and the rail network in Panmure. Construction on the Eastern Busway project is expected to be completed in 2027.

The Northwestern Bus Improvements project is currently underway and aims to deliver a range of interim bus improvements to support growth in the Northwest. The improvements will provide more reliable bus journeys, with improved connections both locally and into the city centre. Improvements are expected to be completed in 2025.

AT is continuing to improve the quality and safety of our roads with the completion of the West Coast Road project, seven high risk intersection projects and new and improved crossing facilities. AT has made progress towards building a sustainable network by adding 53 electric buses and entered into an agreement for up to five electric ferries, with the first vessel expected to be launched in early 2024.

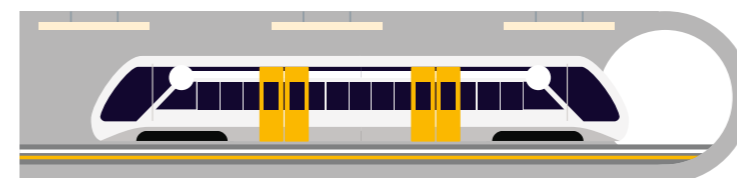
In addition to developing the infrastructure needed to support growth, Auckland Council has also focused on sustainable transport solutions for Aucklanders and to reduce emissions. A significant effort has been made to encourage mode shift from private vehicles to active modes and public transport. Auckland Council has a commitment to reduce transport emissions. In August 2022 Auckland Council approved the Transport Emissions Reduction Pathway (TERP). It outlines a pathway to a 64 per cent reduction in Auckland's transport emissions by 2030. Te Tauruke – a – Tawhiri: Auckland's climate plan modelled the need for a reduction of this magnitude as transport's contribution to halving Auckland's overall greenhouse gas emissions.

Auckland Council has also partnered with Auckland Transport and Waka Kotahi in developing Auckland's urban VKT (Vehicle Kilometres Travelled) plan to meet Auckland's subnational emissions reduction targets.

On pages 62 to 73 there are more projects AT delivered to support a safe, efficient, and accessible transport system and one that protects and restores the environment for future generations.

### Water

In Tāmaki Makaurau / Auckland, Watercare is responsible for supplying reliable and high-quality drinking water to homes and businesses as well as collecting, treating, and discharging wastewater. Auckland Council's Healthy Waters department looks after the stormwater networks. With a growing population, both Watercare and the council need to make sure the infrastructure is well maintained, and new infrastructure is well planned and built to allow for more capacity to service Aucklanders today and in the future.



Watercare carried out projects such as the as Nihotupu 1 and Huia 1 watermain replacement projects, the North Harbour No. 2 Watermain, the Waikōwhai Water Pump Station and Watermain project, the Waitākere Water Treatment Plant upgrade, the Redoubt Road Reservoir Complex upgrade and the Huia Water Treatment Plant, to ensure clean high-quality drinking water is supplied to Aucklanders. The Hūnua 4 watermain which connects the Redoubt Road Reservoir in Manukau to the Khyber Pass Reservoir in Newmarket was brought into service in October 2022 and will provide security for a growing Auckland.



Watercare also manages the safe and reliable collection and cleaning of wastewater. The Central Interceptor and the Northern Interceptor will increase the capacity of the wastewater network and will improve the water quality of the Auckland's beaches, harbours, and streams. The Central interceptor will be completed in 2026. The upgrades to the sub-regional wastewater servicing in the northeast will cater for population growth in Warkworth and Snells Beach and the sub-regional wastewater servicing in the southwest, which will provide wastewater services for Kingseat, Clarks Beach, Glenbrook Beach and Waiuku. The East Coast Bays Wastewater network upgrade will reduce wastewater overflows and cater for growth in Rosedale and surrounding suburbs, while the Kahika wastewater upgrade will support population growth in the Bayview and Beach Haven areas. The Dunkirk Road wastewater upgrade under construction will cater for current and future growth in Panmure and surrounding suburbs. It is anticipated that these projects will be completed in 2024.

More detail related to water supply and wastewater management projects are found on pages 74 to 75 and 80 to 81.

Healthy Waters carried out work on the Port of Auckland Outfall upgrade project which when completed will increase the capacity of the downtown port area stormwater system to deal with flooding and provide vital infrastructure for future growth. The physical works have been completed for the Faulder Avenue and Fife Street stormwater upgrade, which will reduce flooding risk, and provide flood protection for surrounding properties. The Freeland reserve project was completed reducing flood risk in Mount Roskill and enabling more housing to be built and the completion of stormwater pipe renewals at Alfriston Road in Manurewa installed a new network to enable growth in the area.

More information on stormwater projects is found on pages 84 to 86.

### Water services reforms

As part of its Water Services Reform Programme (formerly known as Three Waters Reform), the government has passed legislation to create new water entities that will operate drinking water, wastewater and stormwater networks. Services in these areas currently delivered by Auckland Council and Watercare are expected to be delivered by a new water services entity from 1 July 2024.

In line with our requirements under the legislation, the council group is supporting the reform programme where necessary and working to assess the impacts. As these impacts become clearer, particularly through further legislation, any impacts on future plans will be incorporated. For more information on the reform programme see [www.dia.govt.nz/Three-Waters-Reform-Programme](http://www.dia.govt.nz/Three-Waters-Reform-Programme)

Queen Street Reveal, October 2022 ▶





Te hurihanga āhuarangi  
**Climate change**

As our climate continues to change, the likelihood of heavy rain events, storm surges and coastal inundation, extreme heat events, and droughts is expected to increase in frequency and severity.

Auckland Council Group declared a climate emergency in June 2019 and together with mana whenua, businesses, industry, non-government organisations, communities, and central government, we finalised and adopted **Te Tāruke-ā-Tāwhiri: Auckland's Climate Plan**, the region's strategic response to climate change.

The core goals of Te-Tāruke-ā-Tāwhiri: Auckland's Climate Plan are to:

- halve greenhouse gas emissions by 2030
- reach net zero emissions by 2050
- adapt to the impacts of climate change by ensuring we plan for the changes we face under our current emissions pathway.

The plan has set out eight priority areas that all sectors must work on together to meet Auckland's climate goals:

**Taiao māori / Our natural environment**  
a healthy and connected natural environment

**Taiao hanga / Built environment**  
a low carbon, resilient built environment

**Ikiiki / Transport**  
a low carbon, safe transport system

**Ōhanga / Economy**  
a resilient, low carbon economy

**Ngā hapori me te tahatai / Communities and coast**  
communities and individuals prepared for our changing climate and coastline

**Ngā kai / Food**  
a low-carbon, resilient, local food system

**Te Puāwaitanga o te Tātai**  
intergenerational whakapapa relationships of taiao, whenua and tāngata are flourishing

**Te ngao me te ahumahi / Energy and industry**  
a clean energy system.

The plan will need to be delivered through individual action, collective action, and regional partnerships. Auckland Council will continue to identify priority areas of action and ensure climate change is embedded into our planning and decision-making processes.

► Auckland's West Coast

**Key achievements for 2022/2023**

- The **zero-emission bus programme** added 53 electric buses to the fleet and electrified the Panmure depot. See pages 68 to 70 on public transport and travel demand management.
- The **Shoreline Adaptation Plan** enabled **CoastSnap** to support regional monitoring of coastal change and the **hydrodynamic modelling project** at Wai Manawa/Little Shoal Bay commenced.
- **The Energy Monitoring project** installed gas metering at North Harbour and Mt Smart stadiums. Electrical sub-metering has been installed at Mt Smart Stadium (west stand) and work continues for electrical metering at Auckland and Kumeū Film Studios.
- **Mt Smart and North Harbour stadium decarbonisation project** feasibility reports completed and the Mt Smart – West Stand decarbonisation project approved and is in design stage.
- **Solar Photovoltaic Cells** – installation of a 206kW array at Albany Swimming Pool has been completed and installation of a 144kW array is underway at Manurewa Pool and Leisure Centre.
- Through the **Reduced Energy Hardship**, a project in partnership with Habitat for Humanity, **and Home Energy Advice Service** over 5,000 Aucklanders were supported to make their homes warmer, dryer and reduce energy bills. Eighty per cent of households supported were low-income whaanau, estimated to each save around \$600 per

year on their energy bills and 259 tonnes of CO<sub>2</sub>e were reduced. These projects are delivered in partnership with Habitat for Humanity, Vision West, Ecobulb Ltd and the Ministry of Business Innovation and Employment (MBIE).



- The **Auckland Climate Grant budget** was fully committed with 45 community groups supported with grants totalling \$478,127. Approximately 20 per cent of grant funding was provided to underserved communities including Māori-led, Pasifika, Youth-led and Asian community projects in priority areas including transport, food and energy.
- Physical work continued at the Waitākere Transfer Station and the Auckland Botanic Gardens **demonstration sites** aimed at showing the public how to reduce emissions in their homes.
- **The Consumption Emissions Modelling report** was published identifying the greatest opportunities to support emissions reduction in areas such as housing, transport and food.
- A **full te reo Māori translation** of the Climate Connect Aotearoa website delivered by Tataki Auckland Unlimited Limited has been completed.
- The **Zero Emission Queen Street project** saw essential vehicle area (EVA) within this block become operational, along with construction of Zones 3, 4 and 5 completed in December 2022, and the reconfiguration of Zone 1 (Customs Street to Shortland Street) is in final preparation stages.



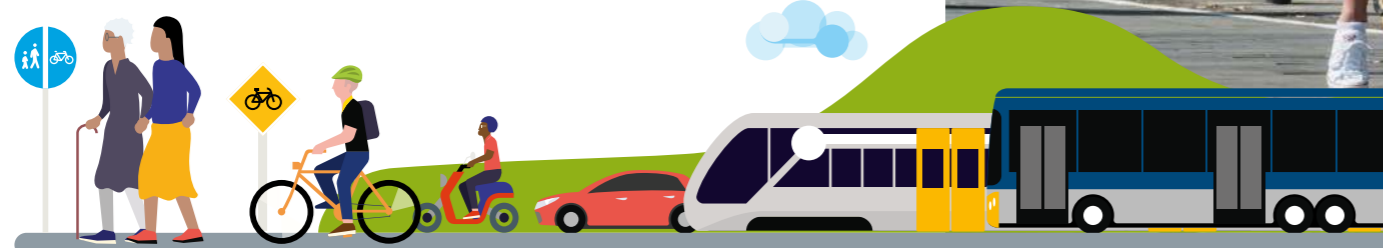
- All data collection for the **Cliff Light Detection and Ranging** (LiDAR) project (part of the Natural Hazards Programme) has been completed. The data was used in the emergency storm response and recovery, with the helicopter collecting additional emergency data to accelerate the recovery in the hardest-hit areas.
- The **Zero Waste Auckland programme** awarded funding agreements to operate Community Recycling Centres at Warkworth, Waiuku, Wellsford, Wairau Valley and Point England. See pages 132 to 134 on waste management for more details.
- The **Grow Our Ngahere programme** planted over 15,000 seedlings to stock Ātiu Creek nursery, advancing growing capacity in marae and community nurseries. A new grant was developed for iwi and community nurseries, with almost \$100,000 allocated to community groups. A partnership was established with Makaurau Marae and the Sustainable Business Network to supply plants for the Te Puhinui Regeneration Project over the next 12 months.

### Climate Action Targeted Rate (CATR)

In June 2022 Auckland Council adopted a Climate Action Targeted Rate (CATR). The CATR package provides much greater access to efficient and reliable low-carbon public transport and provides safe, convenient, and well-connected walking and cycling options for more Aucklanders. It also enables investment in more tree planting in parks and on our streets to help us prepare for a warmer future, and subsequently reduce our vulnerability to extreme heat.

Key CATR-funded initiatives include:

- **Cycling programme** design work is underway at the Hobsonville cycleway and the Manurewa cycleway, and the preferred option has now been confirmed for the New Lynn cycle focus area investment.
- **Bus programme** work continued on the three new frequent routes on the North-West. These improvements will mean that five new frequent routes will have been delivered by the CATR bus improvements programme.
- **Ferry programme** the first CATR-funded low emission ferry has been ordered and will be in operation in 2026. Concept designs for the required ferry charging and wharf infrastructure work are underway. The Half Moon Bay concept is complete, and the Downtown and Hobsonville concepts are being finalised.
- **Walking programme** confirmed Auckland Transport investment approval for the planned budget for the 2023/2024 financial year. Designs for the connectivity improvement projects are now being transferred to the walking programme delivery arm, with two projects expected to start construction in the first quarter of 2024.
- Lastly, the **Ngahere (urban forest) programme** has focused on the procurement of tree planting services. Strategic plans for supplementary enhancement projects are currently being completed.



► Queen Street Reveal



He pītau whakareia, wāwāhi ngaru, whāia tōna au

## Leading and influencing better outcomes for and with Māori

The Auckland Plan 2050 recognises the Treaty of Waitangi as the foundation on which local government in Tāmaki Makaurau/ Auckland supports Māori aspirations.

Auckland Council Group's activities aim to collectively contribute to the wellbeing of Māori in Auckland. The 10-year Budget 2018-2028 allocated \$150 million over 10 years specifically for Māori outcomes, with the most recent 10-year Budget (2021-2031) continuing this allocation.

For the financial year 2022/2023, the direct spend on activities specific to Māori identity and wellbeing was \$10.7 million (61 per cent) of the \$17.6 million budget. The primary reasons for the underspend are:

- project capacity constraints leading to delays in the Marae Infrastructure Programme.
- project capacity constraints delaying the scoping and rolling-out of a new programme to support iwi and mātāwaka participatory capacity.
- the remaining unspent funds have been reallocated to future years of the LTP.

However, the \$150 million Māori Outcomes Fund is only part of the picture in delivering Māori outcomes. Everyday activities of the Kia Ora Tāmaki Makaurau framework create a wide portfolio, which is funded through Auckland Council department and council-controlled organisations' budgets. This contributes to advancing Māori identity and wellbeing. Our intention is to also capture the wider spend and effort so we can show the fuller picture in our future annual reports.

Kia Ora Tāmaki Makaurau – the group's performance framework for Māori outcomes – outlines a focus on 10 key wellbeing priorities. Through the development of the framework, Māori identified the outcomes that matter most to them, and Auckland Council Group set objectives to contribute to these aspirations through its plans and activities.

Kia Ora Tāmaki Makaurau guides the council on supporting strong Māori communities, as well as enabling effective Māori participation and ensuring council staff are empowered to deliver on outcomes for and with Māori.

### Kia Ora te Hononga – Effective Māori Participation

**Outcome:** Mana whenua and Māori are active partners, decision-makers, and participants alongside Auckland Council Group.

**Objective:** The council group ensures mana whenua and Māori are active partners and participants at all levels of the council group's decision making.

Te Waka Tairangawhenua is the Auckland Council unit that manages various co-governance and co-management arrangements on behalf of mana whenua and the council, supporting many specific sites of significance. They are part of te Tiriti o Waitangi settlements including Ngāti Whātua Ōrākei Reserves Board, Te Poari o Kaipātiki ki Kaipara, and the Tūpuna Maunga o Tāmaki Makaurau Authority.

In addition, the council works alongside mana whenua in co-management arrangements for reserves throughout the region. These shared consensus decision-making arrangements

promote growth in governance capability for mana whenua and offer various positive outcomes that benefit all Aucklanders.

**In 2022/2023 we spent \$1,379,508 from the Māori Outcomes Fund on Kia Ora te Hononga activities.**

### Kia Hāngai te Kaunihera – Empowered Organisation

**Outcome:** Auckland Council Group achieves outcomes and benefits for and with Māori.

**Objective:** The council group fulfils its commitments and legal obligations to Māori derived from Te Tiriti o Waitangi and has the capability to deliver Māori outcomes.

Ngā Kete Akoranga, the council's Māori cultural capability programme has undergone a significant refresh, following recommendations to invest more broadly in internal culture and capability and strengthen leadership. The implementation of the refreshed Ngā Kete Akoranga programme is key to developing a workforce that can respond to the needs and aspirations of Māori.

Work has now been completed on a framework that outlines required competencies for all council leaders based on agreed Māori kaupapa areas: Māori Outcomes at council (strategy), Māori in Tāmaki Makaurau (history), te Tiriti, systems and worldviews, tikanga, te reo and engagement with Māori. Foundation courses and an induction package for new starters at the council are also under development.

**In 2022/2023 we spent \$353,056 from the Māori Outcomes Fund on Kia Hāngai te Kaunihera activities.**

### Kia Ora te Taiao – Kaitiakitanga

**Outcome:** Mana whenua exercise kaitiakitanga of te taiao in Tāmaki Makaurau.

**Objective:** Māori exercise tino rangatiratanga and kaitiakitanga through Te Tiriti based relationships with the council group, to enhance the mauri of te taiao.

In 2022/2023 council group teams strengthened how they engaged with mana whenua based on the significance of each kaupapa to Māori. These approaches ranged from partnering and co-design to the council supporting Māori-led initiatives, such as the Shoreline

Adaptation Plans, Tū Mai Taonga, Bio-control engagement and the continuation of co-design of Te Haumanu Taiao. Onehunga Community Recycling Centre (CRC) is the first CRC to be operated by a Māori and Pasifika led social enterprise.

**In 2022/2023 we spent \$1,022,201 from the Māori Outcomes Fund on Kia Ora te Taiao activities.**

### Kia Ora te Marae – Marae Development

**Outcome:** Marae are centres of excellence for whānau Māori and have an abundant presence in communities.

**Objective:** The council group invests in marae to be self-sustaining and thriving hubs for Māori and the wider community.

Auckland Council's Marae Infrastructure Programme (MIP) is in its fifth year and is dedicated to improving the conditions of 32 marae across Tāmaki Makaurau for mana whenua and mātāwaka over a 10-year period.

The \$60 million MIP helps marae meet Building Warrant of Fitness standards and increase their Code of Compliance where possible, supporting the creation and maintenance of safe and healthy marae for whānau in Tāmaki Makaurau.

This year 24 marae received support, exceeding the target of 22. Seventeen marae received infrastructure support via MIP, Cultural Initiatives Fund, Auckland Transport and local board funding. A further seven marae received support via the Manaaki Fund and local board grants to manaaki (support) their communities.

**In 2022/2023 we spent \$4,019,050 from the Māori Outcomes Fund on Kia Ora te Marae activities.**



▲ Piritahi marae, Te Huruhi Bay, Waiheke Island

## Kia Ora te Umanga – Māori Business, Tourism and Employment

**Outcome:** Intergenerational wealth is created through a thriving Māori economy.

**Objective:** The council group supports a resilient and regenerative Māori economy by supporting economic opportunities for Māori businesses and iwi organisations.

Amotai works across the Auckland Council Group to progress procurement opportunities for Māori businesses in Tāmaki, with funding for its work in Tāmaki Makaurau via the Māori Outcomes Fund. In 2023 Amotai worked with 505 Māori suppliers and supported those suppliers to access circa \$55m of procurement opportunities across council group.

The 34 per cent increase of the suppliers reflects the ongoing mahi of Amotai to connect buyers with Māori businesses.

**In 2022/2023 we spent \$795,000 from the Māori Outcomes Fund on Kia Ora te Umanga activities.**

## Kia Ora te Ahurea – Māori Identity and Culture

**Outcome:** Tāmaki Makaurau is rich with Māori identity and culture.

**Objective:** The council group reflects and promotes Māori culture and identity within the environment, and values mātauranga Māori.

Widely hailed as the most successful showcase of Māori performing arts yet, Te Matatini Festival welcomed over 70,000 enthusiastic spectators to Ngā Ana Wai Eden Park in February 2023 and reached the biggest ever broadcast audience of 2.5 million people.

The festival is estimated to have made a direct economic contribution of almost \$22 million to Tāmaki Makaurau /Auckland. The Māori Outcomes Fund invested nearly \$1.3 million towards the festival, with Tātaki Auckland Unlimited as the lead agency.

While the economic impact was significant, the incredible boost in cultural and wellbeing for Māori in Tāmaki Makaurau and across Aotearoa was invaluable, especially after the challenges of the COVID-19 years.

Audience feedback highlighted that Te Matatini brought people together, increased interest in and knowledge of Māori culture, and motivated people to learn more te reo Māori.

We invested about \$1.01 million towards Māori Sites of Significance, a partnership between mana whenua, council departments and local boards to identify,

protect and manage sites and places of significance to mana whenua.

**In 2022/2023 we spent \$2,107,613 from the Māori Outcomes Fund on Kia Ora te Ahurea activities.**

## Kia Ora te Reo – Te reo Māori

**Outcome:** Ko te reo Māori te mauri o te mana Māori

**Objective:** The council group supports te reo Māori to be seen, heard, spoken, and learnt throughout Tāmaki Makaurau.

Te Kete Rukuruku programme restores original Māori names to areas, as well as identifying new Māori names that often connect with historical activities, ancestral stories or geographical or environmental features that are culturally important. This year it has delivered 107 parks with dual Māori / English names, and 124 parks have adopted Māori-only names. 15 parks are now bilingual: with names returned by iwi and full bilingual signage throughout the park.

Other initiatives include:

- **Toitū Te Reo – Te Ahurei Toi o Tāmaki.** Te reo Māori was integrated into all aspects of the Auckland Arts Festival, including show titles, translated descriptions and dedicated te reo Māori programming.
- **Te Reo a Iwi.** Te Ākitai Waiohūa and the Papakura Local Board are committed to using the dialect of mana whenua in their rohe on signage in parks and place names.

**In 2022/2023 we spent \$700,212 from the Māori Outcomes Fund on Kia Ora te Reo activities.**

## Kia Ora te Rangatahi – Realising Rangatahi Potential

**Outcome:** Rangatahi Māori realise their potential

**Objective:** Rangatahi Māori of Tāmaki Makaurau are supported in career development and participate meaningfully and effectively in decision-making processes.

The Tuia programme identifies young Māori who are contributing to their communities, to further develop their leadership skills and to provide learning/networking experiences in local government and civic affairs. 30 rangatahi Māori have participated in the programme since it began in Tāmaki Makaurau, with six rangatahi participating in 2022/2023.

The programme was recently externally evaluated by the Centre for Social Impact, which found it shows potential as a strategic enabler of longer-term succession, engagement and civics education across the local boards and their respective communities.

In South Auckland, Tuia is proving to be a platform for enhancing local board community networks and iwi relationships, building rangatahi capability and experiences, and developing local community succession-planning.

**In 2022/2023 we supported Kia Ora te Rangatahi through our department budgets.**

## Kia Ora te Whānau – Whānau and Tamariki Wellbeing

**Outcome:** Empowered whānau Māori across Tāmaki Makaurau.

**Objective:** The council group enables whānau Māori to experience relevant and welcoming public facilities and services. It supports Māori-led services where appropriate.

Kia Ora te Whānau hubs are community facilities that aim to ensure that whānau Māori, and all those who access the facilities, experience welcoming services that contribute to their wellbeing.

Through gaining an understanding of the needs of whānau Māori and tailoring the hubs and their services to meet these needs, Auckland Council aims to increase the proportion of whānau Māori using the services.

► See Success Story on page 48 for more information.

**In 2022/2023 we spent \$55,482 from the Māori Outcomes Fund on Kia Ora te Whānau activities.**

## Kia Ora te Kāinga – Papakāinga and Māori Housing

**Outcome:** Whānau Māori live in warm, healthy, and safe homes. Housing options meet the individual and communal needs of whānau in Tāmaki Makaurau.

**Objective:** The council group supports Māori housing and papakāinga aspirations through providing expert advice, appropriate investment, and improved associated infrastructure.

Auckland Council supports iwi and Māori through resource and building consents, and environmental monitoring. In response to a need identified by applicants, a formal navigation service was established this year to provide more focused support for consents for Māori housing.

The navigation service supports ngā iwi o Tāmaki, marae and papakāinga, pakihi Māori (Māori businesses), mātāwaka and ngā hapori Māori (Māori communities). In 2022/2023 it has helped 19 iwi and

Māori developments navigate through Auckland Council's regulatory processes. Both council and applicants benefit from the closer connections and stronger relationships between iwi, Māori and the council.

**In 2022/2023 we spent \$270,000 from the Māori Outcomes Fund on Kia Ora te Kāinga activities.**

## Manaaki Fund 2023



In 2020, one of the most important initiatives to come from the 'by Māori, for Māori' response was the Manaaki Fund, a one-off recovery and resilience grant that supported Auckland Council's Māori partners as they responded to, aided recovery from, and built resilience from the impacts of COVID-19.

Since then, the fund has been re-instated to support 'by Māori, for Māori' responses during times of crisis. This includes providing support to communities impacted by COVID-19 in 2021, and when the local State of Emergency was declared in response to the 2023 Auckland Anniversary Floods and Cyclone Gabrielle.

The purpose of the Manaaki Fund 2023 was to support Māori-led active responders in Tāmaki Makaurau who were predominantly supporting whānau Māori with flood and cyclone relief services during both the severe weather events.

Recipients shared stories of the support they were able to provide to affected whānau across Tāmaki Makaurau including the provision of kai parcels, clean and dry bedding, and hygiene items to support whānau wellbeing, and to provide safe places for whānau.

In total, 15 applicants including mana whenua entities, marae, and Māori community providers, received a combined total of \$266,444.



▲ Te Kapa Haka o Ngā Tūmanako – Te Matatini Festival 2023



## Ngā Kōrero Angitu Success Stories

### Te Matatini Festival - the biggest ever showcase for Māori performing arts

Te Matatini festival received a \$1.3 million contribution, a significant level of support for the first time in its 50-year history. This included direct sponsorship to Te Matatini Society Inc. to support event delivery costs, promotional campaign, and in-kind support across the council group. The funding also supported important legacy outcomes for kapa haka in Tāmaki Makaurau, firmly embedding Māori performing arts into the region's cultural infrastructure and enhancing social and economic wellbeing.

Auckland Council Group engaged directly with Te Matatini and the Tāmaki Makaurau Senior Kapa Haka Society and provided specialist advice and support as requested. The Connected Communities Māori Services department produced bespoke regional guides for each haka rōpū and made community facilities available for practice at no cost to competing rōpū and their whānau.

Watercare Services provided meeting spaces at Ngā Ana Wai Eden Park, and installed water refill stations throughout Eden Park during the festival. Auckland Transport provided integrated ticketing services for public transport, and a bus campaign featuring haka stars in the lead up to the festival. Tātaki Auckland Unlimited Limited (TAUL) developed the 'Haka is Here' campaign, activations and website, provided coordination support and specialist advice; and Eke Panuku supported a range of activities on the waterfront to celebrate the festival.

“Te Matatini provided an opportunity for Māori in Tāmaki Makaurau to access and express their Māori identity – it created social cohesion and a sense of joy and wellbeing after some challenging years. It was a privilege to work with everyone who contributed to this incredible festival that showcased Māori stories, language, and talent to a local, national, and global audience.”

Carl Ross, Chair Te Matatini Society

▼ Te Kapa Haka o Whāngārā-Mai-Tawhiti – Te Matatini Festival 2023



### Kia ora te Whānau Hub - Collaborative effort for new community initiative

Council's working group from multiple Auckland teams and services spent much of the year talking with whānau to gain an understanding of what they want to see in a wellbeing hub. The working group adopted a tikanga, whānau-centred co-design approach to work with whānau to observe and learn by doing.

This collaborative approach focuses on meeting the desired outcomes of whānau and was introduced and supported by The Southern Initiatives Healthy Families South Auckland team.

From the insights gathered, teams developed themes and three Pou (Pillars).

- Pou Hauora - whānau live well, are happy and healthy
- Pou Oritetanga - equitable access to facilities to grow community well-being kaupapa
- Pou Mātauranga - an inclusive approach to activate spaces to learn and play.

“Using te ao Māori ensures that the heart of our work is focused on the people whether they be Māori, Pacifica, Asian, Pākehā, or any of our South Auckland communities.”

Jamie-Lee Kingi - Pouturuki Community Library Manager/Co-lead for the Kia ora Te Whānau working group.

### Shoreline Adaptation Plans - Resilient Lands and Coasts

Shoreline Adaptation Plans (SAPs) intend to guide sustainable management of the Tāmaki coastline in responding to the impacts of climate change. Once completed, the plans provide site-specific adaptation strategies and contribute to building a resilient future.

To date, four plans have been adopted, including Whangaparāoa, Kahawairahi ki Whakatiwai / Beachlands and East, Awhitu and Manukau South, and one mini SAP (Wai Manawa / Little Shoal Bay), with 16 more to be finished before 2026. The programme has won the New Zealand Coastal Society Terry Healy Award for excellence in coastal management, with iwi accepting the award alongside council. Building a relationship with iwi groups at the beginning of a project enables iwi to have a line of sight throughout the project and other related projects. It also allows for iwi to consider the contribution they wish to make and plan accordingly. This engagement model holds promise and value for positive relationship building between council and Māori entities.



“Was good to work with all you guys. Sage really set the pace and led the way. Made my job easier.”

Karl Flavell, Manager of Te Taiao Team for Ngaati Te Ata



Ō tātou kaimahi - te hauora, te haumaru me ngā tino take mātāmua

## Our people – hauora (wellbeing) and haumaru (safety) are high priorities

Our people work hard every day to make Auckland a great city to live in, and to make people’s lives better, safer and healthier. Auckland Council is a unique and diverse organisation. We deliver hundreds of different services to Aucklanders and help provide places for people to connect, meet, learn, and play.

**We have shown our adaptability as an organisation** that quickly responds to an ever-changing environment. This year has been challenging for our people, as we faced weather events, organisational changes, tight budgets, reduced contractor services, operational challenges, and increased workloads. Through these challenges we have demonstrated our agility and resilience.

**The weather events brought out the best in our people.** Like other Aucklanders, some of our people were personally affected by the weather events, but they continued to deliver core services to Aucklanders, as well as assisting in the response and recovery work. Teams from across the Auckland Council Group worked together with external agencies, and partners in response to the weather events – and rolled up their sleeves to do what had to be done. Staff worked at Civil Defence Centres providing food and support. The catering services team delivered hot drinks and more than 10,000 meals to Civil Defence Centres and public libraries. Some teams worked to fix roads, paths, parks, and pipes damaged during the storms, while others worked to ensure that communities were kept up to date with all the relevant information to protect their homes and families.



One of the focus areas in our organisational strategy **‘Whanake Ora’ states that we put kaimahi first.** This includes proactively looking after our kaimahi wellbeing, and being responsive when they need help, such as the recent natural disasters, structural change and other challenges. Looking after our people means that they can be at their best, and also lifts performance as they deliver their best work for Auckland. We offer a wide range of



programmes and channels such as **Instep** employee assistance programme, and **SpeakUp**, where confidential issues and complaints can be raised and resolved. **Donesafe** also helps to keep everyone safe at council through an online platform, where potential incidents and hazards can be reported, and risks can be managed. Other support includes the Manaaki Support Network, Manawa Rahi, PSA delegates, and the staff support networks.

**Our new Iti Kahurangi Mental Health plan** seeks to address the underlying drivers of harm and improve the experience of kaimahi at work. This year we launched Te Reo Irirangi o Hauora (Wellbeing Radio) which features podcast-style discussions from

the wellbeing team and leaders, about our wellbeing and some techniques to look after our kaimahi during tough times.

We aim to **provide our people with a safe environment** where they can grow and work well together. An important part of this is making sure that our internal support services are working well and make it as easy as possible for our people to focus on supporting and delivering for Aucklanders.

Our staff sometimes deal with people in difficult circumstances, including situations with heightened emotions and antagonism. We have taken a proactive and systematic approach to help control the risk of aggressive behaviour by addressing the source of frustration, and have seen a subsequent reduction in incidents. We focused on the community to understand the causes of violence and the reasons why people get frustrated. This understanding helped us to improve our frameworks and provide better tools and training for our people, resulting in a reduction of negative behaviour towards our staff.

The Health and Safety Representative leadership group won the **Safeguard NZ Health and Safety Award** in the Engagement category. The award recognised our work in redefining the role and responsibilities of the representatives at Auckland Council, identifying training improvements, introducing new communication channels, and working closely with WorkSafe on improving worker engagement across New Zealand.

We aim for our workforce to reflect the diverse Tāmaki Makaurau / Auckland communities we serve. Having a diverse workforce at all levels of the organisation brings numerous benefits, including enhanced cultural competence, improved customer satisfaction and increased innovation, as well as a better understanding of Aucklanders. That provides access to a broader talent pool, better employee engagement and retention of our staff, better decision making and a positive perception of council as a great place to work.

We recently published our current **gender, Māori and Pasifika pay gaps** on our website and which will also appear on Mind the Gap, New Zealand’s Pay Gap Registry. Publishing our pay gap, and regularly reviewing and updating this, is one way of showing our commitment and our progress towards closing the pay gap. In September 2022, we calculated new rates of pay for approximately 2,600 employees to help address gender and ethnicity pay gaps. It is important to note that any pay increases provided to our kaimahi are within the annual budget, ensuring our people are paid competitively and equitably.

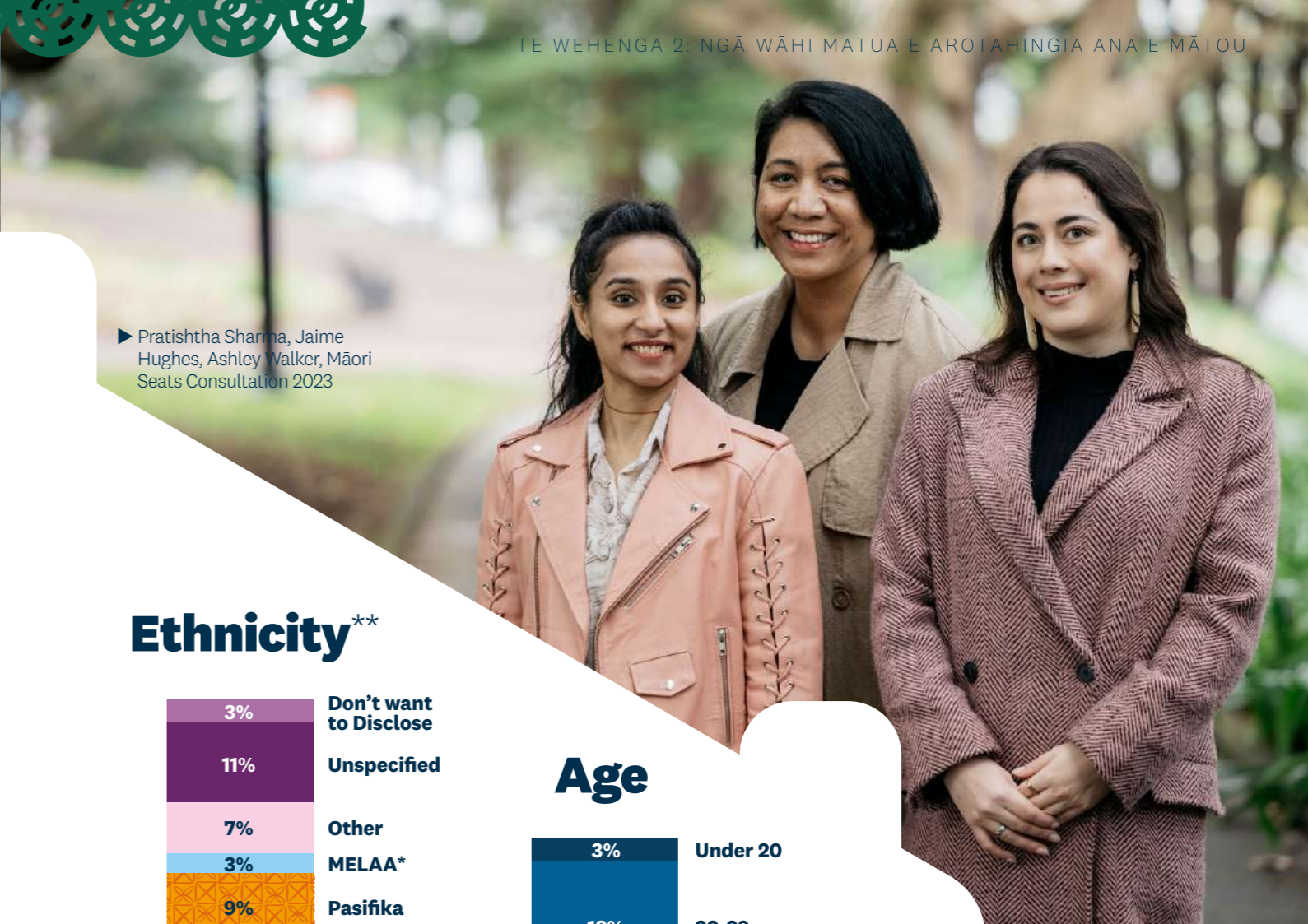
We continue to review and address pay gaps through a range of initiatives. At the recruitment stage, our focus is on ensuring we have diversity in our interview panels. We are implementing leadership development strategies with a particular focus on attracting and retaining talented people who represent the diversity of Tāmaki Makaurau / Auckland at all levels of the organisation.

▼ Te Pou Awards 2023



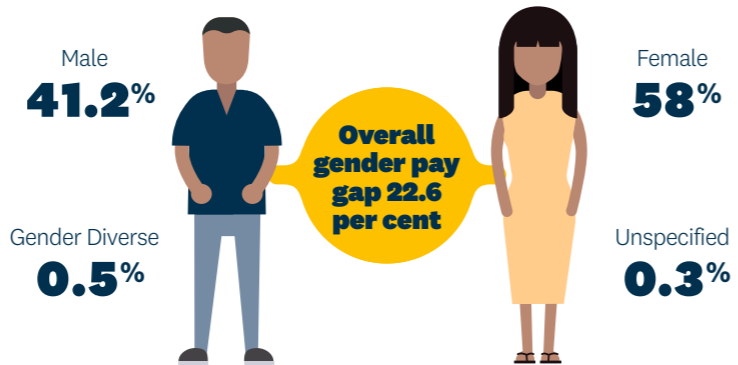


▲ Earthworks Compliance Monitoring Officers



▶ Pratihtha Sharma, Jaime Hughes, Ashley Walker, Māori Seats Consultation 2023

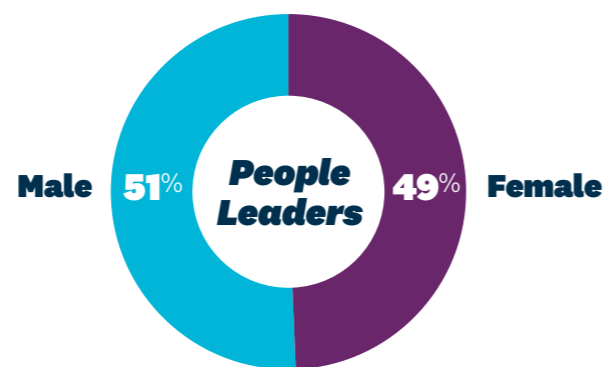
### Gender



**Overall Māori pay gap 16.5 per cent**

Auckland Council has a disproportionately high number of women and Māori and Pasifika employees at lower bands in our organisation.

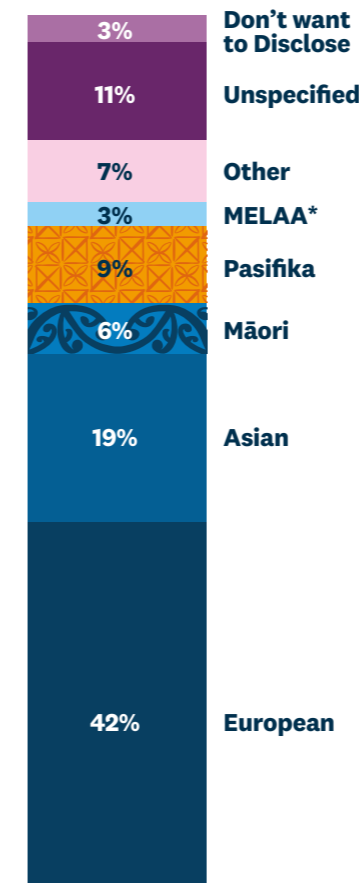
**Overall Pasifika pay gap 27.6 per cent**



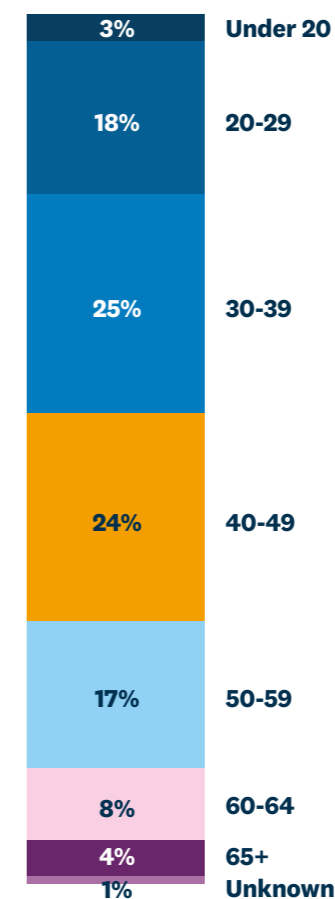
This data representation is combined for the Auckland Council Group, including CCOs (TAUL, TAUT, Eke Panuku, Watercare and Auckland Transport).

◀ Glenfield Pools Staff, Katherine Daniel, Lily Milne, Shriya Pobbathi, Benson Li

### Ethnicity\*\*



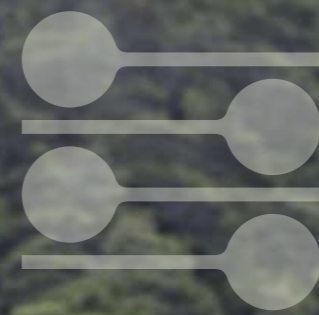
### Age



\*MELAA: Middle Eastern, Latin American and African.

\*\*is reflective of primary ethnicity and self-selected by employees when they begin employment at council.





## Our people



### Let the learnings happen

*Māori Outcomes Delivery*

Tammy Potini is a strong ‘activator’ in the space of Māori outcomes. She joined the council to better understand how it works and to help whānau. She finds it encouraging to build values as a part of council’s team and is proud to be a part of the solution for the community.

Born and raised in Pukekohe, Tammy wants to improve the community wellbeing in South Auckland and strengthen the relationships between local government and whanau. She is a co-lead of the initiative Kia ora Te Whānau, which is guided by three pou:

- Pou Hauora – whānau live well, are happy and healthy
- Pou Ōritetanga – equitable access to facilities to grow community well-being kaupapa
- Pou Mātauranga – an inclusive approach to activate spaces to learn and play

Tammy helps create a safe and fun environment through local art and craft activities, and volunteering for the Pukekohe’s Pythons Rugby League. “I use a creative and tactile learning approach to make them comfortable and to help build trust.”

Tammy is also a proud mother of three boys and teaches them to think differently, to stand up and feel empowered and to become kaitiaki of the community.



He Kupu Whakataki mō ngā Tōpūtanga Mahi

## Section 3: Performance by Groups of Activities

A Group of Activity (GoA) is one or more related activities provided by, or on behalf of, the Auckland Council Group, which contribute to the Auckland Plan outcomes and align with the 10-year budget (Long-term Plan) 2021-2031.

There are eight GoAs with their statements of service provision and the funding impact statements which are contained in Volume 3. The reconciliation which bridges the difference between the funding impact statement and the statement of comprehensive revenue and expenditure is included in Volume 3.

In this volume we will outline key activities and projects, and report against our performance measures for each of the GoAs.

### Key to performance measures

#### RESULT AGAINST TARGET

- **Achieved**  
 Target has been met or exceeded
- **Not achieved**  
 Target not achieved
- **Substantially achieved**  
 Target has not been met by a slim margin (+/-2%)

\*  
**Impacted by COVID-19**  
 Measures favourably/unfavourably impacted by COVID-19

#### YEAR-ON-YEAR CHANGE

- ▲  
 Improvement in performance, and result increased from prior year
- ▼  
 Improvement in performance, and result decreased from prior year
- ▲  
 Deterioration in performance, and result increased from prior year
- ▼  
 Deterioration in performance, and result decreased from prior year
- No change from prior year result

▲ Snow in the Park 2023



Te Whakatakinga ki ngā Rōpū o ngā Ngohe me ngā Kaupapa

## Introduction to Groups of Activities and Themes

In this section we will outline each of the groups of activities that make up the services the council delivers. They have been categorised into seven themes and linked to Auckland’s Four Wellbeings.

The groups of activities includes a high-level overview of value we create towards our Auckland Plan outcomes, key project updates, and results extracted from the Statement of Service Performance (SSP) reporting. More details can be found on pages 60 to 161.

T H E M E

T H E M E

**Water, wastewater and stormwater**

**Parks and community**

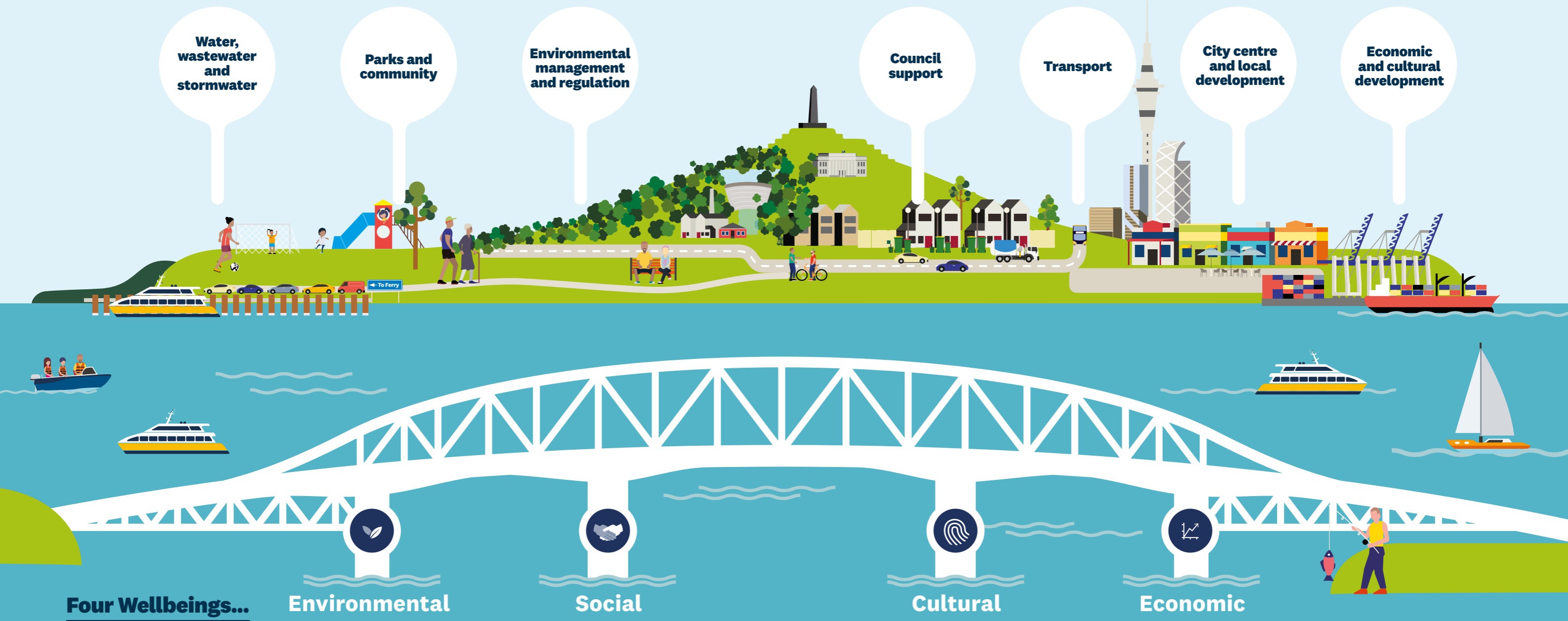
**Environmental management and regulation**

**Council support**

**Transport**

**City centre and local development**

**Economic and cultural development**



**Four Wellbeings...**

**Environmental**

**Social**

**Cultural**

**Economic**

T H E M E



**Water, wastewater and stormwater**



**Parks and community**



**Environmental management and regulation**

G R O U P S O F A C T I V I T I E S

**Water supply  
Wastewater  
Stormwater**

**Regionally delivered council services  
Local council services**

**Regionally delivered council services  
Local council services**

W H A T W E D O

Our water functions include supplying safe drinking water, treating wastewater to a high standard so that it can be safely discharged into the environment. We also manage stormwater to minimise flooding and protect waterways and provide infrastructure that keeps pace with the growth of Auckland.

We support strong and diverse Auckland communities by providing a wide range of arts, sports, recreation, library, and community services.

We nurture, look after and monitor Auckland’s natural environment, and protect it from a variety of natural and human threats. We collect and dispose of Auckland’s rubbish and recycling. We keep Aucklanders and whānau safe through our consenting, licensing, and compliance functions.

D E L I V E R E D B Y



T H E M E



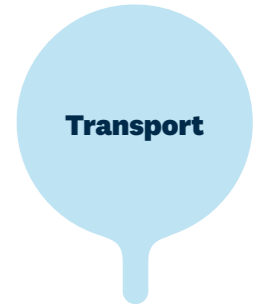
**Council support**



**City centre and local development**



**Economic and cultural development**



**Transport**

G R O U P S O F A C T I V I T I E S

**Regionally delivered council services**

**Regionally delivered council services  
Council controlled services**

**Council controlled services**

**Roads and footpaths  
Public transport**

W H A T W E D O

We support Auckland Council to deliver services and elected representatives to make decisions. We provide emergency management for the region and grants for large regional amenities. The council support includes the operations of the Port of Auckland.

We help deliver a vibrant city centre and local town centres. We do this to support businesses and a thriving economy, strong and inclusive communities, and showcase the culture and identity of Auckland.

Arts, natural environment, sport and live performance events enrich the lives of Aucklanders and visitors. We promote Auckland as a place to work, invest, study and visit. We support the creation of quality jobs for all Aucklanders.

We help Aucklanders move around the city with well-planned transport networks, good quality local roads and convenient, frequent public transport that more people use. We deliver a comprehensive programme of safety improvements to reduce harm across the transport network.

D E L I V E R E D B Y



Comprises  
Tātaki Auckland Unlimited Limited  
Tātaki Auckland Unlimited Trust





## Ngā Huarahi me ngā Ara Hīkoi Roads and footpaths

Auckland Transport (AT) is a council-controlled organisation that provides transport services for Auckland residents and visitors. It is responsible for most of Auckland’s transport infrastructure and services.



AT operates, maintains and upgrades Auckland’s roads, streets, sidewalks and pathways. It encourages people to walk or cycle, freeing up road space for road-reliant freight. Improving traffic mobility and reducing congestion throughout the city including travel times, improves wellbeing and helps build a stronger economy.

In January and February 2023, the weather events caused considerable damage to roads, footpaths and cycleways, with over 1,300 slips reported across Tāmaki Makaurau/Auckland. Maintenance crews and contractors were deployed across the region to respond to road closures and road maintenance requests. AT customers were advised of the road disruptions, deviations and closures. AT asked the public to report any issues relating to cycleways and footpaths through the online form on the AT website. It also encouraged keeping the drains clear of litter, debris, leaves and rubbish to minimise the risk of flooding.



The wet weather created extensive pothole issues on both the sealed and unsealed network. During the year AT fixed existing roads (road renewals) and completed **318.1 kilometres of road resurfacing**. This was below target, due to increased construction costs, a renewal backlog, and increased renewal requirements relating to climate resilience, seismic retrofits and slip remediation. AT also replaced 28 kilometres of kerbs and channels.

**Construction of Te Honohono ki Tai Road** forming part of the Matakana Link Road Project was completed in April 2023. The road opened to the public in June 2023, in conjunction with Ara Tūhono – Pūhoi to Warkworth, the extension of SH1 north of Pūhoi. Te Honohono ki Tai Road is 1.35 kilometres long, connecting Matakana Road and SH1 just north of Warkworth in North Rodney. The road features a bridge, walking and cycling facilities, three wetlands and landscaping. It also provides access and utility connections to new housing developments on both sides of the new road.

**AT designs, builds and maintains footpaths and cycleways** to encourage people to use alternative transport options to move around the city. In 2022/2023, nearly 8 kilometres of safe cycling facilities were added or upgraded on the cycle and micro-mobility network. This included 5.5 kilometres of cycleway improvements delivered by the Minor Cycling Programme, which incorporates six projects located throughout the region at Clark Street, Ian McKinnon Drive, Manukau Station Road, Lambie Drive, Noel Burnside Drive and a section of Cavendish Drive. AT also installed 1.95 kilometres of new footpaths.

AT also works to **improve people’s overall experience** when moving around, and delivering goods and services on Auckland’s transport network. AT has been **using technology to optimise traffic flow**. Since May 2023, AT has been trialling enhanced vehicle-detection technology to optimise the operation of traffic signals and increase cyclist and pedestrian safety at Sylvia Park in Mount Wellington; cycle-detection technology at the

Nelson Street/Wellesley Street and Victoria Street/Halsey Street intersection in Auckland Central; and pedestrian-detection technology at Symonds Street, outside Auckland University. **Pedestrian-detection sensors** were installed on the Northcote Road/Onewa Domain, Symonds Street, and Halsey Street/Fanshawe Street staged crossings to improve traffic flow.

One of AT’s top priorities is **making Auckland’s transport system safe by eliminating harm** to people as they walk, cycle, drive, or catch a bus, train or ferry. In 2019, AT adopted the Vision Zero Safe System for Tāmaki Makaurau with the goal of no deaths or serious injuries occurring on our roads by 2050.



In 2022/2023, AT delivered safety improvements to seven high risk intersections and road locations including the Swanson Road corridor, Atkinson Avenue corridor, Makora Road/Triangle Road intersection, Hill Road/Claude Road intersection and Kowhai Road/Beach Road intersection. Work is underway to investigate other high-risk locations around Auckland.

AT delivered 45 new and improved crossing facilities as part of its **Pedestrian Programme**, and a further 10 improvement projects are under construction.

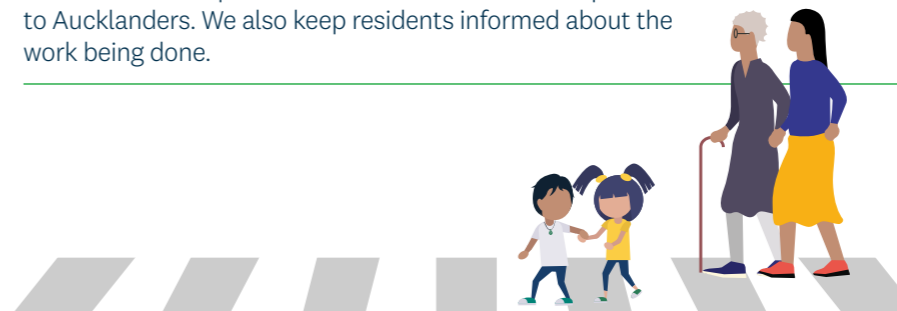
**Te Ara Haepapa: Māori Road Safety Education Programme** delivered 2,228 initiatives across Tāmaki Makaurau engaging with 20,800 people at marae, kura kaupapa Māori and hāpori Māori (Māori communities). Initiatives included speed engagements, child restraint events, Te Ara Haerenga promotions, pahikara and whānau hīkoi events, and kaihautu rihana akonga (learner licence) and rāihana whītiki / tūturu (restricted and full licence) papamahi and marae wānanga.

Eleven schools have built new cycling tracks as part of the national **Bikes in Schools Programme**, meaning 80 Auckland schools are now part of the programme. **Cycle skills training** was delivered to 11,000 children through the schools-based Bike Ready Programme and over 5,000 adults took part in cycle skills training.

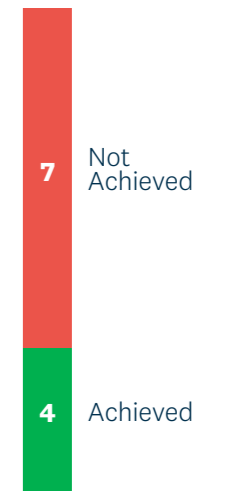
### Things we are keeping an eye on

Safety is a top priority for AT and we are continuing to work on reducing injuries on the city’s roads. To this end, we are improving road designs to make roads and footpaths safer for all users and reducing speed limits on rural roads and most inner-city roads to reduce the impact of accidents. The changing climate might accelerate wear and tear of our roading infrastructure. More frequent and extreme weather events mean more regular maintenance to minimise blockages.

Looking after our environment and minimising the impacts of climate change are also priorities. Building and maintaining roads and footpaths can cause carbon emissions and run-off sediments, so AT monitors work sites using purpose-designed traffic management systems to minimise the environmental impact of this work and reduce disruption to Aucklanders. We also keep residents informed about the work being done.

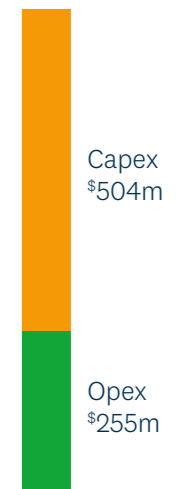


### How well did we perform against our performance indicators?



Total 11

### Our investment Total investment \$759m



For more detail on the financials, refer to Annual Report 2022/2023 Volume 3.

### Related Auckland Plan Outcomes



### “Kia Tere te Kārohirohi i Mua i tō Huarahi”

May the shimmer of the sun guide you on your path



### Vision Zero

The Safe Speed Programme is designed to achieve our Vision Zero goal. As part of the programme, AT has changed speed limits on more than 1,600 local roads on Waiheke Island, within town centres (Takapuna, Devonport, Glen Innes, Manurewa), outside rural marae and around 75 schools. AT has also set safer speed limits on 3,000 local roads, representing almost 40 per cent of the total Auckland Road network. The first phase of speed limit changes showed a 30 per cent reduction in deaths and a 20 per cent reduction in serious injuries in the 24 months after safer speeds were introduced in June 2020. Roads where speed limits remained unchanged experienced a 9 per cent increase in road deaths in the same period.

Phases two and three of the Safe Speeds programme were implemented across 2021/2022 and 2022/2023 and covered a further 2,457 roads or 27.1 per cent of the Auckland transport network.



▲ Pedestrian-detection sensors were installed on the Northcote Road/Onewa Domain, Symonds Street, and Halsey Street/Fanshawe Street staged crossings to improve traffic flow.

### Steps towards a safer environment

AT works with schools, mana whenua, mātāwaka and community groups to change road safety behaviour and promote active modes of transport. Over the past year, AT has delivered **729 road safety initiatives**, including community-based interventions, checkpoints with NZ Police and regional campaigns. AT also delivered 749 Travelwise activities, including 49 cycling workshops, 51 scooter training sessions and 30 rural school engagements.



► Queen Street upgrades, 2022



### What we achieved

● Achieved ● Substantially achieved ● Not achieved \*Impacted by COVID-19

	Result against target	Year-on-year change	2023 Target	2023 Result	2022	2021	How did we perform
<b>We provide safe, high quality and efficient local roads, footpaths and cycle ways for pedestrians, cyclists, public transport users and drivers</b>							
The change from the previous financial year in the number of deaths and serious injuries on the local road network, expressed as a number <sup>1,2</sup>	●	▲	Reduce by at least 42 (473)	January to December 2022: 554 DSI (Increased by 39 compared to previous year)	515	454*	The last quarter of 2022 reported the worst DSI for the reporting period. Drivers and motorcyclists continue to represent the largest road user groups in these DSIs (35% and 20% respectively). A sharply growing trend in motorcyclist fatalities has been observed over the last six months (January-June 2023). An evaluation of AT's ongoing Safe Speeds Programme implemented on about 11% of local roads shows a reduction in DSIs of about 40% in deaths and 12% in injuries. This analysis covers the 24-month period following implementation of the Phase 1 speed limit changes on 30 June 2020.
The change from the previous financial year in the number of fatalities and serious injury crashes on the local road network, expressed as a number.		▲		January to December 2022: 510 DSI crashes	462	414*	This is a Department of Internal Affairs mandatory performance measure. There is no target associated with this measure. AT measures the efficacy of our road safety improvements through other metrics, based on number of affected people rather than the total number of crashes.
Average AM peak period lane productivity across 32 monitored arterial routes <sup>3,4</sup>	●	▼	33,000	27,882	30,931	31,495*	The productivity of lanes on Auckland's main arterials has been most significantly affected by lower bus patronage over the year (potentially affected by bus disruptions), but also lower travel speeds due to an increase in traffic volumes.
Proportion of the level 1A and 1B freight network operating at Level of Service C or better during the inter-peak <sup>5</sup>	●	▼	90%	87%	90%	92%*	Over the last financial year, 87% of the freight network operated with minimum congestion (Levels of Service A-C) during the inter-peak period. The primary reason the target was not attained was due to higher congestion levels compared to the previous year in the inter-peak. AT is looking to better align the monitored network with AT's Network Plan for freight, and several projects are in the pipeline that will better optimise freight movements. The Auckland Transport Operation Centre have an ongoing programme to review all traffic signals to ensure that are operating at optimum levels.
Percentage of key signalised intersections in urban centres where pedestrian delays are reduced during the inter-peak period <sup>6</sup>	●	▼	60%	49%	62%	New Measure	Increased travel demands on the roading network post-Covid resulted in increased traffic signal cycle times. This increased the average pedestrian delays marginally beyond 40s at various intersections across the network during the interpeak. With increased focus through the Routine Traffic Signal Optimisation programme in the coming year, closer alignment to the target is expected.
Number of cycle movements past 26 selected count sites <sup>7</sup>	●	▲	3.854M	3.043M	2.981M*	3.484M*	Recorded counts at the 26 sites are lower than pre-COVID levels. This is due in part to the lower number of overall trips into the city centre post-COVID, which is a key driver of reported counts. Delays in the delivery of cycle projects in recent years, and the need for more investment in safe and connected facilities and customer growth initiatives is required to support greater increases in cycle movements.
Road maintenance standards (ride quality) as measured by smooth travel exposure (STE) for all sealed rural roads <sup>8</sup>	●	—	88%	92%	92%	90%	
Road maintenance standards (ride quality) as measured by smooth travel exposure (STE) for all sealed urban roads <sup>8</sup>	●	—	78%	84%	84%	86%	
The average quality of ride on a sealed local road network, measured by smooth travel exposure		—		85%	85%	86%	Auckland Council's primary measures for road smoothness are above, with separate targets for urban and rural road smoothness. This measure is a Department of Internal Affairs mandatory performance measure. There is no target associated with this measure.
Percentage of the sealed local road network that is resurfaced	●	▼	7.0%	4.6%	5.1%*	4.9%	Delivery this financial year has been adversely impacted by record levels of rainfall in Auckland, particularly the chip sealing programme as well as the need to respond to serious weather events.
Percentage of footpaths in acceptable condition <sup>9</sup>	●	▲	95%	98%	96.2%	97.4%	
Proportion of road assets in acceptable condition <sup>9</sup>	●	▲	92%	95%	94.6%	94.3%	
Percentage of customer service requests relating to roads and footpaths which receive a response within specific timeframes <sup>10</sup>	●	▼	85.0%	78%	89.0%	92.0%	Multiple extreme weather events over the financial year significantly increased customer requests at times, which undermined response timeframes.

1. Targets relate to the preceding calendar year. The reduction targets are aligned to achieving the Vision Zero for Tāmaki Makaurau target of a 60% reduction on 2017 numbers by 2027.  
 2. DSI numbers may differ for the same time period due to dependency on Waka Kotahi's Crash Analysis System which is updated continuously.  
 3. Road productivity is a measure of the efficiency of the road in moving people during the peak hour. It is measured as the product of number of motorised vehicles (cars, buses, and trucks), their average journey speed and average vehicular occupancy per lane in one hour. It is measured across 32 arterial routes. These routes comprise all Primary Arterials of the Road Network, as defined in the One Network Road Classification (ONRC). The monitored arterial routes are defined in the Auckland Transport 2019 Statement of Intent Route Productivity map. These targets assume bus patronage will return to pre-COVID-19 levels.  
 4. Road productivity is a measure of the efficiency of the road in moving people during the AM peak hour and is measured in people-km/hour/lane  
 5. The monitored freight network is the Future Connect Strategic Freight Network. The monitored freight network is defined in the Auckland Transport 2019 Statement of Intent Freight Network map. Level of Service measured by median speed as a % of the posted speed limit. LoS C or better = >50%.

6. The benchmark for pedestrian delay is no more than 40 seconds wait time in the City Centre, Metropolitan areas and Town Centres, as defined by Auckland Council.  
 7. Auckland Transport uses the following sites to monitor cycle movements: Beach Road, Curran Street, East Coast Road, Grafton Bridge, Grafton Gully, Grafton Road, Great South Road, Highbrook shared path, Hopetoun Street, Karangahape Road, Lagoon Drive, Lake Road, Lightpath, Māngere Bridge, Northwestern cycleway – Kingsland, Northwestern cycleway – Te Atatū, Orewa shared path, Quay Street (Spark Arena), SH20 shared path (near Dominion Road), Symonds Street, Tāmaki Drive (both sides of the road), Te Wero Bridge (Wynyard Quarter), Twin Streams shared path, Upper Harbour Drive, Upper Queen Street, Victoria Street West. Note: some trips may be counted more than once across the cycle network. Micromobility devices are not captured at our count sites.  
 8. Smooth Travel Exposure (STE) is a customer outcome measure indicating 'ride quality'. It is an indication of the percentage of vehicle kilometres travelled on a road network with roughness below a defined upper threshold level. The threshold varies depending on the traffic volume band and urban/rural environment of the road  
 9. As defined in the Auckland Transport's Asset Management plans.  
 10. Specified time frames are defined in Auckland Transport's customer service standards; one hour for emergencies, two days for incident investigation as a high priority, and three days for an incident investigation as a normal priority.



Ngā Tikanga Kawe  
Pāhihi/Ngā Tikanga  
Aro Hāereere

## Public transport and travel demand management

Auckland Transport (AT) manages, maintains and develops the Auckland public transport network, comprising the rail network, bus system and ferries. AT encourages more people to use public transport, to make travelling around Auckland more efficient, convenient and sustainable. The goal is to move people quickly and predictably around the city, switching easily from one mode of transport to another.

During the weather events the road network sustained major road infrastructure damage and flooding. Multiple traffic light intersections lost power and public transport services were disrupted. The lower floors of the Civic Carpark in the CBD were flooded along with Britomart and Newmarket train stations, multiple rail underpasses and four bus depots. Twenty buses were stranded and several ferries collided with floating debris in the Waitematā Harbour.



More than 1,300 slips were reported including 20 on major rail lines; a major slip took out the road and the main railway line between Auckland and Whangarei. Major landslides occurred on Great North Road (Waterview), Karekare Road and Scenic Drive (Waitakere), Glenvar Road (East Coast Bays), East Street (Pukekohe), Ahuroa Road (Pūhoi), Tahekeroa Road (Rodney) and Cape Barrier Road (Aotea /Great Barrier). The Mill Flat Road bridge was totally destroyed and the Sherwood Drive bridge abutments were washed out.

AT ensured customers and stakeholders were kept informed of service disruptions, road deviations and closures through a dedicated real-time web page, social media posts, media releases, marketing and updates for elected members. Its teams, partners and suppliers worked to restore the transport network and help Aucklanders recover from the weather events. AT is now working on recovery and has carried out detailed site assessments across the network to identify flooding and landslide risks and prioritise works to address them.

AT also works to **improve people’s overall experience** when moving around and delivering goods and services on Auckland’s transport network.



The AT Mobile app and website have been updated with an enhanced journey planner, improved wayfinding and greater use of te reo Māori. Average monthly AT Mobile users grew by 51 per cent to 289,000. In March 2023, there were 347,000 active users (surpassing the pre-COVID-19 peak), 4.7 million journeys were planned, and four million stops were viewed.

AT also introduced an automated **smart phone application live bus departure service** and installed **real-time screens at 100 high-patronage bus stops** serving an extra 8,500 customers each day.

AT made **technology improvements**, reaching agreement with Google to improve AT’s bus location real-time travel information. The **Community Connect Concession was introduced** and will provide a 50 per cent discount (funded by the Government) on most buses, trains and ferries in Auckland for Community

Service Card holders going forward. **The Plus One Concession** enabled Total Mobility Card holders to take a support person at no charge when travelling on AT buses. The Government’s **‘half-price fares’ scheme** discount which was originally meant to end in August 2022 was extended to the end of June 2023. The discount was introduced in July 2022, to encourage people to use public transport after COVID-19 and was extended in response to the increasing cost-of-living.

**AT continued to invest in the network** and make it easier for people to move around the city. The next phase of the **Eastern Busway Project** commenced in September 2022 and is scheduled to open by October 2027. The busway will carry more than 30,000 people a day between the rapidly growing south-eastern suburbs and the rail network in Panmure and includes dedicated cycling facilities.

**The Northwestern Bus Improvements Project** is a joint project by AT and Waka Kotahi NZ Transport Agency to deliver a range of short-term bus improvements over the next five years. The improvements will provide more reliable bus journeys, improve connections locally and into the city centre, and support growth. The new northwest bus network is expected to go live at the end of 2023. Work continued on the Lincoln Road motorway interchange and the section of SH16 between St Lukes Road and Newton Road.

**AT supported City Rail Link Limited (CRL)** in making significant progress this year with Te Waihorotiu (Aotea) Station and most of the major civil engineering works completed. The fitout of tunnels and three new stations began, systems testing has started, and a new budget and timeline have been agreed with project sponsors.

**KiwiRail’s Rail Network Rebuild** continues, with the Auckland rail network being upgraded one stage at a time over the next three years. Six train stations from Remuera to Onehunga were closed during stage 1 of the rebuild (between 16 January to 19 March 2023). Stage 2 is underway and five stations on the Eastern Line between Britomart and Ōtāhuhu will be closed until January 2024, with rail replacement buses operating. The work will improve customer rides, reduce temporary speed restrictions and provide more resilient track infrastructure before the City Rail Link is opened.



▲ Artist impression of the completed Eastern Busway on Tī Rākau Drive and showing Edgewater Station

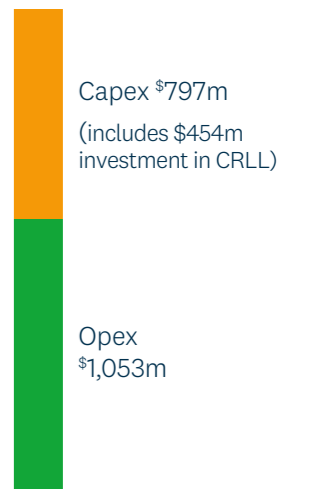
### How well did we perform against our performance indicators?



#### Total 5

\*For more information please refer to the measure ‘The percentage of public transport trips that are punctual’ on pages 70-71

### Our investment Total investment \$1.85b



For more detail on the financials, refer to Annual Report 2022/2023 Volume 3.

### Related Auckland Plan Outcomes



“Kia kotahi te hāpai o te hoe i te waka”

Let’s travel with one mind and heart



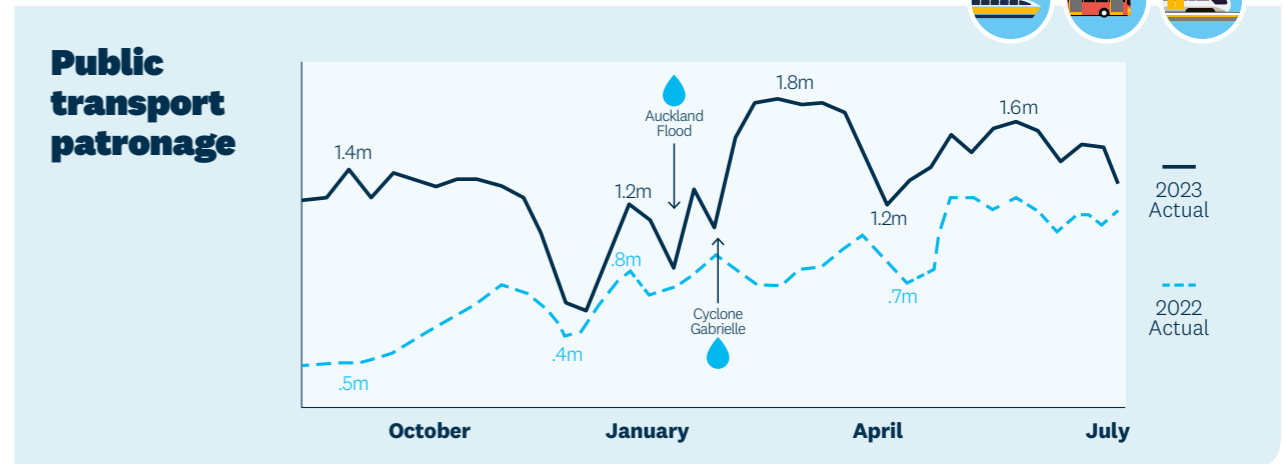


AT has also continued to improve the sustainability and resilience of the transport system. Improvements to the bus network added 53 new electric buses for the Eastern Bays including eight new **electric buses** on the Tāmaki Link services, and by the end of June 2023 AT's fleet had 89 electric and one hydrogen powered bus.

AT announced a new **public-private partnership** with Fullers360. The partnership will secure long-term

investment in Auckland's ferry network, operate ferry services across several routes and build up to five new electric-hybrid ferries. Contracts for building and supplying the first two ferries have been entered into with Q-West boatbuilding yard and Hamilton Jet.

The **electrification of Auckland's rail network** also continued this year, with major upgrades on the Papakura to Pukekohe railway line from August 2022.



### What we achieved

● Achieved ● Substantially achieved ● Not achieved \*Impacted by COVID-19

	Result against target	Year-on-year change	2023 Target	2023 Result	2022	2021	How did we perform
<b>We specify, contract for and promote public transport services and provide safe, high quality public transport infrastructure</b>							
Total public transport boardings (millions)	●	▲	92M	71M	41M*	64M*	This financial year has seen significant and consistent growth in overall public transport boardings post COVID lockdowns. Kiwirail's Rail Network Rebuild (RNR) programme closed portions of the Southern and Eastern lines for a number of months during the year affecting rail boardings in particular. Closed borders led to a shortage of bus drivers and ferry crew that caused high numbers of suspended and cancelled services across the bus and ferry networks. Severe weather events such as, Auckland Anniversary Weekend floods and Cyclone Gabrielle caused significant disruption for all public transport services. Over the past year AT have returned bus services to normal reliability, helped train passengers to complete their journeys through Kiwirail's RNR track closures, and improved communications for disruptions to help customers plan alternatives.
The percentage of public transport trips that are punctual <sup>1</sup>	●	▼	96%	96.2% Achieved-based on historical calculation methodology Not achieved - When cancelled trips are taken into account	97.8%	97%	During 2022/23 19% of the total 4.3 million scheduled PT services (includes contracted commuter and school services) were cancelled due to bus driver, train manager and ferry crew shortages, rail disruption and severe weather events. We are now progressively reinstating services and are working with operators to ensure more bus drivers and ferry crews are hired and trained. Rail disruption will continue into subsequent financial years due to the ongoing Rail Network Rebuild. Cancelled services breakdown: 19.6% bus (9% actual cancellations and 10.6% assumed cancelled based on buses not sighted in the system due to equipment failure or driver logging route incorrectly), 8.7% train (actual cancellations) and 7.5% ferry (self-reported by operator). The PT punctuality performance measure and target has been consistently measured based on services leaving their first stop (excluding cancelled services) from the introduction of this measure in 2014/15. AT has introduced a complementary measure for PT reliability (cancellations and services otherwise not starting their route within reasonable timeframes) for future SOI that will capture cancelled services going forward.
The percentage of passengers satisfied with public transport services	●	—	85-87%	91%	91%	92%*	Over the last year the vast majority of PT passengers were satisfied with their PT service (91%). Satisfaction is measured quarterly through face-to-face interviews on board services that are running and reported as a 12-month rolling average. The result indicates the percentage of travellers rating their current journey with a score above six out of 10. The satisfaction of customers impacted by cancellations was not reflected in this result. <sup>2</sup>
The percentage of the total public transport cost recovered through fares <sup>3</sup>	●	▼	32-36%	22%	23% <sup>4</sup>	35% <sup>4</sup>	The farebox ratio of 22%, does not consider the half-price fares incentive provided by government. Revenue from net and commercial contract has been estimated based on number of commercial ferry patronage and average ferry fare prices, as AT does not receive the revenue directly.
Percentage reduction of greenhouse gas emissions from Auckland Transport's assets (baseline 2018/19) <sup>5,6</sup>	●	▲	9%	54%	38% <sup>7</sup>	New measure	By June 2023 AT reduced greenhouse gas emissions associated with corporate activities and assets by 54% against a baseline to 6,838t CO <sub>2</sub> e in FY22/23. This significant reduction in emissions is mostly associated with electricity. This includes energy-efficiency activities in streetlight, traffic lights and facilities. Also, the grid electricity has become less carbon intense (33% reduction in emissions factor of electricity in 2022/2023 compared to 2018/2019). Note: the result from 2021/22 has been restated as 38% based on latest Ministry for Environment guidance.

1. Cancelled services are excluded from this measure as they do not leave their first stop. AT is proposing to measure the impact of cancelled services in following financial years.  
 2. Survey does not cover cancelled or delayed services.  
 3. Farebox recovery measures the contribution passenger fares make to the operating cost of providing public transport services. The measure calculates farebox recovery in accordance with NZ Transport Agency guidelines.

4. The 2020/21 and 2021/22 result for public transport farebox recovery has been restated as 35% and 23% to better align with the Waka Kotahi NZ Transport Agency calculation guidelines. The previous results of 29.5% and 15.9% reported in annual report 2020/21 and 2021/2022 were based on a different interpretation of Waka Kotahi's calculation guidelines, which exaggerated public transport services operating costs. The revised calculation also includes a change in assumptions, which better reflects the actual operating costs of providing public transport services.  
 5. The target is a 50 per cent reduction of greenhouse gas emissions from Auckland Transport's corporate activities and assets (from baseline 2018-19) by 2030. This includes emissions from activities such as electricity used in office spaces, staff travel for work, and the Auckland Transport's corporate fleet. Assets also include public transport facilities and trains.



Commentary continued from previous page.

6. **Included emissions.** Corporate activities include electricity, natural gas, refrigerants used in office space, staff travel, fuel used in AT's corporate fleet, work from home\*, water\*, wastewater\*, harbourmaster boat\* and waste from office space. Assets include electricity and energy used in public transport facilities and electric trains, diesel for trains, on-demand\* and hydrogen buses\*, streetlights and traffic lights, and landfill waste from these assets. \*Indicates new operational emissions sources measured and included in 2022/23. Previously, the information about these emissions sources was not available either due to non-existence of these emissions sources (hydrogen bus, work from home, on demand bus) or unavailability of reliable information (water, wastewater, harbourmaster boat) in prior years. The impact of adding these new sources has been assessed not material to the comparability of the result. **Excluded emissions.** This measure does not include emissions related to:
- AT's infrastructure maintenance and construction activities, however, AT measures these as part of AT's organisation wide inventory and monitor their performance separately as part of AT's embodied emissions target.
  - Emissions from ferries and bus services delivered by third-party operators, however, AT continues to measure these internally as AT is committed to reducing emissions across all its activities.
  - Upstream emissions associated with fuel and electricity that AT uses to provide operational or public transport services.
  - Operational or upstream emissions related to private and commercial vehicle use on Auckland's roading network, a significant contributor to Auckland's total emissions. AT reports on estimated transport related emissions from fuel usage in a separate measure and continue to progress strategies to reduce car dependency in the region.
  - Emissions associated with employees commuting to the office, which is work in progress. There may be several other sources of emissions excluded from the measure, either because these are not considered material at this time or because AT has yet to understand the size of the emissions and establish a robust system to measure them. There is a level of uncertainty in reporting greenhouse gas emissions, which is due to inherent scientific uncertainty in measuring greenhouse emission factors as well as estimation uncertainty in the measurement of activity quantity data.
7. The result from 2021/2022 has been restated from 23% (as reported in 2021/22) to 38%, based on the latest emissions factors published by the Ministry for the Environment in July 2023.

### Things we are keeping an eye on



AT works hard to minimise any environmental impacts and travel disruptions from work on public transport. Public transport works can create emissions and run-off sediments, and disrupt commuter travel. We seek to minimise environmental impacts by building a sustainable transport network that reduces carbon emissions and by ensuring adequate sediment controls are in place. We provide safe, reliable and frequent public transport to reduce the need for light vehicle trips that account for one third of Auckland's total emissions\*. We mitigate disruptions through public information campaigns, schedule changes, traffic management systems and alternative public transport services. These measures also keep work areas safe.

### From the land to the sea



The Te Honohono ki Tai - Matakana link road project facilitated the construction of a new 1.35 kilometre greenfields road in Warkworth providing an east-west connection between SH1 (to the east) and Matakana Road (to the west). The project aimed to facilitate projected growth and provide additional transport resilience in the Warkworth area by providing an alternative route to the congested Hill Street intersection.



\* Per Auckland's Greenhouse Gas emissions statistics - Transport Breakdown for 2016.

► Matakana Link Road

## Ngā Putunga Wai Water supply

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

Watercare collects, treats and distributes water from 28 water sources, including the Waikato River, underground aquifers and 12 dams. It operates 18 water treatment plants, 95 service reservoirs, 88 pump stations and over 9,680km of water pipes. Almost 60 per cent of Auckland’s drinking water comes from dams in the Hūnua and Waitākere Ranges.

During and after the 2022/2023 weather events, Watercare worked to ensure all Aucklanders had access to water, and to protect the health of our customers and the environment by responding to wastewater network issues. The Muriwai Water Treatment Plant was red-stickered following a major landslide, while a landslide on Scenic Drive in West Auckland washed away a watermain that served 3,000 homes. Temporary measures were put in place while the water network was reconfigured, and 1,702 red- or yellow-stickered properties across Auckland had their accounts credited to help with clean-up efforts. Monthly fixed charges were suspended temporarily for those.

Watercare has set up a dedicated team to deliver a long-term recovery response, from assessing damage to carrying out repairs. Initial estimates indicate it will take up to two years to fix over 150 issues. In some instances, a like-with-like replacement will not be feasible and new infrastructure that can withstand more severe weather events will be required.



Watercare continues to **upgrade and expand Auckland’s water supply and treatment capacity**. The new 45-million-litre water storage reservoir at the **Redoubt Road reservoir complex** reached a critical milestone, with work underway to construct its concrete roof. The complex can already store up to 120 million litres of water, and over 80 per cent of Auckland’s treated drinking water passes through it each day. Water treated at Watercare’s Ardmore and Waikato water treatment plants is held here before entering the water network, and current work will increase the network’s resilience and cater for growth.

The **Waitākere Water Treatment Plant** is being upgraded, enabling production to increase from 16 million litres to 24 million litres a day. Progress has been made on the **Huia Water Treatment Plant Replacement Project**. The plant is nearing the end of its operational life and when completed will supply an additional 30 million litres of water a day for Auckland.

The **Hūnua 4 Watermain**, which connects Redoubt Road Reservoir in Manukau to Khyber Pass Reservoir in Newmarket, came into service in October 2022. The watermain delivers 3,000 litres of water per second, providing security for a growing Auckland.

Similarly, the **North Harbour No. 2 Watermain** will service growth in north Auckland. It also provides an alternative route for conveying water from the west to the north, providing security and resilience. Alternative route alignments are being considered for the watermain to minimise disruption to and align with transport projects, such as future motorway crossings.

\* All asset figures are as of 30 June 2023 when some of watercare water sources and treatment plants were out of service.

The **Nihotupu No. 1 and Huia No. 1 Watermain Replacement Project** involves replacing two critical watermains that are nearing the end of their design lives. Work has been completed in Titirangi on Atkinson Road and continues along Daffodil Street, Golf Road, and the Mount Eden end of Scout Avenue. The project’s expected completion date is September 2024.

Upgrades to **Waikōwhai Water Pump Station and Watermain** are progressing and once complete, will cater for 4,000 additional houses and 170 infill dwellings within Waikōwhai and Mount Roskill.

**New drinking water standards from Taumata Arowai** came into force on 14 November 2022 and Watercare has reported against these standards from 1 January 2023. For more detail refer to pages 78 to 79. Watercare updated planning, reporting and monitoring systems to ensure compliance. The standards set maximum acceptable values for a range of contaminants that affect the safety and quality of drinking water and are based on guidelines by the World Health Organization.



The **Meter Replacement Programme** saw Watercare roll out smart loggers, monitoring devices fitted on water meters for commercial premises in Auckland. The loggers will enable Watercare to better manage water usage, save on manual reads and improve billing accuracy for commercial premises. So far, 3,300 water meters have been logged and connected to the Spark narrow band internet-of-things (NB-IoT) network, with a further 2,500 meters yet to be logged.

Using acoustic leak detection technology, Watercare continues to sweep the Auckland water network to identify and fix leaks. There are more than 440,000 connections to the network and millions of joints, making leaks inevitable. However, as water leakage causes the loss of a precious taonga, **Watercare works to proactively address them**.

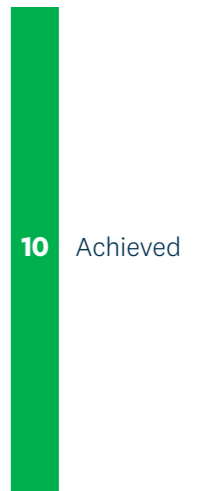
Watercare continued to work with communities and partners to ensure the future of Auckland’s water supply. A **citizens’ assembly** – held in collaboration with Kōi Tū: The Centre for Informed Futures at the University of Auckland and tasked with deciding what Auckland’s next future water source should be – has determined that direct recycled water is the best option for meeting the city’s water needs beyond 2040. The assembly engaged in a series of workshops to explore six different options, and their implications, before presenting its recommendation to Watercare.



### Things we are keeping an eye on

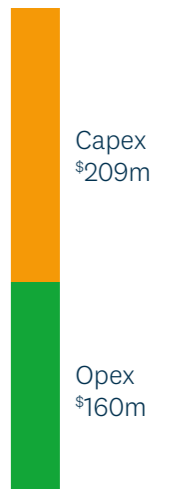
Watercare is committed to minimising any detrimental effects from its water supply activities, and encourage water conservation and efficient water use. Auckland Council manages water resources through resource consent processes to ensure use of aquifers and streams is not over-allocated. Significant catchment areas are required to collect water for the city’s reservoirs, but large infrastructure projects can have negative effects on the environment, and dams can have downstream impacts on flora and fauna ecosystems. Watercare carefully manages the ecosystems downstream of infrastructure by ensuring there is sufficient water flow. We mitigate disruption from construction and maintenance by providing early notice to customers and keeping outages as short as possible. Water is a taonga (treasured possession) and we are guided by Māori to be kaitiaki (guardian) for our water resources.

### How well did we perform against our performance indicators?



Total 10

### Our investment Total investment \$369m



For more detail on the financials, refer to Annual Report 2022/2023 Volume 3.

### Related Auckland Plan Outcomes



### “Mā te Wai rawa e Ora ai te Tangata”

A person must have water to survive



## What we achieved

● Achieved ● Substantially achieved ● Not achieved \*Impacted by COVID-19

	Result against target	Year-on-year change	2023 Target	2023 Result	2022	2021	How did we perform
<b>We provide Aucklanders with a reliable supply of safe water</b>							
Compliance with the New Zealand Drinking Water Standards from its Small Waters 'network' systems measured by the number of non-compliance notices received from the Drinking Water Regulator <sup>1</sup>	●	—	0	0	0	New measure	Water supplies that are required to comply with current standards have complied for 2022/23. Healthy Water's rules are no longer DWSNZ but rather Drinking Water Quality Assurance Rules (DWQAR). NB: Healthy Waters have few sites where the existing treatment is not adequate to ensure consistently compliant water. These sites have permanent signage informing users that the water must be boiled before consumption. Taumata Arowai are aware of these.
Median response time for attendance for urgent call-outs: from the time that the local authority receives notification to the time that service personnel reach the site (minutes) <sup>2</sup>	●	▼	≤60 mins	45 mins	59 mins*	56 mins	Watercare met these targets and three of the four measures have improved compared to the last years' result.
Median response time for resolution of urgent call-outs: from the time that the local authority receives notification to the time that service personnel confirm resolution of the fault or interruption (hours) <sup>2</sup>	●	▲	≤5 hours	3.7 hours	3.1 hours*	2.8 hours	
Median response time for attendance for non-urgent call-outs: from the time that the local authority receives notification to the time that service personnel reach the site (days) <sup>2</sup>	●	▼	≤5 days	1.0 days	1.1 days*	1.0 days	
Median response time for resolution of non-urgent call-outs: from the time that the local authority receives notification to the time that service personnel confirm resolution of the fault or interruption (days) <sup>2</sup>	●	▼	≤6 days	1.7 days	1.9 days*	1.3 days	
The total number of complaints received by the local authority about any of the following: a) drinking water clarity b) drinking water taste c) drinking water odour d) drinking water pressure or flow e) continuity of supply f) the local authority's response to any of these issues expressed per 1000 connections to the local authority's networked reticulation system	●	▼	≤10	7.5	8.8	9.0	
The percentage of real water loss from the local authority's networked reticulation system <sup>3</sup>	●	▲	≤13%	11.6%	11.4%	13.7%	The water losses in this measure are calculated by deducting the volume of water sold and unbilled water usage (or non-revenue water) from the total volume of water produced. Non-revenue water includes leaks (real water losses), water used for firefighting and operational use like flushing. Portions of our non-revenue water are also attributed to meter inaccuracy at our bulk supply points and theft. However, leaks are the biggest contributor to our non-revenue water figures. The performance remains stable compared to last year as a result of our consistent effort in leakage management.
The average consumption of drinking water per day per resident within the territorial authority district (litres) <sup>4,5</sup>	●	▼	258 litres	241.3	243.9 litres	245.6 litres*	

1. The information about the old rules (DWSNZ) can be found at: [https://www.moh.govt.nz/notebook/nbbooks.nsf/0/B9917ABBB22BE387CC2583B2007928FE/\\$file/dwsnz-2005-revised-mar2019.pdf](https://www.moh.govt.nz/notebook/nbbooks.nsf/0/B9917ABBB22BE387CC2583B2007928FE/$file/dwsnz-2005-revised-mar2019.pdf)  
Further details about the new standards (DWQAR) can be found at: <https://www.taumataarowai.govt.nz/for-water-suppliers/new-compliance-rules-and-standards/>  
2. An urgent call-out is one that leads to a complete loss of supply of drinking water. A non-urgent call-out is one where there is still a supply of drinking water.  
3. This measure tracks unexplained water losses as a percentage of total water produced. These losses are calculated by deducting water sales volumes and allowable unbilled water usage from the total volume of water produced. Taumata Arowai introduced new Drinking Water Quality Assurance Rules (DWQAR) from 14 November 2022. The reporting against it started from 1 January 2023.

4. A Department of Internal Affairs (DIA) mandatory measure to provide information on whether the water supply system is being managed to ensure demand does not outstrip capacity. Careful management of the demand for water is an important component of integrated water resources management to ensure that demand does not exceed capacity, that water is allocated efficiently, and that productivity is maximised.  
5. We continue to use Statistics NZ's 2018 medium projections for population which include consumers living in commercial rest homes, hotels and hospitals and other similar dwellings. We have added 1.8% to this figure to account for year-on-year growth based on Auckland Council's medium growth forecast and deducted the percentage of the population that is not connected to our water supply network using our 2021 water connection data.



Continued from previous page.

● Achieved ● Substantially achieved ● Not achieved \*Impacted by COVID-19

	Result against target	Year-on-year change	2023 Target	2023 Result	2022	2021	How did we perform																			
The extent to which the local authority's drinking water supply complies with part 4 of the drinking water standards (bacteria compliance criteria) 1 January 2023 – 30 June 2023 updated to the extent to which the local authority's drinking water supply complies with Drinking Water Quality Assurance Rules	●	—	100%	100% <sup>6</sup>	100%	100%	<p>This SOI measure was set before the introduction of the new rules by Taumata Arowai (effective from 14 November 2022, but reported against from 1 January 2023). Therefore, we are reporting our performance against two different requirements. Compliance against both requirements was independently assessed and verified by Wai Comply.</p> <p>Note: from 1 July 2022 – 31 December 2022 we measured compliance against Parts 4 and 5 of the Drinking Water Standards 2005, (revised 2018) with a target of 100% bacterial and protozoal compliance. We met this target for this period.</p> <p>From 1 January 2023, new Drinking Water Quality Assurance Rules (DWQAR) reporting has started, as introduced by Taumata Arowai. These requirements measure compliance against the following criteria: Bacterial, protozoal, chemicals and cyanotoxin for treatment plants and microbiological, residual disinfection, disinfection by-products and plumbosolvent metal rules for distribution networks. Compliance is monitored and reported through on-line monitoring along with a sampling regime, with minimum samples specified for various zones. We adhered to the minimum sampling requirements and in some zones, we exceeded the sampling requirements. Our compliance performance against each of the criteria is listed below. Where we recorded non-compliant samples, we took prompt action and there was no risk to public health, as confirmed by Wai Comply in their independent assessment.</p> <table border="1"> <thead> <tr> <th>Requirement</th> <th>Met/Not Met</th> </tr> </thead> <tbody> <tr> <td>Bacterial</td> <td>Met</td> </tr> <tr> <td>Protozoal</td> <td>Met</td> </tr> <tr> <td>Chemical</td> <td>Met</td> </tr> <tr> <td>Cyanotoxins</td> <td>Met</td> </tr> <tr> <td>Residual disinfection (Chlorine)</td> <td>Not met</td> <td>We collect approximately 9,000 residual chlorine samples annually. In the 6-month period under the new rules, 7 out of the 40 zones did not reach the 85% target of residual chlorine. However only 20 residual chlorine samples out of the 5,006 collected within the 6 month period did not meet the minimum requirement of residual chlorine of at least 0.1mg/L.</td> </tr> <tr> <td>Microbiological</td> <td>Met</td> </tr> <tr> <td>Disinfection by-products</td> <td>Met</td> </tr> <tr> <td>Plumbosolvent Metals</td> <td>Met</td> </tr> </tbody> </table>	Requirement	Met/Not Met	Bacterial	Met	Protozoal	Met	Chemical	Met	Cyanotoxins	Met	Residual disinfection (Chlorine)	Not met	We collect approximately 9,000 residual chlorine samples annually. In the 6-month period under the new rules, 7 out of the 40 zones did not reach the 85% target of residual chlorine. However only 20 residual chlorine samples out of the 5,006 collected within the 6 month period did not meet the minimum requirement of residual chlorine of at least 0.1mg/L.	Microbiological	Met	Disinfection by-products	Met	Plumbosolvent Metals	Met
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The extent to which the local authority's drinking water supply complies with part 5 of the drinking water standards (protozoal compliance criteria) 1 January 2023 – 30 June 2023 updated to the extent to which the local authority's drinking water supply complies with Drinking Water Quality Assurance Rules	●	—	100%	100% <sup>6</sup>	100%	100%	<p>This SOI measure was set before the introduction of the new rules by Taumata Arowai (effective from 14 November 2022, but reported against from 1 January 2023). Therefore, we are reporting our performance against two different requirements. Compliance against both requirements was independently assessed and verified by Wai Comply.</p> <p>Note: From 1 July 2022 – 31 December 2022 we measured compliance against Parts 4 and 5 of the Drinking Water Standards 2005, (revised 2018) with a target of 100% bacterial and protozoal compliance. We met this target for this period.</p> <p>From 1 January 2023, new Drinking Water Quality Assurance Rules (DWQAR) reporting has started, as introduced by Taumata Arowai. These requirements measure compliance against the following criteria: Bacterial, protozoal, chemicals and cyanotoxin for treatment plants and microbiological, residual disinfection, disinfection by-products and plumbosolvent metal rules for distribution networks. Compliance is monitored and reported through on-line monitoring along with a sampling regime, with minimum samples specified for various zones. We adhered to the minimum sampling requirements and in some zones, we exceeded the sampling requirements. Our compliance performance against each of the criteria is listed below. Where we recorded non-compliant samples, we took prompt action and there was no risk to public health, as confirmed by Wai Comply in their independent assessment.</p> <table border="1"> <thead> <tr> <th>Requirement</th> <th>Met/Not Met</th> </tr> </thead> <tbody> <tr> <td>Bacterial</td> <td>Met</td> </tr> <tr> <td>Protozoal</td> <td>Met</td> </tr> <tr> <td>Chemical</td> <td>Met</td> </tr> <tr> <td>Cyanotoxins</td> <td>Met</td> </tr> <tr> <td>Residual disinfection (Chlorine)</td> <td>Not met</td> <td>We collect approximately 9,000 residual chlorine samples annually. In the 6-month period under the new rules, 7 out of the 40 zones did not reach the 85% target of residual chlorine. However only 20 residual chlorine samples out of the 5,006 collected within the 6 month period did not meet the minimum requirement of residual chlorine of at least 0.1mg/L.</td> </tr> <tr> <td>Microbiological</td> <td>Met</td> </tr> <tr> <td>Disinfection by-products</td> <td>Met</td> </tr> <tr> <td>Plumbosolvent Metals</td> <td>Met</td> </tr> </tbody> </table>	Requirement	Met/Not Met	Bacterial	Met	Protozoal	Met	Chemical	Met	Cyanotoxins	Met	Residual disinfection (Chlorine)	Not met	We collect approximately 9,000 residual chlorine samples annually. In the 6-month period under the new rules, 7 out of the 40 zones did not reach the 85% target of residual chlorine. However only 20 residual chlorine samples out of the 5,006 collected within the 6 month period did not meet the minimum requirement of residual chlorine of at least 0.1mg/L.	Microbiological	Met	Disinfection by-products	Met	Plumbosolvent Metals	Met
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6. From 1 July 2022 – 31 December 2022 we measured compliance against Parts 4 and 5 of the Drinking Water Standards 2005, (revised 2018) with a target of 100% bacterial and protozoal compliance. We met this target for this period.





Ngā Tikanga Tiaki me te Tuku Wai Para

## Wastewater treatment and disposal

Watercare provides safe and reliable wastewater services for Auckland’s households and businesses. Each day, through a network of pipes and pump stations, about 400 million litres of wastewater is delivered to treatment plants for cleaning before it gets released into the environment.

More than 90 per cent of Auckland’s wastewater goes to plants at Māngere and Rosedale, where it is treated to standards that protect public health, the environment, and our coasts, estuaries and harbours. Watercare also services around 40,000 properties that are not connected to the wastewater network, including regional parks and rural public spaces. These properties rely on onsite wastewater systems, such as septic tanks, to treat their wastewater and the systems must be properly maintained to prevent risks to human health and the environment.

The 2022/2023 weather events damaged properties, wastewater pipes, pump stations and treatment plants around the city, preventing wastewater from moving to treatment facilities. Watercare’s immediate priority was to restore drinking water to homes and to protect the health of Aucklanders and the environment by responding to wastewater network issues. Temporary solutions were implemented that included installing overland hoses and pipes where landslides had wiped out sections of the wastewater pipes. Watercare have identified more than 150 issues that need to be addressed and expect it will take more than two years to plan, consent and develop permanent solutions. Some of these solutions will not replace like-with-like but instead Watercare will build infrastructure that can withstand more severe weather events.



During the year, Watercare continued to invest in **building a resilient wastewater network and catering for future growth**. A tunnel boring machine, launched from Māngere Pump Station, passed the 6km mark at Keith Hay Park, along its 14.7km journey to build the **Central Interceptor wastewater tunnel**. The Central Interceptor will increase the capacity of the wastewater network, replace aging infrastructure, and reduce wet-weather overflows in its catchment area. Watercare has applied for a consent to extend the tunnel from Grey Lynn through to Point Erin, so it can collect the combined stormwater and wastewater flows from the inner-city seaside suburbs.

Work on sewer systems and stormwater separation for the **Western Isthmus Water Quality Improvement Programme** has continued. This 10-year project will reduce stormwater entering the wastewater network and overflows into the Waitemātā Harbour. It will also remove the permanent health warning status from Meola Reef and Cox’s Beach and reduce intermittent beach closures. The originally planned separation of the combined stormwater and wastewater network in St Mary’s and Herne Bay will be replaced by the extension of the Central Interceptor to Point Erin achieving the same environmental benefits at a reduced cost.

Pipelaying for stage one of the **Northern Interceptor** was completed and stage two is in the design phase. The Northern Interceptor will redirect wastewater that currently goes to the Māngere Wastewater Treatment Plant to the Rosedale Wastewater Treatment Plant. The Rosedale plant will process additional wastewater and cater for growth in the north-west.

Upgrades to the **Pukekohe Wastewater Treatment Plant** were completed in March 2023. The plant services the Pukekohe, Buckland, Tūākau and Pōkeno catchment areas.

Construction is underway for the transfer pipeline, pump station and wastewater treatment plant to provide **sub-regional wastewater servicing in the North East**, catering for population growth in Warkworth and Snells Beach. **Sub-regional wastewater servicing in the South West** will provide wastewater services for Kingseat, Clarks Beach, Glenbrook Beach and Waiuku – work is underway for the new wastewater treatment plant and associated network is now underway.

Construction has also commenced on the **East Coast Bays wastewater network upgrade**, which will reduce wastewater overflows and cater for growth in Rosedale and surrounding suburbs. The **Kahika wastewater upgrade** is underway and will support population growth in the Bayview and Beach Haven areas. The **Dunkirk Road wastewater upgrade** is under construction, catering for current and future growth in Panmure and surrounding suburbs.

### Things we are keeping an eye on

Work on wastewater pipes can be smelly, involve biohazards and chemicals, and disrupt people’s lives. Watercare manages its work areas carefully to contain hazardous materials and mitigate disruptions, liaising with service providers and informing residents, so they can be prepared. We also reinstate all affected work areas to their original condition.

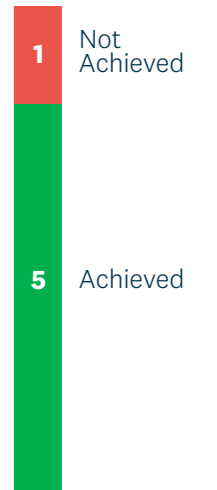
Blockages and overflows in the wastewater system cause problems. Watercare places great importance on educating people about what can safely be flushed down toilets and what can cause issues.

Watercare integrates environmental considerations into everything it does; this is key to our role as a trusted iwi partner and community organisation. We manage the discharge of treated wastewater carefully to minimise adverse effects and overflows into the environment. Harbours, estuaries and freshwater ecosystems must be kept healthy, so Aucklanders can continue to enjoy a safe clean environment. Watercare fulfils its environmental responsibilities by adhering to a regulatory framework. Our assets are subject to many consent conditions and we take care to comply with these.

► Māngere Wastewater Treatment Plant

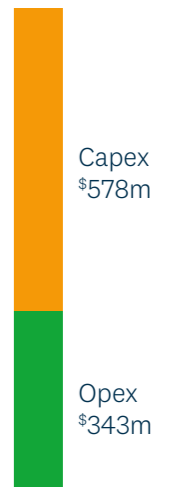


### How well did we perform against our performance indicators?



Total 6

### Our investment Total investment \$921m



For more detail on the financials, refer to Annual Report 2022/2023 Volume 3.

### Related Auckland Plan Outcomes



### “Tiakina te Wai kia Ora ai te Whenua”

Look after the water so the land is healthy



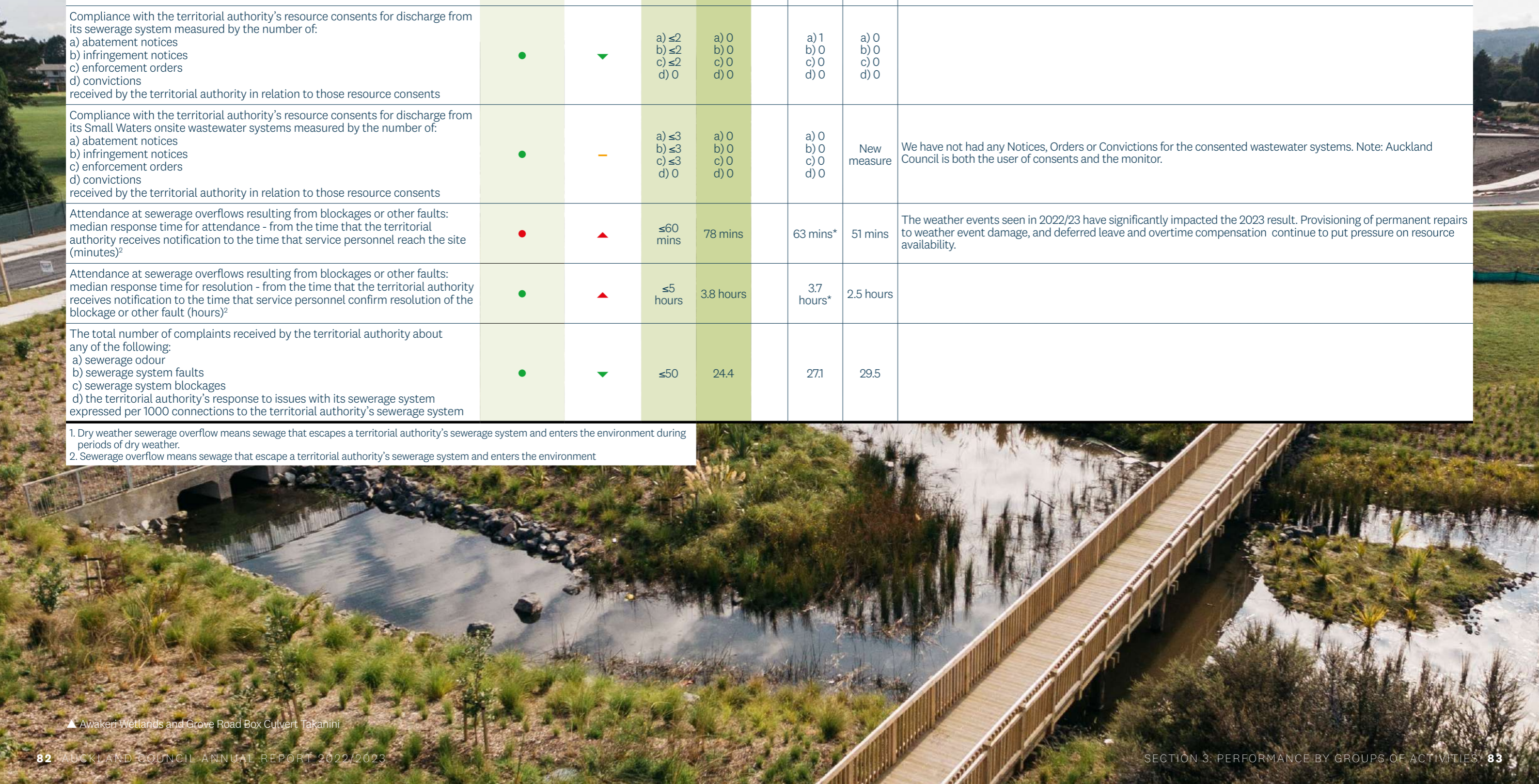


### What we achieved

● Achieved ● Substantially achieved ● Not achieved \*Impacted by COVID-19

	Result against target	Year-on-year change	2023 Target	2023 Result	2022	2021	How did we perform
<b>We collect and treat Auckland's waste water in a safe and sustainable way</b>							
The number of dry weather overflows from the territorial authority's sewerage system, expressed per 1000 sewerage connections to that sewerage system <sup>1</sup>	●	▼	≤5	0.7	1.1	0.86	Dry-weather overflows are generally caused by incorrect disposal of fats, oils and grease; wet-wipes flushed down the wastewater network also led to blockages in the pipes resulting in wastewater overflows. We continued to educate the public on what not to flush down the toilet, through our social media channels, customer newsletters and the media.
Compliance with the territorial authority's resource consents for discharge from its sewerage system measured by the number of: a) abatement notices b) infringement notices c) enforcement orders d) convictions received by the territorial authority in relation to those resource consents	●	▼	a) ≤2 b) ≤2 c) ≤2 d) 0	a) 0 b) 0 c) 0 d) 0	a) 1 b) 0 c) 0 d) 0	a) 0 b) 0 c) 0 d) 0	
Compliance with the territorial authority's resource consents for discharge from its Small Waters onsite wastewater systems measured by the number of: a) abatement notices b) infringement notices c) enforcement orders d) convictions received by the territorial authority in relation to those resource consents	●	—	a) ≤3 b) ≤3 c) ≤3 d) 0	a) 0 b) 0 c) 0 d) 0	a) 0 b) 0 c) 0 d) 0	New measure	We have not had any Notices, Orders or Convictions for the consented wastewater systems. Note: Auckland Council is both the user of consents and the monitor.
Attendance at sewerage overflows resulting from blockages or other faults: median response time for attendance - from the time that the territorial authority receives notification to the time that service personnel reach the site (minutes) <sup>2</sup>	●	▲	≤60 mins	78 mins	63 mins*	51 mins	The weather events seen in 2022/23 have significantly impacted the 2023 result. Provisioning of permanent repairs to weather event damage, and deferred leave and overtime compensation continue to put pressure on resource availability.
Attendance at sewerage overflows resulting from blockages or other faults: median response time for resolution - from the time that the territorial authority receives notification to the time that service personnel confirm resolution of the blockage or other fault (hours) <sup>2</sup>	●	▲	≤5 hours	3.8 hours	3.7 hours*	2.5 hours	
The total number of complaints received by the territorial authority about any of the following: a) sewerage odour b) sewerage system faults c) sewerage system blockages d) the territorial authority's response to issues with its sewerage system expressed per 1000 connections to the territorial authority's sewerage system	●	▼	≤50	24.4	27.1	29.5	

1. Dry weather sewerage overflow means sewage that escapes a territorial authority's sewerage system and enters the environment during periods of dry weather.  
2. Sewerage overflow means sewage that escape a territorial authority's sewerage system and enters the environment



▲ Awakeri Wetlands and Grove Road Box Culvert Takanini



Te Whakahaere  
Wai Āwhā

## Stormwater management

Auckland Council works hard to strengthen and maintain our stormwater network as it flows through public and private pipes, drains, streams and channels. We aim to reduce flooding and prevent pollution. We also care for our natural waterways and manage surface water so our stormwater network can serve the city’s growing population. We need to ensure our stormwater systems can adapt to climate change, including more frequent and severe storms.

The 2022/2023 weather events caused **widespread damage to the stormwater network**. Several projects and programmes were temporarily delayed, as resources were re-prioritised to respond to weather events and help with flood recovery.



**We received nearly 12,600 requests for service and 3,300 requests for information** during the year, an increase of about 94 per cent and 36 per cent, respectively. These are the highest numbers of requests we have experienced in the past 10 years. There was also an increase in debris and litter being washed into the stormwater network leading to more faults and blockages being reported to the council by customers.

This extra work placed strain on our Healthy Waters team, and extra resources were brought in to assist, both from outside and within the council. Nearly all Healthy Waters staff were involved in the response work, with over 9,000 hours of staff time spent responding to the storms. Working with our construction partners, repairs were made to more than 150 larger network issues, including repairing critical pipes, renewing assets, unblocking streams and culverts, and remediating significant outfall and bank erosion. This enabled our operations maintenance contractors to focus on incoming emergency response requests from our customers.

During the events, Healthy Waters’ rainfall monitoring systems and knowledge were used extensively by the council’s Auckland Emergency Management group – informing response efforts, providing real-time analysis of the rain radar and rain gauges to help coordinate resources in the worst affected areas, and providing important specialist and safety information for Auckland residents.

In March 2023, the council’s Transport and Infrastructure Committee approved the development of a **flood recovery programme for three waters operations**.

In May 2023, the Governing Body endorsed the objectives and initiatives identified in the provisional **Making Space for Water Programme**. This six-year flood management programme will ensure flood readiness is prioritised in stormwater operations, and that communities, households and businesses are supported to build their resilience to storms. The programme’s key objectives are to reduce existing flood risks, avoid creating new flood risks, raise people’s awareness of flood risks and be prepared for flood events.

The council engages in a range of **other flood protection and control works** as part of its routine stormwater management activities. Recently, the outlet and inlet shaft excavations and tunnelling phase of the **Port of Auckland Outfall Upgrade Project** were completed. This will increase the capacity of the port-area stormwater system to deal with flooding and provide vital infrastructure for future growth.

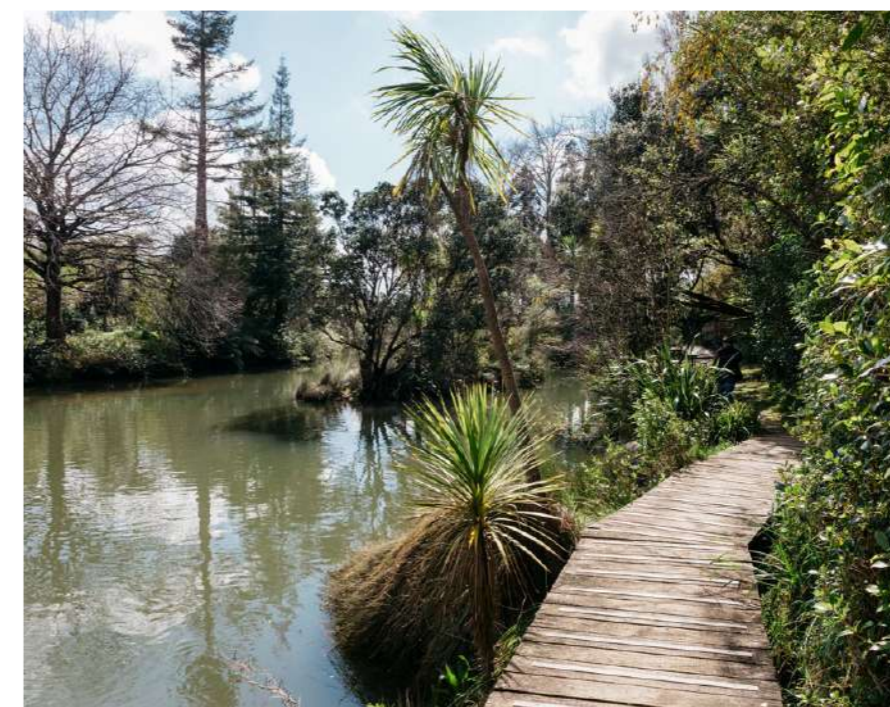
Tunnelling for the Corban Reserve culvert upgrade has been completed and works have started within Murillo Reserve, which will include a new bridge and park amenities. **Works at Upper-Waitaro Stream** have also begun, with a new pedestrian bridge to be installed between Spode Place and Imperial Place, and new retaining walls and fences constructed along the stream.

**The Glen Innes Town Centre Water Quality Improvements Project** was completed. The project trialled five devices to improve stormwater quality, in response to significant growth in the area and a related increase in pollutants. Physical works have been completed for **Clinker Place**, including tunnelling, and constructing an inlet and outfall. The project ended in July 2023 following the reinstatement of Ambrico Reserve and Melview Place.

Stage 1 of the **Point Chevalier Separation Project** to install a new stormwater network between Wakatipu Street and Walmer Road has commenced. The physical works have been completed for the **Faulder Avenue and Fife Street stormwater upgrade**, which will reduce flooding risk by improving downstream drainage and provide flood protection for properties on Fife Street and the Westmere Tennis Club.

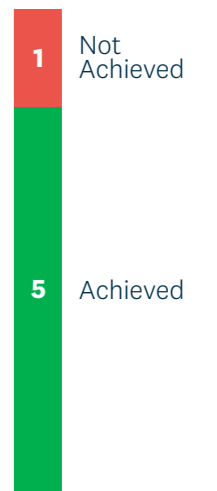
The **Freeland Reserve Project** was completed, significantly reducing flood risk in Mt Roskill and enabling 1,000 additional houses to be built. The **Tamaki College Project** was also completed, reducing flood issues at the school and surrounding areas. The completion of **stormwater pipe renewals at Alfriston Road in Manurewa** decommissioned a poor condition section of the network and installed new network to resolve flooding issues and enable growth in the area.

**Construction on Portland Road** was completed, with the boardwalks and earthworks now finished. The works reused sediment removed from Portland Stream, saving approximately \$1 million by avoiding having to dispose of the sediment elsewhere. The project will provide water quality treatment, minimise flooding events, and enhance the ecology and amenity around Portland and Shore roads in Remuera.



▲ Henderson Creek Path

### How well did we perform against our performance indicators?



**Total 6**

### Our investment Total investment \$268m



For more detail on the financials, refer to Annual Report 2022/2023 Volume 3.

### Related Auckland Plan Outcomes



**“Ko te wai te toto o te whenua; ko te whenua te toto o te tangata”**

Water is the lifeline of the land; the land is the lifeline of the people



Our **Safe Network Programme** investigates and eliminates sources of faecal contaminants that are discharged into the stormwater network and watercourses at popular swimming spots. We tested 130 stormwater outlets across 25 beaches and have started a further 14 network investigations and 8,000 private property inspections. So far, we have worked with 155 property owners to resolve identified issues; Watercare and Healthy Waters are resolving the public network issues.



The World Economic Forum 2023 has selected Auckland Council's Safeswim as one of three winners of the Digital Twin Cities Global Pioneer Project, recognising technical excellence, careful planning and collaborative approach.

**Things we are keeping an eye on**

Stormwater, if not treated, can pollute harbours by transporting contaminants and degrading streams and rivers. In heavy rainfall, flooding and erosion can cause property damage and affect the environment, causing associated health risks, so we need to enable more nature-based solutions that can better cope with more frequent and severe storm events. We proactively schedule maintenance and renewal programmes to maximise the life of our stormwater assets before we replace them. The work we do to maintain stormwater networks, care for natural waterways and reduce flooding risks can create carbon emissions and run-off sediments, and cause disruption for Aucklanders. We endeavour to keep Aucklanders informed about planned works, and manage our work areas very carefully to minimise environmental impacts and disruption. We need to ensure there is a well-planned transition to perform the remaining functions as a unitary authority, once three water responsibilities are transferred to the new water entity. We also work closely with developers to ensure that infrastructure investments provide public benefits. Water is a taonga (treasured possession) and we are guided by Māori to be kaitiaki (guardian) for our water resources.

► Watercare project manager Monica Paterson and flood recovery manager Suzanne Lucas with the spider digger at a Birkenhead slip.

**What we achieved**

● Achieved ● Substantially achieved ● Not achieved \*Impacted by COVID-19

	Result against target	Year-on-year change	2023 Target	2023 Result	2022	2021	How did we perform
<b>We manage our harbours and waterways through sustainable management of the stormwater network</b>							
Auckland Council stormwater compliance with resource consents for discharge from its stormwater system, measured by the number of: a) abatement notices; and b) infringement notices; and c) enforcement orders; and d) convictions, received in relation those resource consents	●	—	0	0	0	a) 0 b) 1 c) 0 d) 0	We received no abatement notices, infringement notices, enforcement orders or convictions / prosecutions in financial year 2022-2023. Note: Auckland Council is both the user of consents and the monitor. The Stormwater department is the user of these consents, however they are monitored separately through the Regulatory Services department.
<b>We manage the stormwater network to minimise the risks of flooding to Aucklanders</b>							
The number of complaints received about the performance of the stormwater system per 1000 properties connected to Auckland Council's stormwater system <sup>1</sup>	●	▲	< 3 per 1000 properties	2.37 per 1000 properties	1.41 per 1000 properties	0.84 per 1000 properties	Council's score is reflective of the numerous extreme storm events which have occurred in financial year 2022-2023, which caused landslips and other extensive damage across the Auckland Region. The volume of rainfall received in these events also resulted in numerous secondary networks being activated. As a result, there has been an increase in debris, litter and detritus conveyed into the primary network which has resulted in an increase in reports of faults and blockages. The result reported excludes 155 open requests for service received during 2022/23 which may be complaints, pending further investigation. If these were included, the result reported would be 2.67 complaints per 1,000 properties, which is still within the target.




**Safeswim is now Surf Lifesaving New Zealand's preferred public communication tool** for all lifeguard and beach safety information at over 90 sites across the country. The Safeswim website draws on data from continuous monitors at pump stations and overflow points at key locations on Watercare's wastewater network. The website displays a 'black water quality pin', where a wastewater overflow is likely to cause poor water quality at a beach for up to 48 hours afterwards. This is in place for 32 beaches. The website is also used to communicate wider public information (Tsunami advisories, flooding etc), online and through digital signs. Analysis of Safeswim website traffic shows that users more than doubled during the 2022/2023 season.





● Achieved ● Substantially achieved ● Not achieved \*Impacted by COVID-19

	Result against target	Year-on-year change	2023 Target	2023 Result	2022	2021	How did we perform																																
The percentage of response time during storms to close stormwater manholes within three hours	●	▼	90%	95%	97%	99%	Council's lower score is reflective of the numerous extreme storm events which have occurred in financial year 2022-2023, with all missed KPIs occurring at the height of the storm events where the volume of emergency requests for service was greatest. Note: The result only includes popped manholes that were reported to council as P1 Manhole Emergency requests for service; any that were discovered to have occurred as part of subsequent investigations are not included.																																
The number of flooding events that occur and the associated number of habitable floors affected per 1000 properties connected to Auckland Council's stormwater network <sup>2</sup>	●		< 1 per 1000 properties	≥1 per 1000 properties	Not measured	Not measured	<p>Auckland Council has not achieved this target and a model estimated approximately 15,090 habitable floors may have been subject to flooding, based on six significant rain events that affected parts of Auckland in 2022/23. This was the wettest summer on record for the Auckland region, receiving over 5.5 times its normal summer rainfall and 63% of the entire annual normal*. The urban piped network is designed to cope with 1-in-10-year events and anything above that would be expected to exceed the capacity of the pipe and activate secondary networks. Modelled habitable floor flooding predictions have been used to estimate the number of habitable floors that may have been flooded. This assumes that of the total 525,000 habitable floors in the Auckland region, 9,600 habitable floors would be flooded in a region-wide 1-in-10-year flood event and 16,000 would be flooded in a region-wide 1-in-100-year flood event. A standard assumption in this type of modelling is that the Average Recurrence Interval (ARI) of the runoff is the same as the ARI of the rainfall. There were six significant rain events that affected parts of Auckland in 2022/23 and are estimated to have caused habitable floor flooding, based on the estimated percentage of urban land area covered by the extreme rainfall.<sup>3</sup></p> <table border="1"> <thead> <tr> <th>Event</th> <th>Scale of event</th> <th>Estimated number of habitable floors</th> <th>Number per 1,000 properties</th> </tr> </thead> <tbody> <tr> <td>26 December 2022</td> <td>1-in-100-year event (1% AEP)</td> <td>140</td> <td>0.3</td> </tr> <tr> <td>27 January 2023 (Auckland Anniversary)</td> <td>1-in-100-year event (1% AEP)</td> <td>11,000</td> <td>20.9</td> </tr> <tr> <td>1 February 2023</td> <td>1-in-20-year event (5% AEP)</td> <td>1,400</td> <td>2.7</td> </tr> <tr> <td>13-14 February 2023 (Cyclone Gabrielle)</td> <td>1-in-10-year event (10% AEP)</td> <td>100</td> <td>0.2</td> </tr> <tr> <td>24-25 February 2023</td> <td>1-in-100-year event (1% AEP)</td> <td>850</td> <td>1.6</td> </tr> <tr> <td>9-11 May 2023</td> <td>1-in-50-year event (2% AEP)</td> <td>1,600</td> <td>3</td> </tr> <tr> <td><b>Total</b></td> <td></td> <td><b>15,090</b></td> <td><b>28.7</b></td> </tr> </tbody> </table> <p>*Data from NIWA Aotearoa New Zealand Climate Summary: Summer 2022-23.</p>	Event	Scale of event	Estimated number of habitable floors	Number per 1,000 properties	26 December 2022	1-in-100-year event (1% AEP)	140	0.3	27 January 2023 (Auckland Anniversary)	1-in-100-year event (1% AEP)	11,000	20.9	1 February 2023	1-in-20-year event (5% AEP)	1,400	2.7	13-14 February 2023 (Cyclone Gabrielle)	1-in-10-year event (10% AEP)	100	0.2	24-25 February 2023	1-in-100-year event (1% AEP)	850	1.6	9-11 May 2023	1-in-50-year event (2% AEP)	1,600	3	<b>Total</b>		<b>15,090</b>	<b>28.7</b>
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The median response time to attend a flooding event, measured from the time that Auckland Council receives notification to the time that service personnel reach the site (hours)	●		< 2 hours	1.84 hours	Not measured	Not measured	Our result has been adversely impacted by the numerous extreme storm events experienced in financial year 2022-2023. The volume of emergency requests for service received during these events made it incredibly challenging to maintain all response times and required a need to prioritise requests with the greater health and safety risk to the public. Decisions to mobilise additional emergency staff and resources from other contracted areas have also meant that GPS validation of response time and location is not universally available, a requirement for attendance to be within the target arrival time. Although it is not possible for these staff to meet the requirement for attendance within target time to be verified, it is necessary for these responses to be recorded and so they have been given a response time of 2 hours 30 mins as default. Despite these factors, council has managed to keep the median response time for the financial year within the overall target. <sup>4,5</sup>																																
<b>We provide safe water quality at beaches and coastal areas for recreation (Auckland swimability Index)</b>																																							
The proportion of time that a reference set of beaches are suitable for contact recreation during the summer swimming season (1 November to 30 April) <sup>6</sup>	●	—	82%	86%	86%	82%	The actual water quality information for each beach varies depending on how much rain falls near it. This measure is intended to compensate for that and show the underlying change in water quality that can be compared from year to year, irrespective of these yearly rainfall variations. To do this, our modelling looks exclusively at the same 84 beaches each year and applies rainfall information from the 2017/2018 summer season to our current models, enabling us to directly compare water quality in 2018 to today. The result for the 2022/23 summer is the same as last year as there have been no changes to the methods of providing water quality advice at the 84 reference beaches used to calculate this result. Due to the high amount of rain observed at Auckland's beaches during the 2022/23 summer, the actual statistics for these 84 beaches are lower than the standardized result for the first time, at 75.3%. This result is more reflective of what beaches users would have experienced, though it will have varied at each beach. The high intensity and volume of rainfall experienced over the 2022/23 summer caused higher levels of wastewater contamination at beaches. When wastewater contamination was identified, Safeswim communicated these issues to users via beach safety alerts on their website.																																

1. Prior year results were originally based on the number of complaints resolved during the financial year. The prior years results have now been restated to report on the number of complaints received during the financial year, to ensure comparability to current year results and meet the reporting requirements for the measure.  
 2. In previous years, this measure has been reported as 'Not measured' due to the significant limitations with the data needed to provide an observed result.  
 3. Each of these events had a significant effect on our stormwater network. As part of the Auckland Council 2023/2024 budget, additional investment in stormwater is taking place as part of the ongoing storm response fund. This includes a flood recovery programme (to be quantified in the Long Term Plan 2024-2034) that was approved by the Transport and Infrastructure Committee, the Making Space for Water programme objectives and initiatives plus a range of other flood protection and control works.  
 4. Other areas do not have the same requirements for their contractors, such as GPS validation so emergency staff may be unable to fill this requirement.

5. This result was not measured in previous years due to data collection limitations with reporting the number of habitable floor incidents. For the 2022/2023 financial year, this measure has been calculated without distinguishing between flooding emergency requests for service in which a habitable floor incident did occur and those that did not, as attendance to each is treated with the same urgency regardless. The measure is calculated exclusively using the request for service types of flooding emergency house, flooding emergency garage and flooding emergency industrial / commercial as reported by the customer.  
 6. Recreational activities that bring people physically into contact with water, such as swimming. Safeswim water quality forecasts take account of rainfall, wind, tide, sunlight and beach type. It is built using high-frequency targeted sampling on top of historical monitoring results spanning over 20 years at some sites, and are underpinned by the best available meteorological data reported based on 84 beaches that have been selected as key by Safeswim.



## Ngā Ratonga Kaunihera ā-Rohe **Local council services**

Local council services are activities governed by Auckland’s 21 local boards. These activities centre on community services and public spaces to enhance community wellbeing and create a sense of belonging.

Local boards are charged with decision-making on local issues, activities and services, and providing input into regional strategies, policies, plans and decisions. Local boards do this with council support and with mana whenua and Māori engagement. The services they are involved with range from library and literacy services, arts and culture, sport and recreation, to open spaces, community-led action, volunteering and caring for the environment. The boards’ local planning and development activities focus on street environments, town centres, the local environment and heritage protection. They are also involved with the business improvement districts, which are funded by targeted rates.

For more information on the performance of each local board, see their respective reports in Annual Report Volume 2.

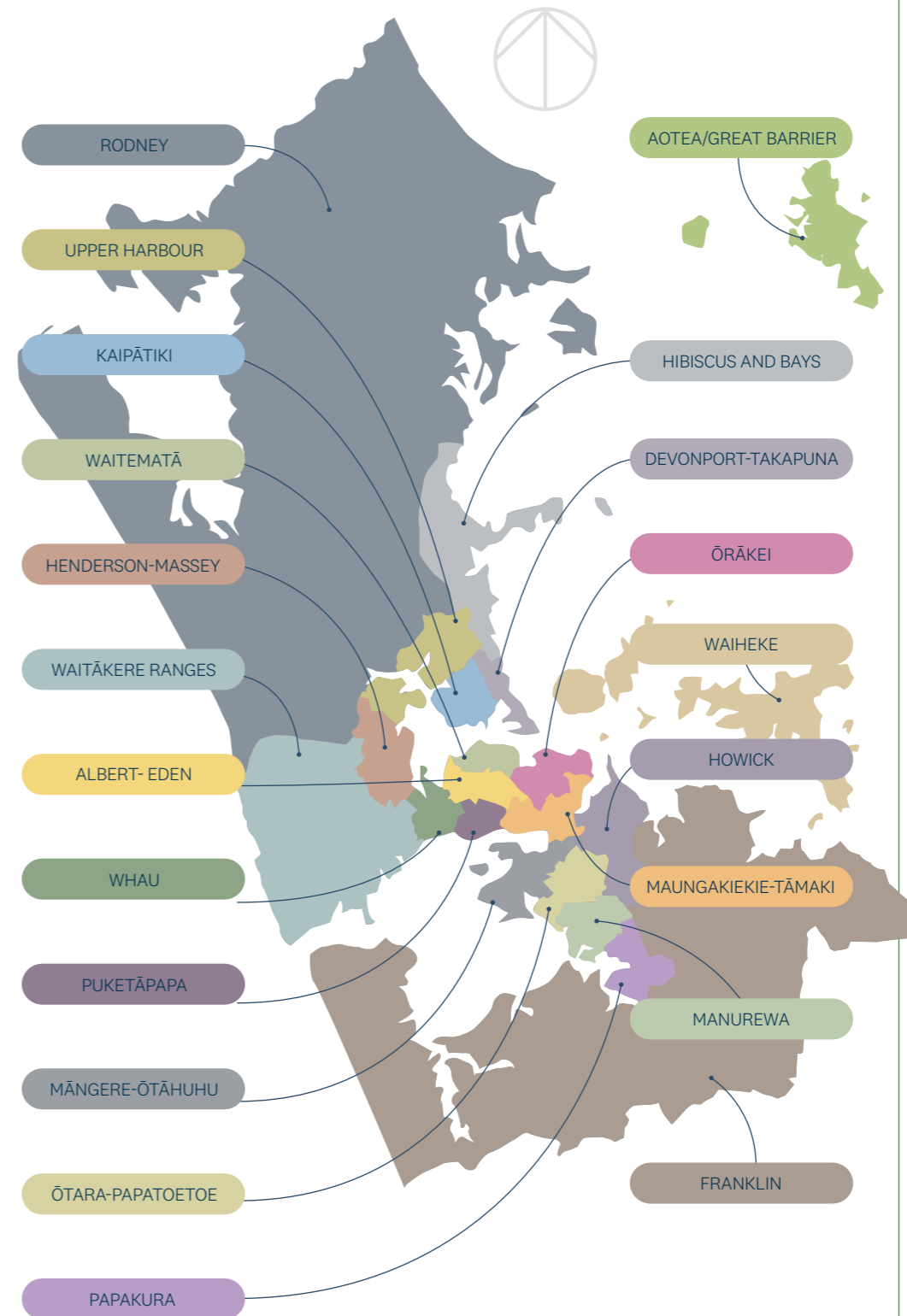
### Things we are keeping an eye on

There are no significant negative effects from our local council services or their impact on the social, economic, environmental and cultural wellbeing of the community. However, there can be negative effects and associated risks to the community if we do not provide these activities. Our 21 local boards, with a total of 149 elected members, ensure the diverse needs of our communities are met through tailored work programmes, activities and events for each area. We provide a transparent and consistent pricing structure for hiring and accessing council-managed community venues, centres and houses, and arts facilities, to ensure people have access to affordable spaces to pursue their interests.



▲ Ōtāhuhu Pool and Leisure Centre

### Map of Auckland Council local boards

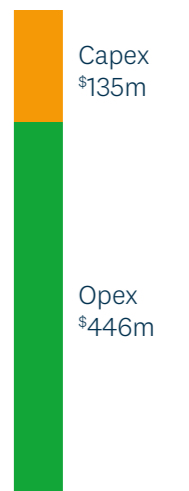


### How well did we perform against our performance indicators?



**Total 25**

### Our investment Total investment \$581m



For more detail on the financials, refer to Annual Report 2022/2023 Volume 3.

### Related Auckland Plan Outcomes



### “Hei Pononga mā te Iwi”

To be a servant for the people





## Ngā ratonga hapori i te rohe pātata Local community services

We support strong, diverse and vibrant communities through libraries, literacy, arts, culture, parks, sport, recreation and events, all delivered by a mix of council services, partnerships with community groups and volunteers.

Our 55 libraries are popular community hubs that connect people to information and people to other people. Visits to the libraries increased to 7.13 million

from 4.42 million last financial year and show signs of continuing to increase. During the year, 44 libraries have experienced short-term closures, including the weather events, which has affected our visitor numbers.

For more information on the performance of each local board, see their respective report in Annual Report Volume 2.



▼ Movies in the Park, Ōrākei

### What we achieved

● Achieved ● Substantially achieved ● Not achieved \*Impacted by COVID-19

	Result against target	Year-on-year change	2023 Target	2023 Result	2022	2021	How did we perform
<b>Provide safe, reliable and accessible social infrastructure for Aucklanders that contributes to placemaking and thriving communities</b>							
Percentage of Aucklanders that feel their local town centre is safe - day time	●	▼	80%	61%	67%	71%	While the majority of respondents felt safe during the day, Auckland residents are feeling less safe than in prior years, demonstrated through the 3-year decline in the safety results. There were increased observations of crime and antisocial behaviour. Suggested improvements are more police presence and surveillance.
Percentage of Aucklanders that feel their local town centre is safe - night time	●	▼	44%	24%	29%	36%	Respondents mention unwillingness to go out at night due to anti social behaviour and ram raids. Suggested improvements are increased lighting on streets and around central areas. There were also requests for more police presence.
<b>Utilising the Empowered Communities Approach, we support Aucklanders to create thriving, connected and inclusive communities</b>							
The percentage of Empowered Communities activities that are community led <sup>1</sup>	●	▼	71%	80%	84%	81%	This performance was driven by strong results overall, with all but six local boards meeting or exceeding their targets. This result reflects the focus on Ngā Hapori Momoho, the Thriving Communities strategies, one of Auckland Council's core strategies for community wellbeing.
The percentage of Empowered Communities activities that build capacity and capability to assist local communities to achieve their goals <sup>1</sup>	●	▲	64%	82%	78%	67%	This strong performance was a result of all twenty-one local boards meeting or exceeding their targets. This result also reflects the special focus many local boards continue to place on building capability, capacity and resilience in their communities.
<b>We fund, enable, and deliver services, programmes, and facilities (art facilities, community centres, hire venues, and libraries) that enhance identity, connect people, and support Aucklanders to participate in community and civic life</b>							
The percentage of local community services, programmes and facilities that are community led <sup>2</sup>	●		Maintain or improve <sup>3</sup>	Baseline not set <sup>3</sup>	Not measured <sup>3</sup>	New measure	
The percentage of arts, and culture programmes, grants and activities that are community led	●	▼	80% <sup>5</sup>	82%	83%	93%	
The percentage of art facilities, community centres and hire venues network that is community led <sup>6</sup>	●	—	57%	56%	56%	57%	Accuracy improvements to the data was the main factor influencing the result. While only five local boards were under target, the changes to the facilities themselves has contributed to the majority of the decrease.
The number of participants for local community services, programmes and facilities <sup>4</sup>	●		Maintain or improve <sup>3</sup>	Baseline not set <sup>3</sup>	Not measured <sup>3</sup>	New measure	
The number of attendees at council-led community events <sup>7</sup>	●	▲	71,600	37,640	4,000*	41,183*	For the events that were able to be delivered this year, attendance numbers were generally within the ranges expected. The significant difference between total actual attendance and target attendance is largely the result of the impact of the severe weather events occurring in January and February 2023 along with flow on effects such as damaged or waterlogged event sites. The 10 Movies in Parks events cancelled due to this situation are estimated to account for 14,000 of the attendance variance.

Local Community Services measures cont'd over

...continued from previous page

	Result against target	Year-on-year change	2023 Target	2023 Result	2022	2021	How did we perform
The number of participants in activities at art facilities, community centres and hire venues	●	▲	6.07M	5.87M	3.16M*	5.43M*	The total number of participants for the financial year 2022/2023 is the highest compared to the totals from the last three financial years. Facilities were able to operate without Covid-affected disruptions, which helped increase participant numbers. Council-led and community-led facilities evenly shared the total participants, with both showing a similar increase from last financial year.
The number of visits to library facilities	●	▲	8.55M	7.13M	4.42M*	7.56M*	The target was set in anticipation that visitor numbers would continue to recover from the impact of COVID-19 this year. That point of recovery was reached in March 2023, later than expected and influenced by severe weather events. In addition, libraries transitioned to a new system of counting visitor numbers in January 2023, which provided more accurate but lower results. The target for 2022/2023 was set, and prior year results were reported, using the old system potentially overstating the results. Future year targets and results will be set and measured using the new and more accurate system.
The percentage of customers satisfied with quality of local community services, programmes, and facilities <sup>2</sup>	●		Maintain or improve <sup>3</sup>	Baseline not set <sup>3</sup>	Not measured <sup>3</sup>	New measure	
The percentage of attendees satisfied with a nominated local community event	●		74%	85%	Not measured*	Not measured*	
Percentage of customers satisfied with the quality of library service delivery	●	▲	87%	96%	95%	97%	Libraries continue to exceed the customer satisfaction target as the focus for frontline library staff remains in ensuring customers receive the best experience at all times.
The number of internet sessions at libraries (unique sessions over public computing or public WIFI networks)	●	▲	4.21M	4.15M	2.19M*	4.40M*	Internet sessions at libraries has remained under target. There have however been strong signs of recovery since the start of the year with quarter 4 having the highest result of the year by a significant margin. Had this measure performed throughout the year at the same level as it did in quarter 4, the target would have been met.
<b>We provide safe and accessible parks, reserves, beaches, recreation programmes, opportunities and facilities to get Aucklanders more active, more often</b>							
The percentage of park visitors who are satisfied with the overall quality of sportsfields	●	▼	77%	65%	67%*	71%	Budget restrictions have impacted on investment in playing services and continue to be below past levels and community expectations. COVID-19 impacts meant reduced service standards and periods where the grounds were not maintained. Particularly wet summer season, flooding and weather events have also impacted on service standards of grounds.
The customers' Net Promoter Score for Pool and Leisure Centres <sup>8</sup>	●	▼	34	23	34	41	There are three contributing factors that have been unique to the 2023 financial year. Many Pool and Leisure Centres have recovered from a decline in visitation during the pandemic period with increasing members and visitors, and at the same time have struggled to maintain a stable workforce with challenges in recruitment and retention. This has in many cases resulted in ongoing closures of facilities where minimum safe operating standards could not be maintained. Lastly, significant adverse weather events across January and February disrupted the summer pool season forcing early closures, and our largest facility in the network, West Wave, suffered significant damage and part of the facility remains closed as we move into a new financial year. Due to negative sentiment from customers regarding the closure of West Wave it has had a negative impact on the overall NPS score for the year. We expect that with the facility due to reopen later this calendar year that we will see an increase in the NPS score again in financial year 2024 back in line with prior years performance.
The percentage of users who are satisfied with the overall quality of local parks	●	▼	74%	61%	65%	67%	The wet summer season, flooding and other adverse weather events have contributed to a lower satisfaction level with local parks. Visitors tend to be less satisfied with the appearance and maintenance of facilities which has often been impacted due to weather.
The percentage of residents who visited a local park in the last 12 months	●	—	82%	82%	82%	81%	
<b>We showcase Auckland's Māori identity and vibrant Māori culture</b>							
The percentage of local programmes, grants and activities that respond to Māori aspirations	●	▼	26% <sup>5</sup>	28.0%	28.2%	25.7%	The positive overall result reflects the commitment to Te Ao Māori and focus on advancing the wellbeing of Māori communities and all Aucklanders. This is despite ten local boards not meeting their targets.

1. Empowered Communities activities support the implementation of the Empowered Communities Approach through - facilitation and delivery of activities and programmes that respond to community priorities, provision of funding to community groups and organisations to deliver activities that achieve local board and regional outcomes.  
 2. This new measure will be developed to reflect changes to the operating model of the activity described by the following two performance measures.  
 3. Better measures on overall participation, satisfaction and enabling more community-led community services were the original intent when these measures were included in the 2021-2031 Long Term Plan, signalling a shift in our approach and scope in delivering community services. The "Maintain or improve" targets for these measures as set in the 2021-31 LTP reflected Council's expectation at the time of preparing the LTP that baseline results would be measured in the 2022 financial year. It was intended that subsequent years' performance would then be compared against these baseline results. We explored different methodologies however baseline results were not set in financial year 2022 or 2023 because data gaps in some services mean a consolidated measure across community services is difficult to measure, while the scope of council-led community services are expected to change. Further work will be on hold until future options for community services are considered as part of the 2024-2034 Long Term Plan.

4. This new measure will be developed to reflect changes to the operating model of the activity described by the following three performance measures  
 5. Creative communities scheme grants are funded by central government and are no longer included in this measure. Auckland Council has no control over the applications and approvals of the grants and merely provides an administrative function.  
 6. The regional performance is now based on the average of 21 local boards in line with the target which is also calculated as average of 21 local boards.  
 7. Attendance numbers are an estimate. They are informed by previous event numbers, considered scale of the event, area measurement of the core site and attendee turnover.  
 8. Net promoter score is an index ranging from -100 to 100 that measures the willingness of customers to recommend a product or service to others. Sample weighting is applied at a population base of centre members.



## Te whakahaere ā-taiao i te rohe pātata **Local environmental management**

We support healthy ecosystems and sustainability through local-board-funded initiatives, such as planting, pest control, stream and water quality enhancements, healthy homes and waste minimisation projects.

For more information on the performance of each local board, see their respective report in Annual Report Volume 2.



▲ Te Arai riparian tree planting. ► Stormwater infrastructure.

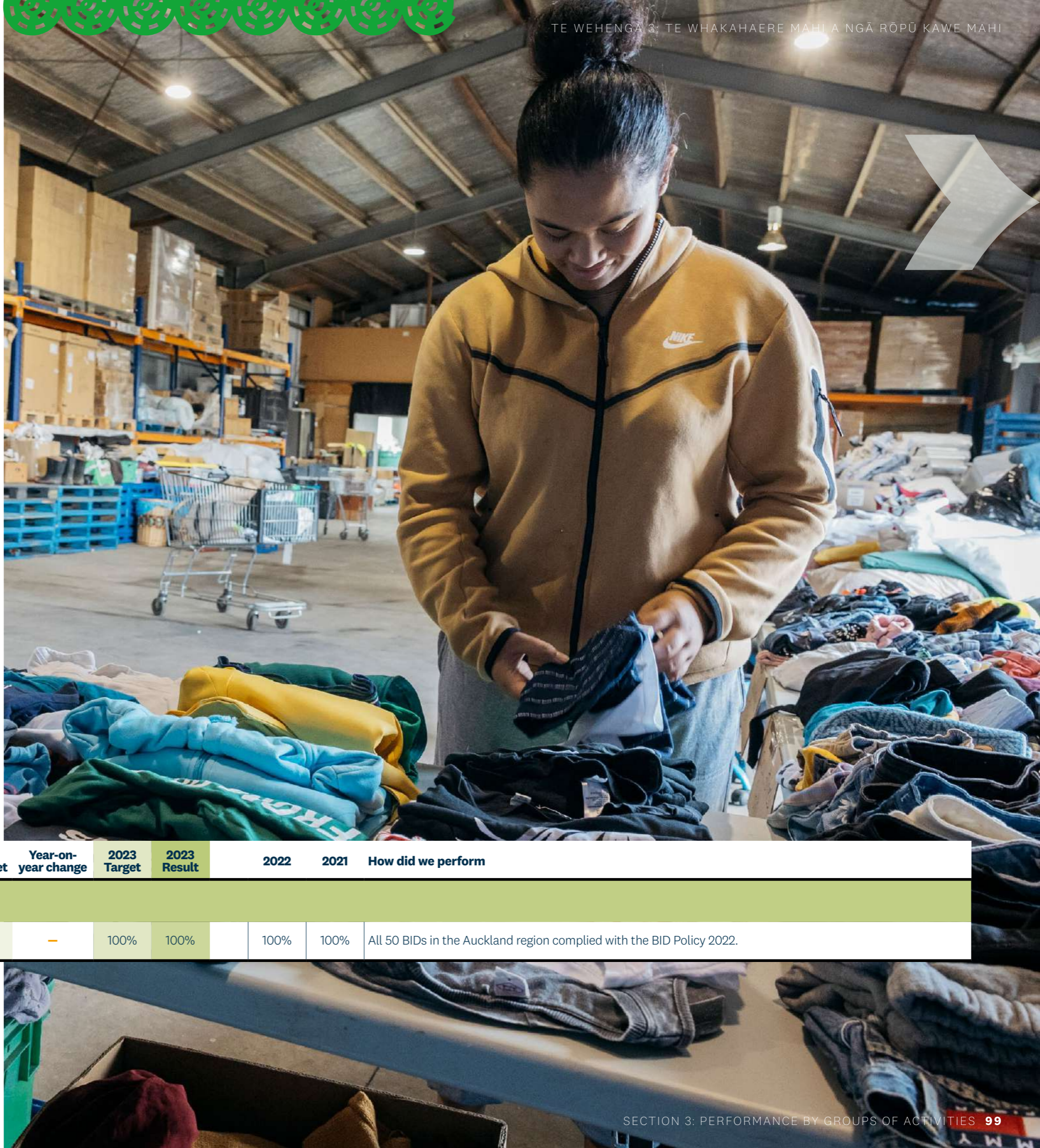


### What we achieved

● Achieved ● Substantially achieved ● Not achieved \*Impacted by COVID-19

	Result against target	Year-on-year change	2023 Target	2023 Result	2022	2021	How did we perform
<b>We work with Aucklanders to manage the natural environment and enable low carbon lifestyles to build resilience to the effects of climate change</b>							
The percentage of local environment programmes that have successfully contributed towards local board plan outcomes <sup>1</sup>	●	▲	80%	95%	90%	90%*	We successfully delivered 178 environmental projects for local boards in the 2022/2023 financial year, out of 188 projects assigned to Infrastructure and Environmental Services. This amounts to a full delivery result of 95 per cent for local board environmental projects. Ten projects were not delivered by the end of the financial year. Some of these projects had their budgets reallocated to different deliverables and some will complete their objectives in 2023/2024.
The percentage of local low carbon or sustainability projects that have successfully contributed towards local board plan outcomes	●	▲	75%	92%	82%	New measure	For the 2022/2023 financial year Sustainable Initiatives managed 62 projects from local board funding. These were spread across 16 of the local boards (the remaining local boards did not fund projects from this team). Of the 62, 57 were successfully delivered in the 2022/2023 financial year. This amounts to a delivery result of 92 per cent for local board Sustainable Initiative projects. Five projects were not delivered by the end of the financial year. Of these projects, two are expected to be delivered by the end of quarter one 2023/2024. The other three projects had their budgets redirected with feedback from the respective local boards.
The percentage of local water quality of natural environment improvement projects that have successfully contributed towards local board plan outcomes	●	▲	85%	96%	93%	New measure	We successfully fully delivered 107 natural environment (Environmental Services) and Healthy Waters projects for local boards in the 2022/2023 financial year, out of 112 projects. This amounts to a delivery result of 95.5 per cent delivery from these departments, Three projects have had delays and are expected to be delivered in the new financial year. One project had an underspend due to the weather events in early 2022/2023.
The percentage of local waste minimisation projects that have successfully contributed towards local board plan outcomes	●	▼	75%	93%	100%	New measure	For this measure we are looking at the delivery of local board projects by Waste Solutions. For the 2022/2023 financial year Waste Solutions managed 15 projects from local board funding. This was spread across 14 local boards (the remaining local boards did not fund projects from Waste Solutions). Fourteen projects of the 15 were successfully delivered in the 2022/2023 financial year. One project had delays and requested a carry forward for delivery in quarter one 2023/2024.

1. This measure is made up of three supporting measures below which identifies our programmes and projects that contribute to sustainability, natural environment improvement, and waste minimisation outcomes.



## Te mana hautū i te rohe pātata **Local governance**

We support elected representatives across our 21 local boards to make well-informed decisions on local activities. This includes providing advice and planning for the development of local board plans, annual local board agreements (budgets) and work programmes. We facilitate engagement with communities, including mana whenua and Māori, and local communities on local issues. We support local boards in inputting into regional plans, policies, and strategies, and provide democracy and administrative services. We facilitate for elected members to understand, advocate, and manage issues of communal concern.

For more information on the performance of each local board, see their respective reports in Annual Report Volume 2.

## Te whakamahere me te whakawhanake i te rohe pātata **Local planning and development**

Our local planning and development activities include supporting local town centres and communities to thrive, through town centre plans and development, business improvement districts, heritage plans and initiatives, and the Young Enterprise Scheme.

For more information on the performance of each local board, see their respective reports in Annual Report Volume 2.

### What we achieved

● Achieved ● Substantially achieved ● Not achieved \*Impacted by COVID-19

Result against target	Year-on-year change	2023 Target	2023 Result	2022	2021	How did we perform
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#### We help attract investment, businesses and a skilled workforce to Auckland

The percentage of Business Associations meeting their Business Improvement District (BID) Partnership Programme obligations<sup>1</sup>

●	—	100%	100%	100%	100%	All 50 BIDs in the Auckland region complied with the BID Policy 2022.
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1. Business associations are independent from Auckland Council. There is no formal partnership (as inferred by the measure name) between Auckland Council and independent business associations operating Business Improvement Districts.

► Flood support at MUMA Foodbank, Manukau



Ngā Ratonga Kaunihera ka Tukuna e ngā Rohe

## Regionally delivered council services

Our regionally delivered council services are designed to create a city with great neighbourhoods, centres, parks and public spaces that are loved by Aucklanders. We also support the mayor and councillors in governing Auckland for the benefit of ratepayers, residents and businesses.

Regionally delivered council services include:

 **Auckland Emergency Management**

 **Investment**

 **Environmental services**

 **Regional community services**


 **Regional governance**

 **Regional planning**

 **Waste services**

 **Third party amenities and grants**

 **Organisational support**

 **Regulatory services**



▲ Library collections



▲ Regional park, Grey Lynn



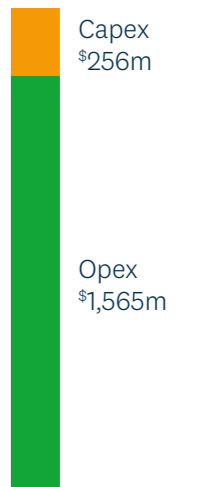
▲ Local body elections 2022

### How well did we perform against our performance indicators?



**Total 50**

### Our investment Total investment \$1.82b



For more detail on the financials, refer to Annual Report 2022/2023 Volume 3.

### Related Auckland Plan Outcomes



### “Hei Ringa Raupā mō te Iwi”

To be a worker for the people



## Tokonga Mate Ohotata o Tāmaki Makaurau ▲ **Auckland emergency management**

Auckland Emergency Management (AEM) partners with emergency services and other organisations to ensure effective coordination of civil defence and emergency management within Tāmaki Makaurau / Auckland. Our teams actively monitor and are prepared to provide information and support to the community in an emergency.

The beginning of 2023 saw the Auckland region impacted by numerous weather-related events, as well as other emergencies that resulted in AEM activating the Incident Management Team and various response actions. This included Declarations of Local emergencies for Auckland in relation to the January, February, and May 2023 weather events.



AEM assumed the lead agency role during the weather events and oversaw the management of the civil defence response. This included the operation of Civil Defence Centres, supporting Community Hubs, and overseeing logistics including helicopter flights to supply isolated communities and emergency accommodation, with support from the wider council whanau. Throughout the weather events, AEM communicated to the public about road closures, flash flooding and landslides. AEM also encouraged Aucklanders to be more prepared, including providing advice for preparing a “ready to go bag”, which areas to avoid travelling in, and checking on family and neighbours.

AEM and wider council staff were deployed in various roles during the response including the Incident Management Team, the Emergency Coordination Centre at Bledisloe House, supporting Civil Defence Centres in the community and supporting isolated communities. AEM staff remain involved in recovery efforts, particularly during and immediately after the transition to recovery.

A review of the operational response to the weather events by AEM identified recommended areas of improvement. For example, the need to prepare plans based on key hazards, have a prequalified schedule of civil defence centres to support communities in response, and enhance response communications. These have been captured in the draft Civil Defence and Emergency Management Group Plan. The Group Plan is the five-year strategic vision and action plan for ensuring

### **Communities working together**

Community Emergency Hubs are a valuable contribution to an emergency response. Set up and run by local community members, the hubs provide much needed shelter and support. The May 2023 flooding event saw seven hubs set up and run by community groups across Tāmaki Makaurau. AEM published a guide and supporting resources to help communities understand how to effectively run an emergency hub. We have also run community exercises to help train and practice setting up their own hub. The resources are here: <https://www.aucklandemergencymanagement.org.nz/get-involved/community-emergency-hubs>

Cyclone Gabrielle Emergency Response Co-ordination ►





Tāmaki Makaurau is more resilient to disasters. This Plan is going through the statutory consultation requirements under the Civil Defence Emergency Management (CDEM) Act 2002. Hearings will be held and the revised Plan reported to the CDEM Committee.

The findings from the review have seen AEM work to improve readiness to respond to hazards and events, and to prepare their staff and processes for any emergencies. **A response training programme** was implemented to strengthen the capability of AEM staff through training and practical learning events. The programme has been extended to emergency support staff in the wider council who play an invaluable role during response. The duty capacity has increased from six people to 18 people, significantly improving the resilience of the Duty Team to actively monitor and respond to incoming threats to Auckland. New Zealand Response Team 3 completed a revised accreditation process in early 2023, allowing them to be deployed under national standards and meet health and safety requirements.

AEM worked to educate and prepare our Auckland communities for emergencies including creating the educational resource Kia Rite Kia Mau, which teaches children about protecting themselves and their families during a tsunami, fire, storm, earthquake, or pandemic.

AEM in partnership with Farmers Mutual Group (FMG), Ministry for Primary Industries and Fire and Emergency NZ produced New Zealand's first lifestyle block emergency preparedness handbook in January 2023. The handbook helps

lifestyle block owners and residents prepare for, get through, and recover from an emergency. AEM has also worked to provide online business emergency preparedness resources in Chinese and Korean for small and medium sized businesses.

**Things we are keeping an eye on**

We are aware that the effects of climate change and population growth in Auckland are likely to intensify the risk and impacts of specific disasters in future, such as superstorms and other extreme weather events. This makes it essential for everyone to be prepared, so they can respond effectively before, during and after emergencies. There are two key strands to our emergency management. The first is tailoring how we communicate with Auckland's diverse population. The second is working quickly and bringing multiple groups together collaboratively under one lead organisation.



▲ Cyclone Gabrielle Emergency Response

**Going above and beyond**

Late night calls to Auckland Council's catering team on Friday 27 January 2023 saw the team spring into action to support the emergency response to the flooding that hit Tāmaki Makaurau. It was around 2am on Saturday when families and individuals forced to evacuate their homes received their first delivery of food supplies at civil defence centres. By that evening, the team had delivered 300 meals to support the emergency response, with 900 more meals delivered the following day.

At one point, there were six civil defence centres running across the region, facilitating and coordinating the agencies and community groups involved in the response. It was a huge operation, with onsite doctors and nurses, a food bank, counselling services, Ministry of Social Development staff, various agencies, volunteers and more.

Auckland Emergency Management has received a record number of calls since the flooding, and staff from across the council, including building inspectors, geotechnical engineers, compliance officers and stormwater engineers have provided residents with the support they need since the clean-up began.



▼ Barbara Moemai, Praveena Geeta, Ashika Mala and Shirley Payne work to deliver meals to support emergency response

**What we achieved**

● Achieved ● Substantially achieved ● Not achieved \*Impacted by COVID-19

	Result against target	Year-on-year change	2023 Target	2023 Result	2022	2021	How did we perform
<b>We work with partner agencies and stakeholders to coordinate the response in a hazard event and build resilience in the Auckland community</b>							
The percentage of Aucklanders who are prepared for an emergency	●	▲	65%	69%	66%	69%	Since the last survey wave <sup>1</sup> in Dec 2022 the Auckland region has been impacted by two large weather events (namely the 'Jan 2023 weather event' and Cyclone Gabrielle). The Tamaki Makaurau region suffered significant and widespread damage and many were with either directly involved, or supported others. The survey result of 69% from the June survey wave is a significant increase from 63% in the December survey wave and is attributable to these weather events.
The percentage of Aucklanders that have a good understanding of the types of emergencies that could occur in Auckland	●	▲	75%	81%	74%	82%	The survey cumulative total is 81%, calculated as an average from the Dec 2022 survey wave <sup>1</sup> (78%) and June 2023 (83%). This increase in 'understanding the types of emergencies' is attributable to the relatively regular and ongoing nature of emergency events across Tamaki Makaurau (and New Zealand) over the last 6 months, including significant weather events (with a declaration of state of local emergency in January 2023 and May 2023), the Tornado in East Tāmaki on 9 April, the Newmarket apartment fire 18 April, and the Loyalty Island tsunami threat on 19 May.

1. Going forward, the survey will be conducted once a year to simplify reporting.



## Our people



### Watchful eyes of our emergency management teams

Camilo Rojas Orrego arrived from Chile and joined the Auckland Emergency Management team just in time to help out with the storm response.

With a bachelor’s degree in science and skills in aerospace and geospatial data, Camilo is helping to watch over Tāmaki Makaurau / Auckland. As the GIS and Data Integration Lead, he offers geospatial support during crises, monitors potential regional threats, collaborates on data sharing with partner agencies and advocates for the adoption of new technologies.

Camilo enjoys the dynamic nature of his role and being a part of the team that is on always on standby, supporting his community. “As a child in Chile, I remember the emergency teams helping us after the big earthquake. That made a big impact on my career choice because I’ve recognised the importance of their services in such difficult times.”

Camilo finds resilience in being prepared and the ability to adapt to change: “It’s a constant in the chaos of an emergency – that environment is not pleasant, but I don’t mind getting out of the comfort zone to help people in need,” says Camilo with a smile.

Camilo can speak Spanish, English, and German. Beyond his linguistic skills, he’s an avid traveller, always eager to explore new places.

◀ Camilo Rojas Orrego (foreground) with Auckland behind.

Te haumitanga  
**\$ Investment**

We manage our investments to achieve broader strategic objectives while delivering financial returns.

Auckland Council holds 100 per cent of the shares in Port of Auckland Limited (POAL) and shares in Auckland International Airport Limited (AIAL). AIAL is listed on the New Zealand Stock Exchange (NZX).

**Port of Auckland Limited performance for 2022/2023**

Port of Auckland’s (POAL) revenue was \$320 million in financial year 2022/2023, a \$55 million increase from \$265 million in financial year 2021/2022. This was due to higher container handling rates and an increase in demurrage and storage fees. Further in financial year 2021/2022 revenue was negatively impacted by the COVID-19 lockdown and global supply chain disruptions.

POAL reported a higher profit after tax in 2022/2023, mainly because of higher revenue, as mentioned above. The net profit was \$40 million, an increase of \$50 million from the previous financial year. This was partially offset by higher fuel prices and transport costs compared with the prior year which was impacted by the COVID-19 lockdown. Further, employee benefits were higher than the comparative period due to the impact of executive resignations in the prior financial year, which resulted in vacancies that were only filled in 2022/2023.

Net debt has decreased (from \$450 million in 2021/2022 to \$408 million in 2022/2023 financial year) mainly due to strong operating cash-flows and lower capital investment.

POAL paid a final 2021/2022 dividend of \$12 million in September 2022 and have declared dividends of \$30 million for 2022/2023.

Port of Auckland won the Collaboration Award at the Safeguard New Zealand Workplace Health and Safety Awards and developed the Stevedoring Code of Practice, as a collaboration between POAL, Maritime Union of New Zealand (MUNZ) and stevedoring companies C3 Limited and Wallace Investments.

In January 2023, Port of Auckland has agreed to fund the newly established Te Moananui o Toi Restoration Trust with \$100,000 annually. From next year, this will support initiatives that enhance and restore the mauri of the Waitemātā Harbour and te Moananui o Toi and provide scholarships for postgraduate studies related to the mauri of the moana.

**What we achieved**

● Achieved ● Substantially achieved ● Not achieved \*Impacted by COVID-19

	Result against target	Year-on-year change	2023 Target	2023 Result	2022	2021	How did we perform
<b>We manage the Council’s investment in Port of Auckland and Auckland International Airport and Auckland Film Studios</b>							
The annual growth in Auckland Council’s dividend compared to the Consumer Price Index growth	●	▲	CPI growth 6.03%	363.27%	18.80%	-83.60%*	The target relates to dividend from Auckland Council’s commercial investment in Auckland International Airport Limited and Port of Auckland Limited (POAL). The target was achieved due to increased POAL dividend as the port activity increased following COVID-19 resulting in improved profitability and dividends. CPI for financial year 2022-2023 was 6.03%.

► Port of Auckland

POAL has also announced the start of its tree planting project at Āwhitu Peninsula, which will restore the headland to native bush and help provide an ecological corridor up and down the West Coast from the Waitakere Ranges. The project will also develop an ecological area which celebrates the land and its historical sites, and ultimately provide walking trails for the public to enjoy.

**Auckland International Airport Limited (AIAL)**

AIAL experienced a stronger than anticipated rebound in domestic and international aviation markets over the 2023 financial year and announced its first dividend and full underlying profit in three years for the 12 months to 30 June 2023.

Board of Directors of AIAL have resolved to pay a dividend of four cents per share in October 2023.

Auckland Council at year end 30 June 2023 owned 18.08 per cent of the shares in AIAL. In May 2023 the Governing Body made the decision to amend the long-term plan (LTP) and on 29 June 2023, formally

adopted the Annual Budget 2023/2024, signalling the partial sale of its shareholding. Auckland Council agreed on the sale of 7 per cent of AIAL shares on issue, with the proceeds to be applied to debt repayment.

Flagstaff Partners has been acting as independent financial adviser to Auckland Council on the process and implementation of the council’s partial sale of its AIAL shares.

On 31 August 2023 the council confirmed the partial sell down of the AIAL shares. The sale of 7 per cent of its shares in AIAL, at an average share price of \$8.11 per share, has returned \$833 million, which will be used to reduce council debt.

AIAL is an NZX listed company and provides interim and annual reports each year. Financial statements for the year ended 30 June 2023 can be found at <https://corporate.aucklandairport.co.nz/investors/results-and-reports>





## Ngā ratonga ā-taiao

### Environmental services

Auckland's biodiversity, green spaces, clean water and fresh air help make it an attractive city to live and work in.

We work with iwi, mana whenua, the community, schools and landowners to protect the values of Auckland's natural environment and support Aucklanders to reduce their carbon emissions and build resilience to climate impacts, while honouring Te Tiriti o Waitangi.

The 2022/2023 weather events caused serious and complex damage to Auckland's indigenous ecosystems and natural areas. Terrestrial, freshwater and marine habitats were damaged and destroyed by flooding, landslips, wind and wave damage. Some upgraded kauri tracks were damaged and access to several managed sites was restricted, delaying delivery of works.

A significant number of staff supported the emergency response to the weather events, through control, logistics, intelligence, operations, welfare and recovery. Some staff worked at shelters overnight, and members of our team also helped assess the damage across the west coast, using drones to capture and map real-time images. We are continuing to assess the impacts of the storms on the region's threatened species and ecosystems. Impacted ecosystems may recover over time naturally but some may need more direct intervention in the future.



The weather events also highlighted the increasing need to support community groups to reduce emissions and build climate resilience, so they are better placed to help their communities respond to the changing natural hazard risk due to climate change.

During the year, as part of the **Plant Pathogen Programme**, we upgraded 4.7 kilometres of tracks at 10 local parks to **Kauri safe standards**, including Allice Eaves, Arama, Arapito, Kaurimu, Point View and Kowhai parks. We also upgraded 12.1 kilometres of tracks at four regional parks, at Fenceline, Wairoa-Cossey, Auckland City Walk, Houghton Track and Te Muri, with work underway on four further tracks in the Waitākere Ranges. The **National Pest Management Plan for Phytophthora agathidicida (kauri dieback)** was also launched in August 2022, with support from partners including Auckland Council.

Our **mainland and freshwater** work led to a 70 to 80 per cent reduction in tench and a 96 per cent reduction in rudd in Lake Tomorata. Removing these

**pest fish** has relieved pressure on native vegetation growth and the chemical stability of this high-biodiversity-value lake.



Our **possum-control programme** continued with 5,900 hectares controlled, or being worked on in Dome Valley, Waitākere and Manukau lowlands, Kaiāua and Tokatu using ground-based methods and over 20,000 hectares of control carried out aerially across the Hūnua Ranges. Positive impacts of the three most recent aerial operations in Hūnua are evident in the five-yearly kōkako census results. The 2022 count identified 259 kōkako pairs, a remarkable growth from 55 in 2015 and 116 in 2018. The Hūnua Project was recognised by the National Kōkako Recovery Programme as reaching the status of 'genetically robust' and is the second kōkako population in the country to reach this milestone. This is a significant contribution to the prosperity of this threatened species nation-wide.

Under our **Biodiversity Focus Area programme**, survey and monitoring of native species and ecosystems is carried out to increase our understanding of their status and ability to manage them. Terrestrial and freshwater species surveyed included Muriwai gecko, tātahi skink, pekapeka tou roa (long tailed bats) and giant kōkopu along with 10 threatened native plants. The **first regional conservation threat status assessments for vascular plants and bats were also published**, which will help the council prioritise its conservation management and inform statutory processes, such as resource consents.

Our **marine seabird** work involved monitoring 16 seabird species at more than 55 sites. We monitored over 1,500 nests, banding more than 800 birds and recapturing almost 130 birds we had previously banded.

Our **pest pathways pest dog detection teams** inspect vessels



sailing to Rākino, Aotea/ Great Barrier and the Hauraki Gulf islands to protect islands from pest incursions. This year, two new pest detection (rodent) dogs and their handlers have been fully certified by the Conservation Dog Programme to help prevent rats from reaching and living on the islands. Regular hull inspections are also carried out to check boats are meeting the requirements designed to reduce the spread of marine pests using contract divers, pole cameras, and remotely operated underwater vehicles. 1,383 vessels were inspected across several marinas and moorings in the region with 63 per cent found to be compliant with allowable hull fouling standards. The team follow up with non-compliant boat owners to discuss cleaning plans.



▲ Banded Kōkopu

Our **islands** work delivered 311 hectares of pest plant and 83 hectares of wilding pine control on Aotea / Great Barrier, and 231 hectares of pest plant control on Hauraki Gulf islands, protecting these valuable ecosystems. The **Predator Free Waiheke initiative** has seen kākā populations on the island increase, with scientists estimating that only a few stoats remain on the island. Te Korowai o Waiheke continues to manage 1,700 kill traps across 9,200 hectares of Waiheke Island for our **joint stoat eradication project**. From 106,408 trap checks, 7,375 pests have been removed, including stoats.

The audience for the **Tiaki Tāmaki Makaurau | Conservation Auckland** website, one of our conservation **enabling tools**, grows year on year. In 2022/2023, 120,000 Aucklanders frequented the conservation portal for current best practice conservation information and data. Pest search and the interactive Tiaki conservation map are hugely popular. Realising mana whenua aspirations for Tiaki Tāmaki Makaurau is our current priority.

Our **Expanding Community Action** programme provided targeted governance and leadership mentoring to nine community groups to help lift the **quality and effectiveness of community conservation management**. Individual leadership and mentoring support was also provided to an additional 15 representatives from conservation groups. Self-help tools have been made available for other groups to use in planning how they manage and develop as a group. Numerous community groups across the region were also supported with funding to expand and enable community-led conservation.

**The Golf is Green**, a World Wildlife Fund and council partnership project planted 9,000 native plants along

riparian banks to help restore Tāmaki Makaurau waterways.

Over the past year, the **Auckland Climate Grant** supported 45 community-led climate projects with grants totalling \$478,127. Approximately 20 per cent of grant funding was provided to historically underserved communities including Māori, Pasifika, Youth and Asian community projects in priority areas including transport, food and energy.

The **Mana Ora | Students Decarbonising Schools** project funded by the Westpac NZ Government Innovation Fund and the Ministry for the Environment has engaged 14 schools and five Kura Kupapa Māori, to implement projects to tackle climate change, reduce carbon emissions, and build climate resilience. Through the **Trees for Survival Programme** young people from 106 schools grew and planted 89,301 native trees to restore natural habitats and protect waterways in rural areas.

Using the **Futurefit** programme over 12,000 people calculated their carbon footprint. There are currently six large fee-paying businesses using the 'FutureFit in Business' package which is designed to help staff **reduce their personal emissions**: Spark, ASB Bank, Chorus, Ventia, Downer and Eke Panuku. There is also a 'Futurefit Council' package available to other councils nation-wide which has signed up 21 councils.







**Things we are keeping an eye on**



A healthy ecosystem is critical for climate resilience. If not well managed, many of our native species and important ecosystems are at risk of loss or significant degradation. We run programmes to protect our natural environment, carefully selecting the methods we use to tackle pests, weeds and diseases that threaten our native species. We also provide funding and support to private landowners and community groups who work alongside us. We respect the role of mana whenua as kaitiaki of the environment and work alongside them. Safeguarding Auckland’s natural environment is a job for all Aucklanders. We have a major role to play, running programmes to tackle pest plants and animals, along with diseases that threaten our native species. In all of this, we ensure the toxins we use are carefully managed.

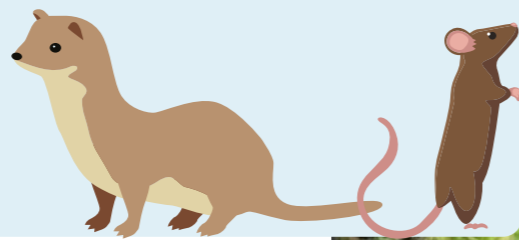
**Auckland’s four-legged biosecurity hero**

Dogs are human’s best friends, fun and loving, but when they are at work, there is no room for error.

When it comes to protecting New Zealand’s environment, native birds and plants, biosecurity advisor Kerry and her team are in the field, taking steps to detect pests and preventing disease. Marty is the newest addition to the kauri dieback sniffing dogs, being trained to detect and screen for kauri dieback. The training programme is enabled through the Natural Environment Targeted Rate Funding. Along with the Department of Conservation dog team, the team also conducts pest control surveillance on the islands.

Each dog typically specialises in detecting one type of pest animal, including rodents, Argentine ants, and mustelids, such as stoats and weasels.

Marty was followed by the Dog Squad Puppy School crew for around 12-15 months and filmed during various stages of training until he passed his first conservation exam. Episodes nine and ten of the show will be available for viewers from late August 2023.



▲ Marawhara Stream Walk flood and cyclone damage 2023, Waitākere Ranges Regional Park.

▶ Marty at work



## What we achieved

● Achieved ● Substantially achieved ● Not achieved \*Impacted by COVID-19

	Result against target	Year-on-year change	2023 Target	2023 Result	2022	2021	How did we perform
<b>We work with Aucklanders to manage the natural environment and enable low carbon lifestyles to build resilience to the effects of climate change</b>							
The proportion of the region under community stewardship for natural environment outcomes	●	▲	65%	99%	60%	New measure	Pest Free Auckland and Predator Free New Zealand combining with support for community-led conservation provided through the Natural Environment Targeted Rate (NETR), has seen exponential growth in community-led conservation across Tāmaki Makaurau. Over 480 conservation groups are now active. Council will now need to focus its community support on closing gaps, management effectiveness and biodiversity priorities.
The proportion of kauri areas, managed by council, with site-based mitigation in place to reduce the spread of kauri dieback disease <sup>1</sup>	●	—	99.7%	97.8%	97.8%	New measure	Work towards protecting Atuanui in partnership with Nga Maunga Whakahii o Kaipara and Tiakina Kauri (the national kauri dieback programme) continued, but fencing of the kauri forest has been delayed. Planning shows that a multi-year phased approach will be required to fully complete fencing. Fencing should begin next year.
Kilometres of planned track upgrades, to reduce the risk of spread of kauri dieback, completed and open to the public <sup>2</sup>	●	▲	195.7km	164.4km	140km*	New measure	A good result given that the track upgrade programme sustained significant disruptions due to COVID-19 contractor and supply chain delays in prior years, then two major storms this year. The storms caused damage requiring us to close some tracks to repair structures and slips and to pause work where access to sites was prevented by slips and road closures. Some of these tracks remain closed while we await geotechnical advice on slip damage, or in the case of Kuataika-Houghton while we work through how to re-establish access via damaged connecting tracks. Despite this we were still able to upgrade a further 16.8km of track this year. A further 20.6km of tracks are scheduled for upgrade next year, though geotechnical advice on slip damage may still affect plans. Plans to meet the final target of 195.7km of upgraded track are being renewed in light of the significant storm damage and will likely be decided next year.
Number of indigenous plants and animals regionally vulnerable to extinction under active management <sup>3</sup>	●	▲	96	94	87*	New measure	For 94 regionally threatened species, all key pressures at least one key site (or population) were managed through council-led management or management led by other agencies, supported by council activity. Pest control delivered through the Hūnua Project provides protection for at least 10 indigenous species. Regional conservation assessments for indigenous vascular plants and bat species were completed, adding significantly to our knowledge on threatened and at-risk species in the region. Although invertebrates have not been included in this measure, of note was the translocation of threatened wētāpunga/Hauturu Giant wētā to Tāwharanui and Shakespear Open Sanctuaries this year.
The proportion of rural mainland Auckland under sustained management for possums	●	▼	27%	28%	31%	New measure	Although this result is on target, it is less than last year as monitoring showed that possum numbers were higher than expected across half the Awhitu Peninsula. Over the coming year we will work with the community to bring possums back down to the required level. Otherwise the possum programme is progressing well.
The proportion of priority native habitats on regional parks under sustained management for pest plants <sup>4</sup>	●	▼	48%	50%	51%	New measure	Target achieved, despite wet weather through the summer and damage from Cyclone Gabrielle preventing access to some sites along the west coast.
Number of species-led projects being delivered on Hauraki Gulf islands for the purpose of maintaining or achieving eradication of pest plants and pest animals <sup>5</sup>	●	—	10	9	9	New measure	Council is leading or a key funder of 8 projects to eradicate pests from islands and one programme to keep pests from getting back to islands in the Hauraki Gulf. Some examples include removing feral pigs from Waiheke and rats from the Broken Islands at Aotea Great Barrier in partnership with Tū Mai Taonga. A tenth project to eradicate the pest plant rhamnus from Waiheke has been abandoned as it became apparent that it was not feasible, but rhamnus continues to be controlled at high value sites.
Number of native plants planted	●	▲	740,000	761,451	611,151*	New measure	In contrast to the previous planting season, which was impacted by COVID-19 restrictions, this reporting period was subjected to fewer disruptions such as cancellations and delays when accounting for volunteer participation in planting activities.
Number of Aucklanders engaged in living low carbon lifestyles	●	▼	66,500	63,871	72,749	49,170	Due to a pause on spending, we were slightly short on our engagement target. The pause impacted some projects more than others such as Live Lightly and FutureFit projects that were unable to go ahead. However there were highlights such as the Auckland Climate Grant which showed a high level of engagement.
The percentage of schools engaging in sustainability education programmes	●	▲	60%	68.7%	65.5%	56%*	There has been an increase in engagement as schools recognise the relevance and value of engaging young people and their whānau in sustainability action within their local environment. The delivery model, which includes the use of online engagement platforms, continues to make participation more accessible for school communities, alongside face-to-face events. <sup>6</sup>
Greenhouse gas emissions Scope 1 & 2 (tonnes, % change vs baseline) <sup>7</sup>	●	▼	17,648 (-18%)	17,473 (-18.8%)	17,500* (-18.7%) <sup>8</sup>	New measure	The decrease in greenhouse gas (GHG) emissions primarily results from the consolidation of our corporate property portfolio. We've downsized from eight main buildings to just four by the end of the financial year 2022/23, with plans for further reduction to three by the end of the financial year 2024/25. These three locations will include Auckland House on Albert Street, Civic in Manukau, and Albany. The consolidation of our corporate property has led to a significant reduction in both natural gas and electricity consumption, contributing to the decrease in our GHG emissions. However, this reduction is not solely attributed to property consolidation; we have also transitioned to more energy-efficient buildings. A notable example is the newly constructed Albany Office, which holds a 5-star green building rating and relies exclusively on non-natural gas heating methods. Additionally, we have successfully completed the transition to a 40% hybrid or full-electric vehicle fleet in 2023. The full benefits of this shift to electric vehicles are expected to become increasingly evident in the financial year 2023/24.

Footnote on the next page.

Footnote from previous page.

1. Kauri areas refer to kauri forests that council has a mandate to manage, including council parks, Department of Conservation land where a Memorandum of Understanding is in place for the council to manage, and private land deemed high priority for kauri forest management where an agreement has been reached with the landowner. Does not include areas that consist of only a small number of kauri trees or amenity plantings.
2. These are the total number of kilometres of track upgrades completed and open to the public from the 2018/2019 financial year.
3. 399 plants, birds, freshwater fish, lizards, frogs, and bats are currently considered "vulnerable to extinction" in the region through a review of national and regional data and expert knowledge (invertebrates, fungi, lichen, and non-vascular plants and marine species have not been assessed and are therefore out of scope for this measure).
4. Priority native habitats are a minimum suite of sites identified as requiring the restoration and maintenance of ecological integrity in order to maintain the greatest number and most diverse range of Auckland's indigenous ecosystems and sequences. Priority native habitats are otherwise known as Biodiversity Focus Areas. Native habitats are defined as the indigenous ecosystem types described in Singers et al., 2017, Indigenous terrestrial and wetland ecosystems of Auckland.
5. Species-led projects are projects that target single or multiple species. This includes both site level pest control projects and projects that manage pest pathways to prevent species re-invading those islands from which they have been eradicated.
6. Results are calculated by rating schools on a scale between 0-3 where 0-no contact from schools, 1-one-way communication, 2-low engagement, responds to email and carries out some sustainable activity and 3- highly engaged/collaborative with frequency communication e.g. whole school engagement in sustainability.
7. Auckland Council's (the council) GHG emissions inventory has been measured in accordance with ISO 14064-1:2018 using an operational control approach. Auckland Council have chosen to report on the emissions of the Auckland Council entity only. This means emissions from activities of subsidiaries (including council-controlled organisations), joint ventures, contractors and other external partnerships have been excluded. Only Scope 1 and 2 emissions are included in this measure. Scope 1 and 2 emissions include:
  - Stationary Combustion
  - Transport (fuel for vehicles used or operated by the council)
  - Refrigerants and other gas usage
  - Agriculture (livestock emissions) and fertilizers
  - Purchased Energy (electricity consumed in council owned or operated facilities).

The following emission sources have been excluded: food waste from our offices (de minimis), Whitford landfill (not under operational control) and closed landfills (emissions for waste are accounted for in the year of disposal as per MfE guidance).

Other emissions, except for certain fugitive emissions and farming emissions (that are derived from the FARMAX GHG calculation tool) were calculated using emissions factors from "Measuring Emissions: A guide for organisations", published by the Ministry for the Environment (MfE). MfE periodically revises these emissions factors, with changes occasionally being significant. In 2023, MfE updated historical electricity and gas emissions factors that had an impact on our 2022/2023, 2021/2022 and 2016/2017 baseline Scope 1 and 2 emissions, and where material, GHG emissions were adjusted to reflect these updated emissions factors.

Towards the end of 2021/2022 the council sold a business unit called Amenities and Infrastructure Services (AIMS), but continued to use their services, moving their emissions from Scope 1 to Scope 3. This scope change has been incorporated into our 2022/2023, 2021/2022 and 2016/2017 GHG emissions inventories. As this measure only reports on Scope 1 and 2 emissions, our 2016/17 baseline has been restated to ensure we continue to report progress against the baseline on a like-for-like basis.

Apart from the changes above, we calculated GHG emissions using a methodology that is consistent with prior years and best practice.

We reduced our Scope 1 and 2 emissions by 18.8% compared to the 2016/2017 baseline, which is a greater reduction than our 18% target. This reduction is mainly due to the total electricity use having dropped by 29 per cent and our gas use having reduced by 20 per cent since the 2016/2017 base year. This is linked to the reduction in the number of our corporate offices buildings and improvements to the energy efficiency and fuel replacement of corporate and other council owned buildings. A reduction in the emissions factor for electricity by around 25 per cent since the 2016/2017 base year also contributed to this reduced footprint. While we have reported the target was achieved, there are inherent uncertainties in the measurement of GHG emissions from the data collected, the exclusions applied, the boundaries used, the accuracy of emissions factors and the impacts of developing scientific knowledge. The methodologies to determine the emissions factors and processes used to calculate or estimate quantities of GHG emissions are still evolving, as are GHG reporting standards.

The council had its 2022/2023 GHG emissions inventory independently verified by a third party, Toitū Envirocare (Toitū). Toitū's verification processes were conducted in accordance with ISO 14064-3:2018 and included examination of the evidence relevant to the information and data disclosed in the inventory report. It also included an assessment of the assumptions and judgements made in the preparation of the inventory report. There were no Non-Conformance Reports (NCR) unresolved in the inventory verification report.

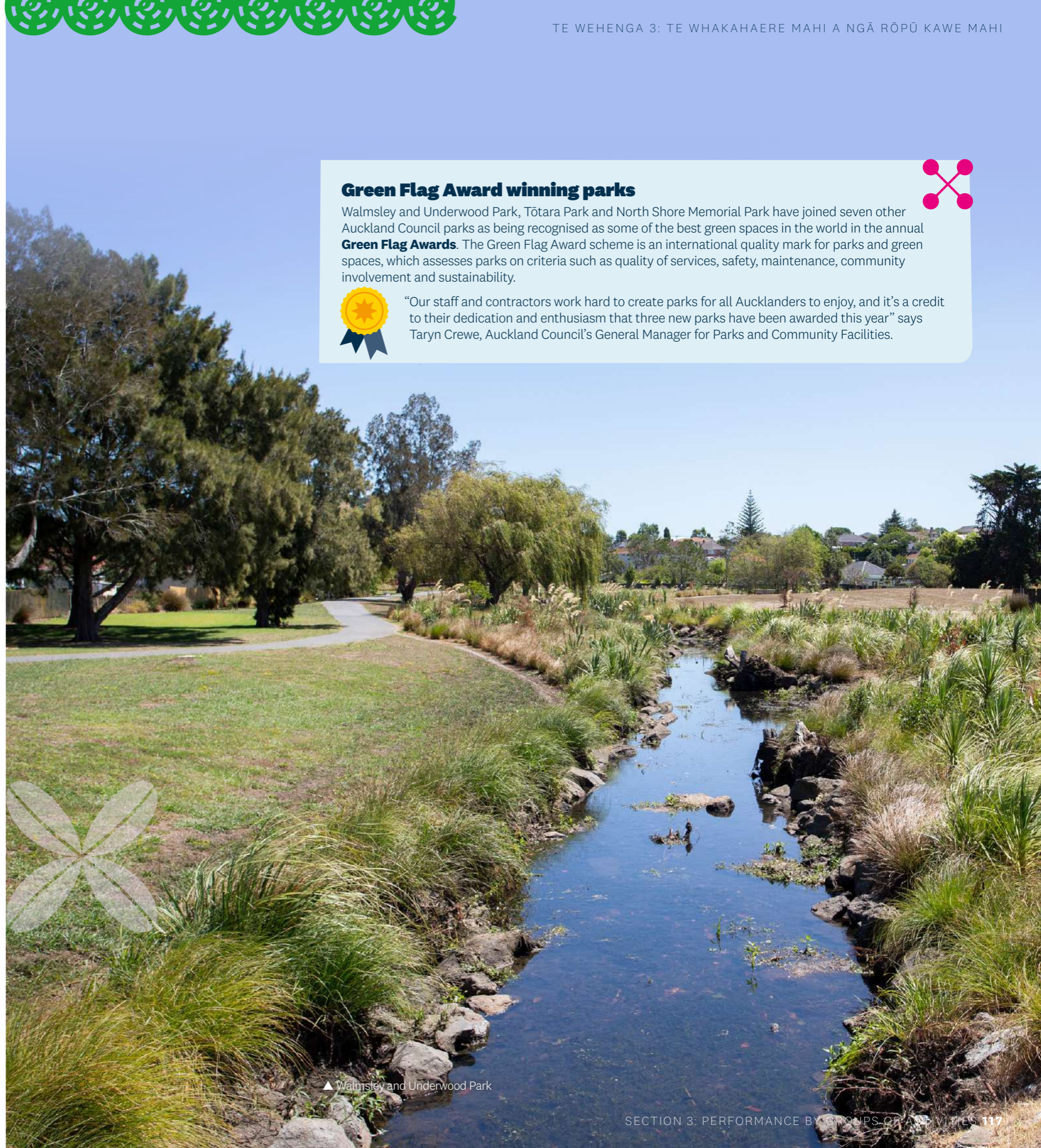
8. 2021/2022 has been restated to incorporate updated emissions factors and to remove the AIMS business unit that was sold in 2022.

## Green Flag Award winning parks

Walmsley and Underwood Park, Tōtara Park and North Shore Memorial Park have joined seven other Auckland Council parks as being recognised as some of the best green spaces in the world in the annual **Green Flag Awards**. The Green Flag Award scheme is an international quality mark for parks and green spaces, which assesses parks on criteria such as quality of services, safety, maintenance, community involvement and sustainability.



"Our staff and contractors work hard to create parks for all Aucklanders to enjoy, and it's a credit to their dedication and enthusiasm that three new parks have been awarded this year" says Taryn Crewe, Auckland Council's General Manager for Parks and Community Facilities.



▲ Walmsley and Underwood Park



## Our people



### Hydrology experts jump in

David Wright is one of the Environmental Specialists in Hydrology and Environmental Data Management team. The team is a part of the Research and Evaluation Unit (RIMU), providing data for MetService, Auckland Emergency Management, National Institute of Water and Atmospheric Research (NIWA), Fire and Emergency New Zealand and other organisations.

They measure rainfall, river water levels, groundwater levels and other parameters across the Auckland region. The teams operate across approximately 80 rainfall sites, 50 river water level sites and 75 groundwater sites from Wellsford to Pukekohe.

“My role is highly varied and involves maintaining our network of rain gauges, stream and river flow sites and a fast-growing network of ground water monitoring sites. Along with this we collect and manage the incoming data shared on the environmental portal and archived for records. There’s more: sediment monitoring programme, Dissolved Oxygen monitoring etc, but that’s the basics!”

This year’s extreme rainfall and floods damaged a lot of the sites and affected the monitoring instruments. David and his team had to find ways around the road closures and slips to access the instruments.

◀ David Wright in his waders on the submerged footpath at Waiatarua Wetland, aka the Waiatarua Path. Image courtesy of Johnathan DeVillers (RIMU).

Ngā ratonga hapori ā-rohe

## Regional community services

We plan, build, facilitate and maintain community spaces, services, programmes and facilities to help create strong, healthy and connected communities. This work includes our regional parks, libraries, cemeteries, arts and cultural events, as well as essential infrastructure.

Community wellbeing and creating a sense of belonging are at the heart of what we do. We accomplish this by actively encouraging participation across all our communities and recreational spaces – spaces that allow people to learn, relax, connect and maintain healthy lifestyles.

The comprehensive renewal of Panmure library and upgrades for Waitākere Central Library are now complete. More than 15 million items have been checked out in the last year across our libraries, exceeding the last year's number of 13.1 million, as we recover from the COVID-19 impacts. **Digital services have continued to grow**, as more Aucklanders connect with us through digital channels. Libby and Overdrive are our digital applications that allow people to access books, magazines, audiobooks and other content – so far, they've enabled over **20 million checkouts**, with over four million of these occurring this year.

Our **pool and leisure centres** encourage Aucklanders to be active and healthy, providing indoor and outdoor recreation facilities, programmes and classes that help people get fit in their own way. Attendance at our pool and leisure centres grew more than 80 per cent in comparison to last year and participation in group fitness classes increased by 80 per cent. Our learn-to-swim enrolments also increased significantly by 53 per cent, our OSCAR (out of school care and recreation) enrolments surged by 95 per cent and our holiday programme enrolments increased by 36 per cent. These increases are due to the previous year being impacted by COVID-19 and our numbers are beginning to show signs of progress.

In the Maungakiekie-Tāmaki local board area, we have upgraded pool and infrastructure at Lagoon Pools and Glen Innes Pool and Leisure Centre, and at Onehunga War Memorial Pool and Leisure Centre were completed. Renewals and seismic strengthening at the West Wave Aquatic Centre were completed, and incorporate a short-term stormwater diversion solution.

Our **Community Centres and Venues Programme** delivered the Housing for Older People Project (Haumarū Housing) and the Maraetai Community Hall roof, cladding and floor renewal. Seismic strengthening work for Studio One and the comprehensive renewal of Te Pae o Kura / Kelston Community Centre continue.

Auckland Council partners with other agencies and organisations, and provides funding, to help overcome inequalities caused by access and financial barriers. Amotai is local government's intermediary for supplier diversity and supports Māori and Pacific businesses for procurement opportunities. Amotai has led Auckland Council to **increase supplier diversity with Māori businesses**, enabling them to secure contracts.

► Auckland Domain and Wintergardens (Photo credit: Liz Kirschberg)



### Things we are keeping an eye on

Auckland is one of the most diverse cities in the world, which means our community services, such as libraries, recreation centres, community halls, parks and swimming pools, must meet the needs of our diverse population. Many of our community facilities are aging and require significant investment to bring them up to standard. Continued decline in physical visits also indicates customer preferences are changing. We closely monitor our grants programme to ensure the funded activities have a positive effect for their communities.





We offer Aucklanders the opportunity to live healthy lives and enjoy their rich natural surroundings. The landscape, historic heritage and cultural features of Auckland's parks and open spaces add to the character and identity of the region.

This year, the **much-loved 102-year-old Domain Wintergardens reopened** after the completion of a two-year restoration project, which saw the structures undergoing seismic strengthening. The restoration work was awarded an Enduring Architecture Award at the Auckland architecture awards.



As part of the **FIFA Women's World Cup 2023**, we undertook a sports field development programme that included floodlighting, drainage and irrigation upgrades for nine sports parks that were used as training venues. These upgrades will provide a legacy for the community.

**The Arts and Culture Programme** installed the 1001 Spheres sculpture by Chiara Corbelletto in Monte Cecilia Park, the **Corban Estate Arts Centre** seismic strengthening project was completed, and work on the exterior steps, footpath and handrail at Lopdell House was also finished.

### What we achieved

● Achieved ● Substantially achieved ● Not achieved \*Impacted by COVID-19

	Result against target	Year-on-year change	2023 Target	2023 Result	2022	2021	How did we perform
<b>We manage Auckland's natural environment and help Aucklanders adopt a low carbon lifestyle</b>							
The number of New Zealand native plants grown for revegetation programmes in the Botanic Gardens	●	▼	60,000	60,000	60,524	56,178	
The number of volunteer hours worked in regional parks each year	●	▲	80,000	37,091	22,988*	69,117*	Volunteer hours are significantly lower than previous years due to the extensive damage at regional parks during the January 2023 flood event and Cyclone Gabrielle.
<b>We provide library services and programmes that support Aucklanders with reading and literacy and opportunities to participate in community and civic life</b>							
The number of library items checked out (including e-items) (millions)	●	▲	18.2M	15.5M	13.1M*	16.2M*	The target was set assuming numbers would recover quickly after the impact of COVID-19, however numbers only began to rise after February 2023. E-issues continues to increase despite having no lockdowns and has had its most successful result since financial year 2021.
The number of website sessions for the Auckland Libraries website and library catalogue	●	▲	5.9M	4.81M	4.50M*	3.85M*	Website sessions is under target. Website sessions is highly correlated with visitor numbers which didn't recover until March 2023 leading to it not reaching target. Numbers however are trending upwards with quarter 4 being the highest quarterly result this year.
The number of active library members (members who have used their membership account at least once in the past 12 months)	●	▲	410K	376.5k	341.3k*	389.2k	Auckland Libraries is showing signs of recovery. Active members are trending upwards and there has been significant increases in new registrations in the current financial year.
<b>We provide safe and accessible parks, reserves, beaches, recreation programmes, opportunities and facilities to get Aucklanders more active, more often</b>							
The percentage of residents participating in sport and recreation at least once per week	●	▼	72%	70%	73%	68%	With significant adverse weather events in the second half of the financial year and ongoing wet weather the reduction in weekly activity can in part be attributed to environmental conditions. Indoor activities through the pool and leisure centres network however have significantly increased over the 2023 financial year (when compared with 2022 financial year).
The percentage of the public who have used a regional park in the last 12 months	●	—	74%	67%	67%*	67%*	Continued closures of tracks in the forested area of the Waitākere Ranges Regional Park due to Kauri Dieback disease response measures, as well as extensive damage on regional parks during the January 2023 flood event and Cyclone Gabrielle have deterred/ prevented visitors from coming to these areas.
The percentage of regional park visitors satisfied with the overall quality of their visit	●	▼	96%	97%	98%	98%*	97% of respondents were Satisfied or Very Satisfied with the quality of their visit to a Regional Park, with the remaining 3% neither satisfied or dissatisfied. Overall, satisfaction rates have remained high for regional parks. The survey in FY23 was undertaken both before and after the significant weather events, and despite these only Wenderholm park had a increase in dissatisfaction. However, this park was surveyed just after re-opening with a number of tracks still closed.
<b>We provide rental services to older tenants and maintain the older persons property portfolio</b>							
Percentage of tenants satisfied with the provision and management of "housing for older people"	●	▲	78%	89%	88%	89%	
<b>We showcase Auckland's Māori identity and vibrant Māori culture</b>							
The percentage of regional programmes, grants and activities that respond to Māori aspirations	●	▼	22% <sup>1</sup>	30%	37%	35.8%	The percentage of regional programmes, grants and activities that respond to Māori aspirations continues to exceed the target, resulting from an ongoing focus and commitment to Te Ao Māori in community delivery. This was despite a challenging third quarter, effects of the storms that hit Auckland causing cancellations of key events. Highlights from the year include an expanded regional community empowerment programme, and strong results from Matariki related activities, public art activations and events.

1. Creative communities scheme grants are funded by central government and are no longer included in this measure. Auckland Council has no control over the applications and approvals of the grants and merely provides an administrative function.

Te mana hautū ā-rohe

## Regional governance

Our regional governance activities include providing support and advice to the Governing Body – which consists of the mayor and 20 councillors – and council-controlled organisations, to enable effective governance.

We run local elections and ensure that committee meetings run smoothly and efficiently. We also support co-governance entities, such as the Tūpuna Maunga Authority, and joint committees of the council, such as the harbour forums.

**We worked with the Electoral Commission to deliver the local government elections** in Auckland in late 2022. Local elections are held every three years and the latest election saw a new mayor, seven new councillors and 55 new local board members joining Auckland Council. As a part of our **support to elected members**, we have provided induction and onboarding programmes for 170 elected members following the election.

We engaged with the public through **conversations, workshops, town hall sessions, community initiatives and webinars**, one of which was translated into NZ sign language and published online during the consultation period. These initiatives were designed to encourage the public to actively participate in Auckland Council plans and decisions.

We also worked with the local boards to develop their **draft local board plans** and get them ready for public consultation. These plans will guide local board decision-making over the next three years, and cover matters related to parks and playgrounds, community funding, community group support, events and programmes. The consultation process closed in August 2023, and recommendations will be considered and finalised in October.

We are trialling a more engaging and participatory approach, to help **empower Aucklanders and build trust and confidence in government**. For example, through Te Hono deliberative forums, we engaged with members of the disability and access community in discussions about the design of services and programmes. This effort aimed to ensure accessibility for users with specific needs.

Similarly, **Auckland Conversations** held three in-person events, each attended by more than 300 people. These sessions brought together community leaders, environmental advocates, members of parliament and academics to discuss issues such as voting, local elections, climate change and the economy. Auckland Conversations welcomed the return of overseas speakers, who provide international insights and experience and offer Aucklanders the chance to learn from cities around the world.

During the 2022/2023 weather events, many regional governance staff were redeployed to assist during and immediately after the events. Staff routinely help manage responses to various civil defence emergencies through participation with Auckland Emergency Management.

► Matt McLean, Ashley McIntyre, Auckland Conversations September 2022





**Things we are keeping an eye on**

Our mayor and councillors rely on high-quality, neutral and thorough advice to make critical decisions on behalf of the city. We want all Aucklanders to have a voice in decision-making and find ways to overcome low public engagement and low voter turnout. We have an obligation to engage with Aucklanders so they can provide input into decisions made by the council on their behalf. We consult with a wide range of Aucklanders when key decisions need to be made, run surveys to gather feedback on issues, and use demographic advisory panels to seek feedback from specific communities. Low civic engagement poses a risk when mobilising Auckland's population in time of crisis. Our policies and services are increasingly being designed and delivered through greater collaboration with users or the broader public. This helps to better understand issues and risks, and to design solutions that are more likely to meet users' needs and achieve other policy objectives.

**Have your say**

During the latest **annual budget consultation**, we held 73 **Have Your Say** events attended by at least 4,450 people. We also responded to over 30,000 questions about local priorities. More than 41,000 Aucklanders responded to the consultation process, engaging through libraries, service centres and community partners.



▲ AkHaveyoursay at Pasifika Festival

**What we achieved**

● Achieved ● Substantially achieved ● Not achieved \*Impacted by COVID-19

	Result against target	Year-on-year change	2023 Target	2023 Result	2022	2021	How did we perform
<b>We contribute to resilient, sustainable and thriving marae facilities and infrastructure that support marae as hubs for their communities</b>							
The number of mana whenua and mātāwaka marae that received support <sup>12</sup>	●	▲	22	24	18*	New measure	17 marae received infrastructure funding support via Marae Infrastructure Programme (MIP), Cultural Initiatives Fund (CIF), Auckland Transport (AT) and 7 from Manaaki and local board funding.
<b>We provide opportunities for Aucklanders to contribute to community and civic life</b>							
The percentage of Aucklanders who feel council provides opportunities for them to have a say in shaping Auckland <sup>3</sup>	●	▲	50%	42%	37%	36%	Awareness of opportunities to have a say increased due to the high profile 2023 Annual Budget consultation with feedback increasing from 20,000 in financial year 2022 to 49,000 in financial year 2023. This was driven by significant media coverage, community campaigning and higher public participation.
The percentage of Māori residents who believe that they have adequate opportunities to have their say in decision making <sup>3</sup>	●	▼	50%	36%	39%	34.9%	The result for financial year 2023 is 36%, which is down from 39% last year. It is considered to be on a par with the 2022 result.
The number of compliance notices issued by the Privacy Commissioner	●	—	0%	0%	0%	New measure	No compliance notices were issued by the privacy commissioner.
The percentage of LGOIMA and Privacy Act decisions made and communicated within statutory timeframes	●	▼	95%	75.0%	82.3%	88%	Ability to meet statutory timeframes was impacted by a number of key events. This included large numbers of complex requests - many of which stemmed from the significant weather events in January and February. The start of a new term with last year's election has prompted significant public interest. Improvement projects continue to be completed and initiated including ongoing considerations for resourcing.
<b>We support the Māori led housing and papakainga development through planning and development processes</b>							
The number of Māori organisations and trusts supported to progress Māori housing and papakāinga development <sup>4</sup>	●	▲	22	29	23	20	The Māori Housing Projects are externally led by Māori trusts and organisations. The support the Māori Housing Unit provides spans across the development spectrum, from vision to delivery. The number of projects the unit supports is determined by the customers' readiness to proceed, which is beyond the control of council. More recently, government has increased targeted support towards Māori Housing initiatives. This has improved the ability for Māori trusts and organisations to progress their projects.

1. Support is in the form of direct funding or assets provided to marae to build capacity of the marae to support Māori community wellbeing, and the focus of the delivery is centred on the marae. There are 33 marae that are eligible to receive this support.  
 2. Any activity where funding is given to the marae and where the activity builds the capacity of the marae to support Māori community wellbeing and the focus of the delivery is centred on the marae.

3. The preamble to the question in the Annual Residents survey which gathers data for this measure has been changed to make it clearer and provide appropriate context. This change may have had some impact on this year's results.  
 4. Organisations include Māori community housing providers and incorporated societies. These are groups that council has supported to date in some way e.g. funding or support from Council's Regulatory Services department with the consenting process.





Te whakamahere ā-rohe  
 **Regional planning**

We plan for Auckland’s growth and provide master planning advice for its development, while focusing on community wellbeing and challenges such as climate change, population increase and infrastructure resilience.

Regional planning services cover spatial planning, strategy, research, and maintaining and monitoring of the Auckland Unitary Plan. That includes improving the natural environment and heritage protection, preparing community and social policies, urban design, infrastructure planning and the Community and Social Innovation (Southern and Western) Initiatives.

We continued to **enable the delivery of major development in growth areas**. The completion of the last open space project for the **Westgate development**, closed out a decade-long project in the Westgate precinct and more than \$200 million of planned investment.

We secured more than \$100 million investment from the Infrastructure Investment Fund to support council infrastructure required for the growth for the Crown and **Unitec Campus development**.

Our work with Kāinga Ora saw us continue to secure infrastructure funds for the **Housing Acceleration Fund** which is used to support growth in our Infrastructure Priority Areas. A governance structure and partnership principles have been established. These ensure alignment with funding investment that enables the required infrastructure for growth in Tāmaki, Mount Roskill, and Māngere to support Kāinga Ora in these precincts.

We worked with the development community to **review the revenue secured under the Local Government Act through Development Contributions** to ensure the revenue charged will support the infrastructure required for a 30-year period. The first of the revised development contribution policies is in place for Drury and we continue to review policies for other priority areas of development, including Inner Northwest, City Rail Link over-station developments, Tāmaki, Mount Roskill and Māngere.

We are **delivering on the vision of the City Centre Masterplan**, which is designed to increase the capacity, efficiency, and safety of travel, provide the enabling infrastructure for growth, and improve the attractiveness, safety and vibrancy of the city centre. The programme is funded in part by the **City Centre Targeted Rate**.

We completed the last section of **Galway Street**, transforming the road corridor into an inclusive and safe shared space for people with accessibility needs, and people walking and riding bikes or scooters.

We have started construction for the **Te Hā Noa** project on Victoria Street in April 2023, alongside the City Rail Link (CRL) streetscapes on Victoria Street and Albert Street. The project will create a thriving environment, connecting thousands of people arriving through CRL’s Te Waihorotiu Station (Aotea) once it opens. It will offer spacious street furniture, footpaths, cycleway and a single traffic lane, with garden beds and 20 native trees.

We have completed the upgrade of **Wai Horotiu Queen Street** from Mayoral Drive to Shortland Street, delivering a people-friendly, green, and spacious street. The project delivers on Te Tāruke-ā-Tāwhiri: Auckland’s Climate Plan, progressing towards a zero-emission area in the Queen Street Valley.

► Te Wananga public space

**Te Wānanga** was awarded the George Malcolm Supreme Award, recognising outstanding achievement in landscape design. Extending over the city centre’s harbour edge, this public space is constructed on a piled structure so that it can adapt to climate change and sea-level rise, while protecting and enhancing native species.





Construction continued for **Myers Park Underpass** which, when completed, will be transformed from a carpark to a welcoming public space.

We are delivering the **business support programme in midtown**, to help businesses grow resilience, adapt to the changing environment, and prepare to take advantage of new spaces following construction.

We partnered with residents' groups, businesses, and business associations to deliver programmes which help to ensure that the city centre is a vibrant, attractive and safe place for Aucklanders. The **Christmas 2022** programme featured the Christmas pavilion in Te Komititanga, activations along Queen Street, and Lego Christmas at Aotea Square. **Matariki ki te Manawa** celebrates the unique Matariki season



▲ Myers park

in the month of July, displaying Tūrama – a waharoa (gateway) which marks the place where the land once met the sea in Queen Street, and manu (birds) flying overhead with a chorus of birdsong. Taurima – Pātaka kai (food) storehouse symbolism will be suspended above Elliot Street in beautiful fluorescent neon art, marking the street's early origins and 'eat street' vibe.

We are engaging with the public through workshops and working with local boards to get a **better understanding of their challenges and concerns**, and we are building on feedback from the community. With investments and transformations of places like Aotea Square and Karangahape Road, we are enhancing city centre spaces for Aucklanders and improving their access to jobs, entertainment, culture and study.

The **City Centre Resident's Survey** provided us with an updated understanding of residents' experiences of living in the inner city. The survey highlighted a continuing challenge around public safety in the wake of the COVID-19 pandemic.

In December 2022, the Mayor's proposal to establish a City Centre Advisory Panel for the 2022-2025 term was endorsed. Panel members are representatives from across the business and social sectors, iwi, businesses, universities, and residents, assisting and advising the Governing Body on city centre issues and strategic outcomes of the City Centre MasterPlan (CCMP).

Planning continues for **Te Ara Tukutuku**, the next stage of the Wynyard Quarter development, in partnership with Eke Panuku, mana whenua and Waitematā Local Board, which will continue developing attractive waterfront space into a sustainable mixed-use development and park.

**Te Whakaoranga o Te Puhinui: Te Rautaki, Te Puhinui Regeneration Strategy** was awarded the Charlie Challenger Supreme Award, recognising outstanding achievement in landscape planning and providing an outstanding example of stream regeneration processes in south Auckland, within a wide cultural and natural setting.



### Things we are keeping an eye on



If not well managed, population growth can have negative effects on a city, resulting with limited open and green spaces, public amenities and good transport links.

We engage with landowners and developers and provide master planning advice to ensure that development is done sustainably and in a way that supports our city's communities and environmental, economic, and social well-being. We work with mana whenua on appropriate development opportunities. We also work with central government and advocate on behalf of Auckland so that legislative changes both recognise the differences that Auckland presents and align with our own outcomes reflected in policy, plans and placemaking.



◀ Christmas pavilion in Te Komititanga



## What we achieved

● Achieved ● Substantially achieved ● Not achieved \*Impacted by COVID-19

	Result against target	Year-on-year change	2023 Target	2023 Result	2022	2021	How did we perform
<b>We meet all planning legislative requirements</b>							
The percentage of Auckland Unitary plan changes and notices of requirement processed within statutory timeframes	●	—	100%	100%	100%	100%	All 12 decision notices during the financial year 2022/2023 met the two year statutory time requirements of the RMA.
The percentage of adopted core strategies, policies and plans incorporating Māori outcomes or developed with Māori participation	●	—	100%	100%	100%	100%	All 12 AUP modifications included both Iwi engagement and draft plan change disclosure to Iwi.
<b>We provide a coordinated council response to major development and infrastructure programmes, including major housing developments</b>							
The percentage of Development Programme Office programmes that identify and engage with key stakeholders, Mana Whenua and Māori organisations	●	—	95%	100%	100%	100%	
The percentage of City Centre Targeted Rate programme delivered on time and within budget	●	▲	80%	63%	58%*	84%	CCTR projects have been delayed due to, major events (FIFA World Cup), private sector developments interfaces, interfaces with other public sector developments (CRL and AT), design issues and site conditions, as well as the budget reduction for financial year 2023.

Ngā ratonga wai

## Waste services

We manage Auckland's kerbside domestic refuse, recycling and food scrap services, as well as hazardous and inorganic waste, illegal dumping, public litter bins and community recycling centres. We are also responsible for managing around 200 closed landfill sites.

### Kerbside collections and recycling services continued throughout the year,

including through most of the weather events. The exception was on 13 and 14 February 2023, when for the first time the decision was made to cancel kerbside collections. The inorganic service was also put on hold for approximately a month. This allowed contractors from both services to be redeployed and help recover flood-damaged household items from the kerbside.

Our waste services played a key role in **coordinating the collection and disposal of weather-damaged items** from affected properties; work that stretched on for many weeks following the weather events. This included:

- responding to **4,340** collection requests
- issuing and rotating nearly 1,000 skips and flexi-bags
- dropping off more than **6,200** tonnes of damaged materials
- conducting around **15,000** visits to 15 transfer and recycling facilities, including 10 privately run transfer stations, four community recycling centres and the Waitākere Refuse Transfer Station. The Waitākere Transfer Station received over one-third of all material recovered during the cleanup.

Hundreds of streets were cleaned through the efforts of 10 contractors, more than 300 staff and volunteers.

### We continued to partner with community groups to reach out to Aucklanders about waste.

Together with our WasteWise partners, we have engaged and informed 167,045 Aucklanders, run 494 WasteWise initiatives, supported 1,443 zero waste events, been at 541 markets and stalls, worked with 7,326 community groups, households and businesses, and supported 1,443 of these groups on their own waste projects. Our network of 381 champions and volunteers has contributed more than 11,840 volunteer hours, through 50 waste champion events. Our community partners have appeared in 89 media interviews and articles, and shared more than 1,500 times through social media accounts, providing exposure on waste topics to 1,383,045 people, including 1,625 new volunteers

and champions. This is a substantial increase in activity when compared to previous year.



**Illegal dumping education, prevention and enforcement continued to be a priority**, with 148 litter infringement notices issued, each carrying a fine of up to \$400. There has been no major change in the number of illegal dumping incidents reported this year, compared with last year. However, the tonnages of illegally dumped rubbish are trending slightly upwards: the total for the 2022/2023 financial year was 1,634 tonnes, compared with 1,514 tonnes in the last financial year. It is likely that weather events contributed to this higher figure, as some flood-damaged items were removed under the illegal dumping contract. Our waste advisors place stickers and post addressed letters with a 24-hour removal notice for most illegally dumped items, resulting in around 40 per cent of items being moved rather than being notified to our contractors for removal.

The **rollout of the food scraps collection service** commenced in April 2023, after a delay caused by equipment delivery. The service will provide weekly kerbside collections within Waitākere and the North Shore, with more than 150,000 bins delivered to date and more than 1,000 tonnes of food scraps already diverted from landfill. The collected food scraps are consolidated at the Waitākere Refuse Transfer Station and Papakura Ecogas, before being taken to the Ecogas Reporoa facility, which is the first at-scale anaerobic food scraps digestion facility in New Zealand.

**The Resource Recovery Network Programme**, which aspires to send zero waste to landfill, opened at the Manurewa Community Recycling Centre in November 2022. This recycling centre is operated by the Beautification Trust. The Waiōrea Community Recycling Centre is opening in August 2023, operated by McLaren Park and Henderson South Community Trust. Upgrades for the Warkworth, Helensville and Devonport community recycling centres are complete, and the upgraded sites will officially open in October and November 2023.

Mahurangi Wastebusters was awarded a 10-year funding agreement to operate Warkworth Community Recycling Centre and a re-use shop at Wellsford. Localised Limited was awarded a four-year funding agreement to operate two new community recycling centres in Wairau Valley and Point England. Ten-year funding agreements have been awarded to Waiuku Zero Waste to operate Waiuku Community Recycling Centre and to Helensville Enterprises Trust to operate Helensville Community Recycling Centre.

**Our partnership with the Eastern Busway Alliance** will increase the volume of reusable material salvaged from around 100 houses demolished as part of the busway project. A salvage specialist has been engaged to coordinate recovery of materials during the site clearance phase of the project. The Onehunga Community Recycling Centre will recover the materials, along with ARA Skills, a non-profit organisation that uses end-of-life houses to train young people entering the building industry. Eku Panuku is engaging the same specialist to undertake a salvage survey of the Northcote Town Centre.

**Two key projects relating to construction and demolition waste commenced.** The first is a partnership with Naylor Love and the Auckland University of Technology, and involves developing methods and processes for sorting waste onsite for large-scale building projects. Diversion under the

project has been consistently over 90 per cent, with all that diverted material being sorted onsite. Two site workers have become the first people to gain an NZQA-approved micro-credential in site waste management.

The second project is a collaboration with two major building companies to gain an understanding of what goes into construction waste skips and why. Data from the first house studied is almost complete and indicates that the waste generated from a house build is around 3.7 tonnes, less than the 4.5 tonnes expected. However, waste associated with preparing the site for building, landscaping and paving pushes the total waste to over 30 tonnes.

Our work to **empower the construction industry with more resources, information and inspiration to reduce construction waste** has resulted in a partnership with Builders Base to develop a new website dedicated to construction waste. The recently launched website – [www.buildingoutwaste.co.nz](http://www.buildingoutwaste.co.nz) – provides information, resources and contacts for those in the industry looking for ways to reduce waste.

To **highlight issues with single-use plastics in the building industry**, Waste Solutions has used an alternative to shrink-wrap during the refurbishment work at Waiōrea Community Recycling Centre. The reusable, track-based system has prevented the use of over 350sqm of single-use shrink wrap.

**Local-board-supported projects continue** to influence smaller building sites and better waste practices. For example, the Upper Harbour

Conducting around **15,000** visits to **15 transfer and recycling facilities**, including **10** privately run transfer stations, **four** community recycling centres and the Waitakere Refuse Transfer Station. The Waitakere Transfer Station received over one-third of all material recovered during the cleanup.



▲ Anamata resource recovery, Great Barrier Island

Construction Leadership and Enforcement Project has led to over 200 site visits, with five abatement notices, four infringement notices and six warning letters issued, and two referrals made to other council departments.

The **Materials Recovery Facility upgrade for paper and cardboard was completed** on schedule, with the upgrade for plastics processing expected to be completed shortly.

### Things we are keeping an eye on

As with all major cities, managing waste effectively and sustainably is critical for maintaining the health of people and the environment. We are working toward zero waste by 2040 as a part of the long-term plan, by encouraging everyone to minimise their waste. We cannot continue to dump the amount of waste that we do now, so we have programmes to encourage recycling and reuse. We mainly service domestic waste across the entire lifecycle – from minimising waste generation to collecting, sorting, recycling, composting, landfilling and managing closed landfills (particularly monitoring gas and liquids escaping from old landfills). When pricing our rubbish collection charges, we factor in the full costs of waste, from collection to disposal.



### What we achieved

● Achieved ● Substantially achieved ● Not achieved \*Impacted by COVID-19

**Result against target** **Year-on-year change** **2023 Target** **2023 Result** **2022** **2021** **How did we perform**

#### We manage the collection and processing of household waste and help Aucklanders minimise waste

Percentage of council controlled closed landfill discharge consents achieving category one or two compliance rating	●	—	98%	100%	100%	100%	Environmental Monitoring Programme (EMP) and Operations and Maintenance Programmes (O&M) are working well to maintain consent compliance.
Percentage of customers satisfied with overall waste collection services	●	▼	75%	70%	79%	74%	Contractors have struggled with a lack of drivers this year as borders being closed for so long has lowered available staff. This brought about missed collections causing customer satisfaction to drop. This issue has been resolved however it will take time to recover. This measure was also affected by the storms as clean-ups were competing with BAU. Waste has recently gone digital with an end to end experience which will remove the need to go through the contact centre. We expect this to further increase our customer satisfaction score.

#### We help Aucklanders minimise waste to landfills

The total waste to landfill per year (kg per capita)	●	▲	793kg	840kg	804kg*	883kg	High rates of construction and demolition are keeping commercial waste volumes high. The result has also increased compared to last year as due to COVID-19 there was a slow down in infrastructure and construction projects.
The quantity of domestic kerbside refuse per capita per annum (kg)	●	▼	144kg	137kg	142kg	148kg	
The total number of Resource Recovery Facilities <sup>1</sup>	●	▲	10	10	9	9	There are 10 sites that are currently operating. The Lawrie Road site is closed for maintenance and the Waiōrea site is due to open next quarter.

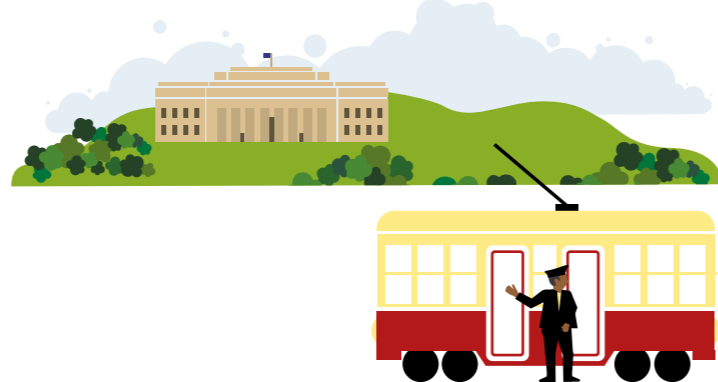
1. A Resource Recovery Facility is a facility in the community where the public can drop off reusable and recyclable items. Resource Recovery Facilities can vary greatly - from simple drop off stations in small rural areas through to large eco-industrial parks.

A food waste collection bin in use ►

Ngā hanga tukuora me ngā takuhe ā-kiritoru  
**Third party amenity and grants**

Auckland Council is required by legislation to provide funding to support the ongoing sustainability of organisations that deliver arts, culture, recreation, heritage, rescue services, and other facilities and services to Aucklanders.

In 2022/2023, Auckland Council contributed to the Auckland War Memorial Museum and the Museum of Transport and Technology (MOTAT). We also supported the Auckland Regional Amenities Funding Board, which was used for the Auckland Philharmonic Orchestra, New Zealand Opera, Auckland Theatre Company, Auckland Arts Festival, Stardome Observatory, Surf Life Saving Northern Region, Auckland Rescue Helicopter Trust, and Drowning Prevention Auckland/ Watersafe Auckland Incorporated.



Te tautoko ā-whakahaere  
**Organisational support**

Auckland Council’s operations and the day-to-day services we provide to Aucklanders are facilitated by the following areas of work:

- financial
- procurement
- corporate support and property
- people and culture
- strategy
- business improvement
- communications
- engagement
- risk and assurance services teams.

In addition, we provide support to our elected members and help with decision-making around regional governance activities. Council Controlled Organisation Direction and Oversight Committee manage the general overview and insight into the strategy, direction and priorities of Port of Auckland Limited and council-controlled organisations, except Auckland Transport.

By end of June 2023, we achieved saving of \$105.7 million exceeding our target of the \$90 million, through initiatives identified as part of the Annual Budget 2023/2024. This was achieved by reducing operating costs, making cost savings through efficiency initiatives, and negotiating procurement contracts.

We have achieved more than \$700,000 savings from negotiating maintenance contracts, \$300,000 from cancelation of membership at Local Government New Zealand, and the cost of community facilities was \$2.3 million lower than year’s budget.

We have disestablished budgeted vacant roles resulting in a \$1.6 million of savings, and reduced expenses with a one-off saving of \$16.2 million, including professional services, outsourced works, services, training as well as software and marketing expenses.

Our teams continue to work on ongoing cost reductions and improving our operational efficiency while aiming to deliver best value to Aucklanders.

Johnny Hui, Family and Early Years Programmer Auckland War Memorial Museum ►



## Ngā ratonga waeture ✔ **Regulatory services**

We protect our communities and our built and natural environment through fair and effective regulation. Our consenting, licensing and compliance functions help keep Aucklanders and our region safe, while enabling development that brings social, cultural, economic and environmental wellbeing to Tāmaki Makaurau.

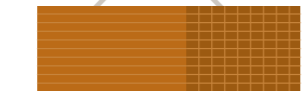
In response to the weather events of 2023, our building and compliance teams completed over 7,000 rapid building assessments to check the safety of properties across the region. In many cases, the teams mobilised at very short notice and outside of normal business hours. We then continued to play a vital role in the Tāmaki Makaurau Recovery Office. More than 3,000 red and yellow placarded properties have been allocated a 'case manager' to assist owners with the steps towards remediating damage. Our teams led the development of a dashboard to live-track the number and location of red, yellow and white placarded properties.

Our Animal Management teams supported flood-affected pet owners by providing emergency housing for approximately 50 animals. Free registration and food were provided for 450 dogs and over 18 tonne of dog food distributed to impacted communities.

Pre-COVID-19 levels of demand were seen across many areas of our business. We carried out more than 210,300 building inspections, issued 16,855 code compliance certificates and responded to 44,904 noise control complaints. Compared to 2022/2023, there was a 46 per cent increase in our food and alcohol premises inspections from previous year, a 37 per cent increase in animal management callouts, and a 23 per cent increase in swimming pool inspections.

In line with the softening construction and development sector, there was a reduction in building consent, resource consent and engineering application volumes compared to the budgeted level. It's important to note that while volumes were below the record number of lodgements we received in 2021/2022, they were still on par with pre-COVID-19 levels.

The **Regulatory Services Transformation Programme** continues to improve how customers experience our services, as we move away from time-consuming manual processes towards more efficient, user-friendly digital systems, solutions and processes.



Examples include:

- Launching a **cloud-based document management solution** that makes it faster for customers to submit a building consent application online – reducing document upload times down to 30 seconds (previously it could take up to 17 minutes).
- Enhancing **online self-service capabilities** through MyAuckland so customers can easily track and manage their building consent applications from submission through to inspection and issue of a code compliance certificate. In the future, these improvements will be available for other consenting services across the council, as we work to create a seamless start-to-end customer journey.
- **Updating our Environmental Monitoring Unit's SAP-integrated technology platform** to enable our front-line officers to easily track the status of resource consents and reduce double-handling of customer data. This means a faster, more transparent service for our customers. The updates will also put us on track to save 3,000 staff hours every year and complete at least 10 per cent more inspections.

We have **increased our animal management staff levels** to meet community demand. Auckland's dog ownership has risen 20 per cent over the past five years, with dog attacks up 29 per cent and aggressive behaviour towards people up 50 per cent.

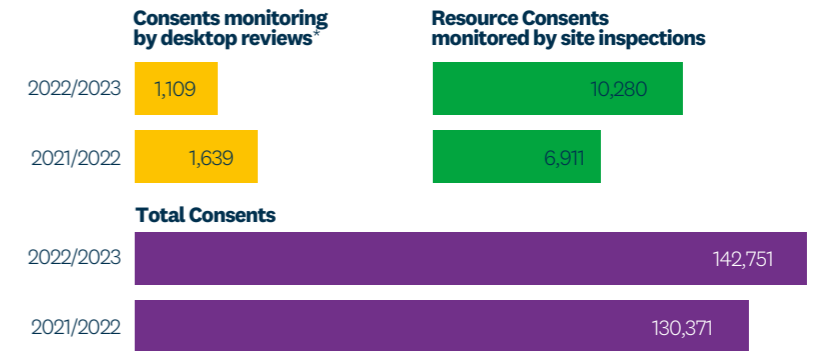
We have also made significant security upgrades, which has reduced the number of animal shelter break-ins and improved staff safety and wellbeing. De-escalation training specialists have created a bespoke programme for field and shelter staff, so they are equipped to respond safely to conflict situations.

► Licensing and Regulatory Compliance Officers - Penitua Finau and Joshua Ho

### Resource Consent Monitoring

'Consents monitoring by desktop reviews'\* are administrative compliance reviews on a consent by staff without the need for a physical site inspection.

\*Resource consents monitoring is undertaken on a risk based approach where efforts are focused on high risk, high harm consents. This provides a challenge because we are also required to monitor the lower risk land use consents. Land use consents holders tend to have the highest direct interaction with staff due to the nature of conditions, relying on staff to review and approve submissions. This impacts ability of our staff to deliver on their main objective of focusing on high risk, high harm consents.



### Animal Management team hindered

Our Animal Management team have felt the first-hand effects of Auckland’s increasing dog population, which increased by 5.4 per cent since last financial year.

This year, unwanted dog behaviour such as roaming dog complaints, aggressive behaviour incidents (to

animals and people) and dog attacks has continued to increase. There were 6,596 dogs impounded at Auckland Animal Shelters which is 32 per cent higher than 2021/2022. The shelters have been operating at full capacity for the last two years with a noticeable decrease in the numbers of dogs being claimed by their owners. This has severely impacted

the team’s ability to undertake proactive initiatives including the seizing of non-compliant menacing dogs. While council continues to provide support and finding solutions, it relies on raising awareness amongst Aucklanders and encourages responsible behaviour from the dog owners. Council offers guidance on legislation requirements and useful advice, such as a

guide for dog owners, legislation requirements and other information can be found at <https://www.aucklandcouncil.govt.nz/dogs-animals/Pages/default.aspx>



### What we achieved

● Achieved ● Substantially achieved ● Not achieved \*Impacted by COVID-19

	Result against target	Year-on-year change	2023 Target	2023 Result	2022	2021	How did we perform
<b>We make it easy for customers to apply for consents and we process these in a timely and professional way</b>							
The percentage of building consent applications processed within 20 statutory working days <sup>1</sup>	●	▼	100%	69%	71.6%	80.1%	High application volumes at the start of the year, along with a backlog of work-in-progress applications, contributed to a drop in statutory timeframe performance compared to FY2022. However, performance did improve throughout the year with each quarter either improving or maintaining the previous result. With more focus on the high backlog of work-in-progress applications and additionally the proceeding and ongoing resource deployment to support the flood and cyclone event we expect statutory timeframes to continue to be impacted.
The percentage of customers satisfied with the overall quality of building consent service delivery <sup>1</sup>	●	▼	67%	73%	74%	64%	The Building Consents department achieved a 73% customer satisfaction rate, just 1% lower than in financial year 2022, despite facing two major climate events. The team’s dedication ensured that customer satisfaction remained above target throughout the year. Customers praised individuals and teams for their exceptional service, appreciating the assistance of our kaimahi, whose efforts made the process smoother. The Document Management enhancements in May were also well-received, further contributing to customer satisfaction.
The percentage of non-notified resource consent applications processed within 20 statutory days <sup>1</sup>	●	▼	100%	65.7%	71.2%	77.6%	This result is below the target. Regulatory Services received an influx of applications at the beginning of financial year 2022. As the year progressed, the backlog of applications were processed and a steady increase in performance was maintained however we were unable to match the 2022 financial year’s performance. <sup>6</sup>
The percentage of customers satisfied with overall quality of resource consents service delivery <sup>1</sup>	●	▲	67%	73%	62%	64%	The Resource Consents department demonstrated remarkable dedication in serving our customers, resulting in an impressive 73% satisfaction rate (compared to 62% in financial year 2022), which is well above the target of 67%, despite facing a number of challenges and additional work arising from major climate events. Customers expressed their appreciation for the guidance and responsiveness provided by our planners, which resulted in positive comments directed towards our kaimahi.
The percentage of notified resource consent applications processed within statutory time frame <sup>2</sup>	●	▼	100%	68%	79.2%	82%	Due to the complexity of large building developments, inputs are required from various asset owners including Watercare, Auckland Transport, Auckland Council’s internal specialists and external specialists that can result in lengthy and diverse timeframes.
<b>We help reduce harm from noise and other nuisances</b>							
Percentage of noise calls for service attended within 30 minutes for urban areas or 45 minutes for remote areas	●	▼	Urban: 80% Remote: 80%	Urban: 72.7% Remote: 74.5% Overall 72.9%	Urban: 79.2% Rural: 80.9% Overall: 79.4%	New measure	Contractor performance is below target largely due to staffing shortages. The contractors are working to recruit additional staff but the minimum wage provided for in the noise control contract has made both recruitment and retention difficult for the contractors.
The percentage of compliance with Excessive Noise Direction within 72 hours <sup>3</sup>	●	—	80%	95%	95%	New measure	Continued efforts to manage contractor performance have resulted in above-target performance.
<b>We register dogs and respond efficiently when animals cause harm or nuisances</b>							
The percentage of cases of non-compliance for menacing dogs that reach compliance within 3 months	●	▼	90% <sup>4</sup>	23%	27%*	62%*	Financial year 2023 performance (23%) is worse than financial year 2022 (27%) and is below the target. Performance has dropped due to the impacts of staff shortages, new staff training time, limited housing capacity of shelters and veterinarians unable to prioritise desexing throughout the year.

● Achieved ● Substantially achieved ● Not achieved \*Impacted by COVID-19

**Result against target**   **Year-on-year change**   **2023 Target**   **2023 Result**   **2022**   **2021**   **How did we perform**

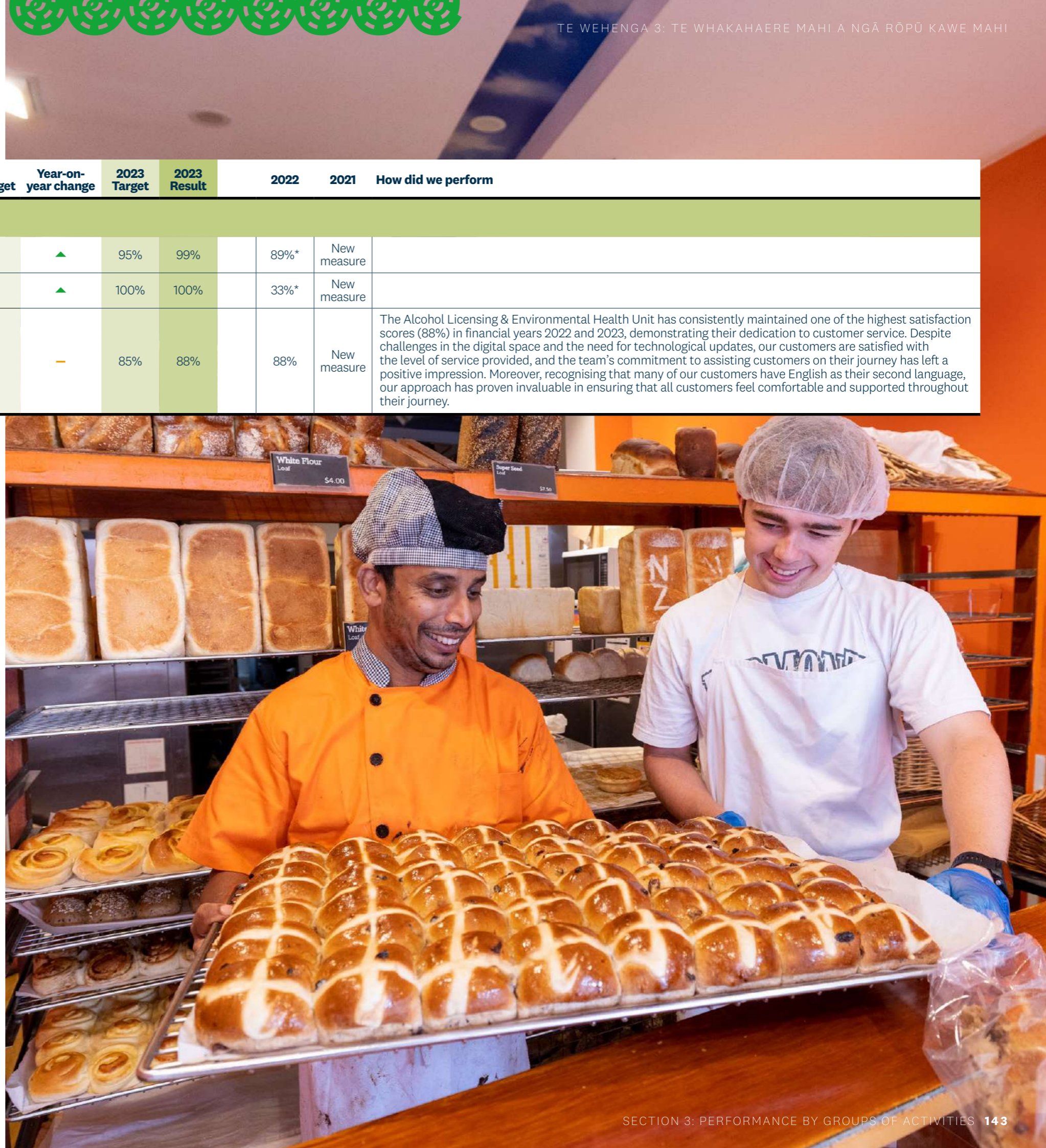
We regulate the safe operation of premises selling food and/or alcohol						
The percentage of food premises that receive a D or E grade that are revisited within 20 or 10 working days <sup>5</sup>	●	▲	95%	99%	89%*	New measure
The percentage of high-risk alcohol premises that are visited annually	●	▲	100%	100%	33%*	New measure
Percentage of licensees satisfied with the food and alcohol licensing service	●	—	85%	88%	88%	New measure The Alcohol Licensing & Environmental Health Unit has consistently maintained one of the highest satisfaction scores (88%) in financial years 2022 and 2023, demonstrating their dedication to customer service. Despite challenges in the digital space and the need for technological updates, our customers are satisfied with the level of service provided, and the team's commitment to assisting customers on their journey has left a positive impression. Moreover, recognising that many of our customers have English as their second language, our approach has proven invaluable in ensuring that all customers feel comfortable and supported throughout their journey.

1. The time it takes to process consents is measured according to MBIE and IANZ guidelines as to the correct application of the Building Act 2004 and the Resource Management Act 1991 about when timing starts and stops.
2. The statutory timeframe differs depending on the nature of the notified resource consent. The applicable statutory timeframes relating to this measure are included in Part 6 of the Resource Management Act 1991.
3. An Excessive Noise Direction directs the occupier of the place from which the sound is being emitted, or any other person who appears to be responsible for causing the excessive noise, to immediately reduce the noise to a reasonable level within 72 hours.
4. This target was formulated around the central government's 'Text to desex' programme, which has been discontinued.
5. 20 working days for premises that receive a D grade, and 10 working days for premises that receive an E grade.
6. We have been unable to rely on the system data for non-notified resource consents this financial year. To determine our non-notified resource consent result for 2022/23, we have recalculated the consent processing time manually, based on a representative sample of consent documentation and other evidence. The statistical samples provide us with a 95% level of confidence that the results reported are accurate. This approach has also been used in previous years. Improvements have been implemented with Regulatory Support Officers (RSOs) now undertaking SAP system updates on behalf of planners. They are responsible for validating the system dates prior to updating, thus ensuring the clock is correct. Additionally system changes now lock processing officers out of SAP CRM so any updates are performed via User Experience. User Experience (UX) sits across the SAP CRM data as a monitoring system. Any updates using UX require linking to related data when required, as opposed to CRM when information can be entered in isolation. This will result in improved data quality in future years.

**Things we are keeping an eye on**

Regulation is necessary for a city that is sustainable, effective, healthy, and safe. It informs smart urban development and keeps us safe from unsafe food, aggressive animals, and inappropriate behaviours from others. With regulations about animal control, licensing, noise levels, we look after the health and safety of Aucklanders. We also look after the environment through building consents and regulations as the city grows. Our goal is to act lawfully, be neutral and consistent, and provide clear advice. When reviewing regulations, we consider the rights and needs of all relevant stakeholders, partners and mana whenua.

► Chaminder and William, bakers, Dominion Rd, Mt Eden







## Our people



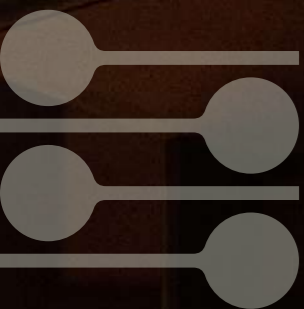
### The Unsung Hero Award

Jeff Fahrensohn is the Manager of Field Surveying in the Building Consents team. He started working with the council more than 20 years ago, and found that his construction knowledge could transfer into the inspection role. He is managing teams of building inspectors to deliver quality buildings for Aucklanders.

Jeff also played a key role in responding to the extreme weather events and won the Unsung Hero Award from the Building Officials Institute of New Zealand. The award recognised Jeff's quiet dedication and commitment to his work, the industry, and our communities.

"It was a really nice surprise to be recognised for this award. My first response was one of total pride for the team as this achievement wouldn't have happened without them," says Jeff.

Jeff would tell anyone considering working as a building inspector that if they have good construction experience and would like to contribute to the industry, then they will love the diversity and challenge that comes with an inspection job.





Ngā Ratonga i Raro i te Mana o te Kaunihera

## Council controlled services

Auckland Council delivers a wide range of services through its council-controlled organisations. Each of them look after specific council assets and specialist areas of activities

**Eke Panuku Development Auckland Limited (Eke Panuku)** delivers urban regeneration across the city, creating vibrant, liveable places with high-quality housing, thriving businesses and well-designed town centres with good transport connections.

### Things we are keeping an eye on

Town centre developments require investment by the private sector to support urban regeneration. We take a strategic approach when seeking development partners, keeping the property market conditions in mind. Large urban developments can have negative impacts on local residents and businesses, such as travel and business disruption and construction noise, or changes in land use and activity. We provide targeted information to affected residents and businesses, and organise special activities to ensure town centres remain vibrant and safe when being redeveloped. We also carry out placemaking to ensure town centres are attractive places to be, and take communities along the journey as centres change over time. We ensure that developments provide a range of different homes, at different price points in the market, to retain diversity in communities.

► For more information on Eke Panuku refer to pages 148 to 151.

**Tātaki Auckland Unlimited (TAU)** is the umbrella organisation comprising Tātaki Auckland Unlimited Limited (TAUL) and Tātaki Auckland Unlimited Trust (TAUT). TAU is New Zealand’s largest enabler of cultural, entertainment, sporting and wildlife experiences, and the largest regional economic development agency in the country.

### Things we are keeping an eye on

We want all Aucklanders (not just those who can afford it) to have the opportunity to be involved in arts, cultural and community activities and events. We provide a large range of free community events, so everyone can be involved. Large-scale events can also cause disruptions to residents and businesses. To minimise health and safety risks and traffic congestion, we use traffic management systems and partner with Auckland Transport to provide free public transport to and from large concerts and sports events held in our stadia.

► For more information on Tātaki Auckland Unlimited Limited and Tātaki Auckland Unlimited Trust refer to pages 152 to 161.

We have summarised the other two council-controlled organisations earlier in the document. For information about the **Auckland Transport**, refer to pages 62 to 73 and for **Watercare Services Limited (Watercare)** refer to pages 74 to 83.



▲ Te Wananga public space



▲ Pasifika Festival



▲ Amey Daldy Park

### How well did we perform against our performance indicators?



Total 12

### Our investment Total investment \$418m



For more detail on the financials, refer to Annual Report 2022/2023 Volume 3.

### Related Auckland Plan Outcomes



### “Hei Oranga mō te Iwi”

To provide wellbeing for the people

## Te whakawhanaketanga ki Tāmaki Makaurau **Auckland development**

Eke Panuku Development Auckland Limited is the council-controlled organisation that delivers urban regeneration in Auckland. Urban regeneration involves planning neighbourhoods through the master plan and improving buildings to strengthen communities and local economies. Through managing council’s assets and properties, including commercial, residential and marina infrastructure, Eke Panuku helps make the city a better place to live.

The effect of the 2022/2023 weather events has been moderate for the council’s development properties, with only 60 properties affected and low repair costs incurred. Most of those properties (43) were reported via tenants seeking urgent response, and 17 properties required urgent or comprehensive works. So the urgent storm-related repairs could be undertaken, some projects were delayed, such as the Hayman Park project, which was pushed back to August, therefore not achieving this year’s final milestone.



After three years of transformational works in Northcote, **Te Ara Awataha Greenway and Greenslade Reserve** has reopened, providing a new space for the community and visitors to enjoy. This is a joint project with Healthy Waters, Kāinga Ora and Eke Panuku, covering an upgraded area of 9,675sqm. The Awataha Stream now flows through the greenway, rather than through underground pipes, and plays a vital role in reducing flooding in the town centre. Greenslade Reserve was designed to manage a one-in-100-year flood event, by detaining water on its sports field and slowing down the release. This worked well during the recent severe weather events and minimised damage to properties downstream. In addition, construction commenced to restore the stream and create a gathering space at the Jesse Tonar Scout Reserve.

In 2022/2023, Eke Panuku worked with development partners to build 364 new dwellings, exceeding its target of 200. The new dwellings are in Avondale (115), Henderson (116), Manukau (33) and other locations throughout Auckland (100). Eke Panuku also developed 14,952sqm of public space, exceeding its 7,000sqm target, with the additional space generated from seven projects.

**Stage 1 of Takapuna’s new Waiwharariki Anzac Square** was officially opened to the public on 19 December 2022. The town square will strengthen connections within Takapuna and through to the beach, create a welcoming space for the community to relax and spend time, and provide a much-needed social, cultural and economic anchor for Takapuna. The entire project covers 3,200sqm, with the remaining part due to open by the end of August 2023.

Despite weather event impacts, two new sections of **Hayman Park Playground** in Manukau, including a flow bowl, pump track and rope play, were opened at a blessing led by mana whenua in December 2022 and the basketball half-court was opened in January 2023. The last stage of construction features a four-storey play tower, with a climbing wall, rope tunnel bridges and two slides.

► Hayman Park Playground, Manukau



### **Clifton Court upgrade**

The **Clifton Court streetscape and public realm upgrade** is now complete, with the space’s opening celebrated with a karakia whakawātea (blessing ceremony) in June 2023. Inspired and delivered in partnership with mana whenua, the new-look court boasts a colourful new playground and social gathering place, providing a welcoming space for residents and visitors.



▲ The new space is based on the cultural narrative of the eight-tailed taniwha Moko Ika Hiku Waru, which has been woven into the playground’s design, providing a cultural anchor for the space. The narrative was gifted by Ngāti Pāoa Iwi Trust, along with four whakataukī (proverbs) that have been inscribed in the low concrete walls that run through the court.



**Manukau’s Wiri walking and cycling bridge** was also completed, providing a pedestrian connection from Wiri to the Manukau town centre.

Work has completed on a new-look **Clifton Court streetscape and public realm in Panmure**, an area of 1,290sqm. Clifton Court was an under-used courtyard and has been upgraded to a new public space that includes new lighting, seating, play equipment, rain gardens, bike racks and a table tennis table.

**New parking spaces at Racecourse Parade Avondale** were completed in September 2022,

providing an additional 30 parking spaces to support Avondale’s upcoming library, community hub and upgraded town square. In addition, the Crayford Street West streetscape upgrade was completed.

Refurbishment work to upgrade and seismically strengthen 27 Princes Street – the historic merchant house in the Auckland city centre – has been completed.

The replacement of G, H and J piers, and the development of share boat berths in the **Westhaven Marina** were completed. The piers were replaced to

enhance service delivery at the marina, and prevent further deterioration and failure. The change in configuration will also provide berthage for larger vessels, increasing revenue. The final design for the new SeaLink terminal and office building at 44 to 56 Hamer Street has received resource and building consent and is ready to construct. Ngāti Whātua Ōrākei led a blessing of the site, and construction is expected to start soon. Stage 2 of the **Pile Berth Redevelopment Project** in Westhaven commenced in February 2023, and involves extending the promenade boardwalk along the southern side of the reclamation,

installing new utility services, constructing a new car park and landscaping.

Eke Panuku and Tātaki Auckland Unlimited Limited, together with event organisers, have used the old **America’s Cup base to host events**, including the Indulge Food, Wine and Design Festival, the Auckland Boat Show, TryaCycle events and Africa Day.

The process of marketing the North Wharf site began in March 2023, with the intention of leasing it to a development partner to build a mixed use development.

▼ Waiwharariki Anzac Square, Takapuna



◀▲ Te Ara Awataha Greenway Project, Northcote

**What we achieved**

● Achieved ● Substantially achieved ● Not achieved \*Impacted by COVID-19

	Result against target	Year-on-year change	2023 Target	2023 Result	2022	2021	How did we perform
<b>We make the waterfront and town centres dynamic, culturally-rich, safe and sustainable places for Aucklanders and visitors to enjoy</b>							
Net new dwellings (housing units) <sup>1</sup>	●	▲	200	364	358	New measure	We performed better than target despite the weakened property market. An apartment building was completed in Avondale by our development partner which added more dwellings.
Commercial / Retail gross floor area (GFA) or net lettable area (square meter)			1,000	Not Measured	N/A	New measure	The performance measure was intended to demonstrate forecast gross floor area of retail or commercial space constructed by our development partners based on our development agreements. The forecast target is subject to uncertainties in the property market. Due to external factors that could not be foreseen, slower post-COVID-19 recovery and worsening economic conditions, our development partners have had to delay project delivery as presale or pre-leasing requirements could not be met. Because of this the Council has agreed with Eke Panuku, through the Statement of Intent for 2023, that this target will not be measured in the 2023 year.
Capital project milestones approved by the board achieved <sup>2</sup>	●	▼	80%	67%	81%	New measure	Bad weather and consent processing delays impacted our capital project milestone results.
<b>We manage and maintain Council’s properties, assets and services to optimise financial returns</b>							
Annual property portfolio net operating budget result agreed with the council achieved	●	▼	\$17.8M	\$25.4M	\$27.1M	New measure	The property portfolio net operating budget was achieved mainly due to revenue received from properties held in the portfolio for a longer period. They were not required for projects at the planned time.
The monthly average occupancy rate for tenable properties <sup>3</sup>	●		Commercial 85% Residential 95%	Commercial 94.0% Residential 97.1%	Commercial 93.4% Residential 97.9%	96.3%	Occupancy target achieved. No significant change from last year.

1. Number of housing units includes an apartment, duplex unit, a town-house or a residential dwelling. These relate to town centre intensification a key element of the council’s development strategy.

2. A list of project milestones is compiled for Panuku Board approval.

3. The occupancy of properties or rental objects, are those that are ‘available for rent’ and are tenable.

Te tipu o te ōhanga me te ōhanga ā-ruranga (TAUL)

## Economic growth and visitor economy (TAUL)

Tātaki Auckland Unlimited (TAU) is the umbrella organisation for Tātaki Auckland Unlimited Limited (TAUL) and Tātaki Auckland Unlimited Trust (TAUT). TAUL and TAUT have distinct, but related, roles.

TAUL supports Auckland's growth by developing a vibrant and competitive economy, with a particular focus on supporting business and investment attraction, business growth, innovation and skills, as well as supporting sustainable growth of the visitor economy.

**TAUL invested in, delivered and facilitated major arts, cultural and sporting events** across Auckland to generate economic, social, profile and sustainability benefits for the region.

**The first full Pasifika Festival since 2018** was held at Western Springs in March, with more than 36,000 people enjoying the cultures, foods and performances of 11 Pacific Island nations. Leading up to the festival, the first-ever Pasifika Village Games was held at Bruce Pulman Park, and Pasifika Soul Sessions, a free public concert, took place at Western Springs.

The **Auckland Diwali Festival** also returned, setting an attendance record of more than 100,000 entries, and helping boost Queen Street's pedestrian levels to their highest since 2019.

TAUL also supported the Te Matatini Festival, Tāmaki Herenga Waka Herenga Tāngata HAKAngahau 2022, Aotearoa Art Fair, Beacon Festival, Weightlifting World Masters, Indulge, Ed Sheeran, Harry Styles and Splore, the Auckland Writers Festival and the NZ International Film Festival.

The 2022/2023 weather events led to the cancellation of some events, including the Auckland Lantern Festival and the Laneway Festival.



The **Women's Rugby World Cup 2021** was held in October and November 2022 and saw record attendance and sold-out games; unprecedented for a women's sporting event in New Zealand. The Black Ferns defeated England in the final, with 42,579 spectators at Eden Park and more than 1 million tuning in online.

The **World Rally Championship** kicked off in Auckland in September, returning for the first time in a decade. It was hosted across the region and included special stages at Auckland Domain and Jacks Ridge.

The **ASB Classic**, New Zealand's premier tennis tournament, returned to Tāmaki Makaurau in January. It was hampered by the rainy summer weather, but still recorded 16,490 new visitor nights for the region. The **ITM Supersprint** returned to Auckland with sold out attendances across the event.

► Auckland Diwali Festival, image courtesy of Tātaki Auckland Unlimited Limited





Final planning and preparations took place during 2022/2023 for the **FIFA Women’s World Cup 2023**, which commenced on 20 July 2023. In addition to hosting the tournament itself, Auckland hosted the official draw in October 2022 and a play-off tournament in February 2023 to determine the last three qualifying places. Eleven Auckland Council parks and other stadia were used as training sites. Nine matches took place in Tāmaki Makaurau at Eden Park during July and August 2023. The tournament has drawn visitors and the media to Auckland and attracted a global audience viewership. Some of the work included the Unity Pitch activation (FIFA’s unique multi-coloured football pitch) at Te Komititanga Square, the FIFA Fan Festival project and venue launch, and the FIFA Women’s World Cup 2023 International Women’s Day campaign launch. The latter showcased seven Auckland wāhine in iconic locations telling their story and talking about what it means to have the women’s world cup in Auckland.



In addition, the **Toa Pitch**, an enclosed space to engage people in safe and inclusive play, and promote the event, was delivered at ASB Polyfest, the Pasifika Festival and FootballFEST; and the **US Women’s National Team vs Ford Football Ferns ‘friendly’** was held in January at Eden Park, with a crowd of nearly 13,000 spectators turning out to support the Football Ferns.

**TAUL continued to secure, host and support business events, conventions, exhibitions and functions.** In 2022/2023, 148 business events were successfully secured for Auckland, including the World Avocado Conference at the Aotea Centre, attended by more than 1,200 people from 33 countries, and the Amway Hong Kong Incentive in April 2023, attended by between 400 and 450 delegates.

TAUL worked with industry partners to launch the **Auckland is Calling campaign** in Australia, and supported a visit by Good Morning America, which did live broadcasts to the US promoting Auckland and New Zealand. The **2022 Iconic Auckland Eats**

were announced to be held in November 2023. The initiative, developed by TAUL, is now in its third year and aims to support local food and beverage businesses and build Auckland’s reputation as a gastronomic destination.

Two new world-class sound stages were opened at Auckland Film Studios, supporting hundreds of high-skilled screen production jobs and more than 2,000 businesses involved in Auckland’s thriving film industry.

Similarly, the **Sync-Posium, music in film industry event**, hosted Los Angeles-based music film executives to upskill local talent and learn about Auckland’s music production offering. The **Screen Auckland Roadmap 2022/ 2023** was launched, with representatives from the screen industry, mana whenua and film stakeholders within the council. TAUL supported the launch of the inaugural Creative Commercial Essentials training programme, a key action of Create Auckland 2030, which purpose is to boost the business skills of Auckland’s creative businesses and entrepreneurs.

**TAUL continued its support of the tech industry**, with GridAKL hosting events including an international trade delegation from Finland, an Aerospace Auckland event and a Migrants in Tech event. TAUL also formed a partnership with Callaghan Innovation, New Zealand Trade and Enterprise, Ara Ake, Kiwinet, NZ Growth Capital Partners, Science for Technological Innovation and Auckland UniServices to support ‘clean tech’ innovators, through research and development, and investment to cluster and grow the sector.

**Taki, a TAUL-developed Māori learning app**, was launched at the beginning of Te Wiki o te Reo Māori – Māori Language Week. The app is the ultimate resource for improving staff’s te reo journey and building knowledge of tikanga, and can be downloaded through App Stores.

**Bilingual signs** at the Auckland Town Hall, the Civic, Bruce Mason Centre, the Cloud and Shed 10 was completed, with more signs underway at the NZ Maritime Museum and the Viaduct Event Centre.

## What we achieved

● Achieved ● Substantially achieved ● Not achieved \*Impacted by COVID-19

	Result against target	Year-on-year change	2023 Target	2023 Result	2022	2021	How did we perform
<b>We support the sustainable growth of the Auckland visitor economy through destination management and marketing, major events, business events and international education attraction and support programmes</b>							
The contribution to regional GDP from major events and business events attracted or supported <sup>1</sup>	●	▲	\$37M	\$74.2M	\$30.2M*	\$14.3M*	The contribution to regional GDP from major events and business events attracted or supported by TAUL was an estimated \$74.2m. This result significantly exceeds our result from last year (which was significantly impacted by COVID-19 related cancellations and restrictions) and our target of \$37m. The largest contributors to the overall result were the 2022 Rugby World Cup, the ITM Supersprint, the Ed Sheeran concerts and the Auckland Boat Show.
<b>We deliver information, advice, programmes and initiatives to support the creation of high value jobs for all Aucklanders</b>							
Number of businesses that have been through an Auckland Unlimited programme or benefited from an Auckland Unlimited intervention <sup>2,3</sup>	●	▼	3,000 <sup>2</sup>	1,499	11,976	7,357*	Over 2022/23, 1,499 businesses have been through a TAUL programme or benefited from a TAUL intervention. This year’s result is above the revised TAU SOI target of 1,200, but below the original LTP target of 3,000. The total businesses result is much lower than the last year, when the result was heavily boosted by TAUL’s delivery of the Activate and Reactivate Tāmaki Makaurau programmes, designed to support Auckland business’s COVID-19 recovery.
Number of Māori businesses that have been through an Auckland Unlimited programme or benefited from an Auckland Unlimited intervention <sup>2,3</sup>	●	▼	150	101	1,080	665*	Over 2022/23, 101 Māori businesses have been through a TAUL programme or benefited from a TAUL intervention. This year’s result fell short on the target of 150 businesses. At the time this KPI target was set, TAUL was planning to establish a new Māori business team. However, as a result of uncertainties regarding future economic development funding and activity, the establishment of this team was paused. This has resulted in TAUL working with fewer Māori businesses than was anticipated at the start of the year.

1. The estimated contribution to regional GDP from major events is sourced directly from evaluation undertaken by external event evaluation company Fresh Information using a mixture of primary research with event organisers and event attendees, desk-based research and historic results. Over 2022/23 the major event portfolio included 59 events held over the year that TAUL played a role in attracting or supporting. However, for the purposes of this measure, only 43 of these events were formally evaluated, as the smaller and more locally focussed nature of the remaining 16 events meant they would have had no or negligible additional impact on regional GDP. Estimates of the contribution to regional GDP from business events attracted or supported are also undertaken by Fresh Information. Each business event attracted or supported by TAUL is evaluated based on a mixture of post-event primary data provided by event organisers and pre-event estimates. The result includes the impact of 40 business events held over the year that TAUL played a role in attracting or supporting. Measurement accounts for the net additional regional impact only (i.e. local spend by local residents and businesses is not included), and figures represent the total net impact of major and business events delivered and/or attracted and/or supported by TAUL that have occurred over 2022/23.

2. Intervention is a programme or service delivered by Tātaki Auckland Unlimited Limited. The targets reflect Tātaki Auckland Unlimited’s emerging strategy which is likely to result in the delivery of fewer larger interventions.  
 3. The TAU 2022-2025 SOI target for this KPI was reduced in comparison to last years financial year 2023 target, from the 2021-2031 Long Term Plan, as a result of the Regional Business Partner programme (which historically contributed a large share of the results for this KPI) being transferred to the Auckland Business Chamber at the start of the year.



## Ngā rawapuni ā-rohe (TAUT) Regional facilities (TAUT)

Tātaki Auckland Unlimited Trust (TAUT) is a council-controlled organisation responsible for providing and developing Auckland’s arts, culture, heritage, leisure, sport and entertainment venues.

The venues TAUT is responsible for include:

- Aotea Centre (Aotea Square)
- Toi o Tāmaki (Auckland Art Gallery)
- Auckland Town Hall
- Auckland Zoo
- Bruce Mason Centre
- Civic Theatre
- Go Media Stadium Mt Smart
- North Harbour Stadium
- Western Springs Stadium
- Queens Wharf, including the Cloud and Shed 10
- New Zealand Maritime Museum
- Viaduct Events Centre.

In 2022/2023, **TAUT delivered a wide range of events** to Aucklanders and international visitors, providing an economic boost to the region and local businesses.

The **Auckland Arts Festival Programme** attracted over 60,000 people to more than 100 events over 18 days, while the **Auckland Live Summer in the Square** drew nearly 40,000 people to Aotea Square, to enjoy a range of events from live music and dance to food markets. International and local acts took to the Auckland stages, including PinkPantheress and Alan Cumming at the Auckland Town Hall; Bou, Koven, Bensley, and A Little Sound at Shed 10; two performances by kiwi music icon Marlon Williams at the Civic; and the comedian Jimmy Carr, entertaining over 12,000 visitors.

**Aotea Square** hosted **Autايا**, a vibrant night full of powerful **haka theatre** and a Christmas installation in partnership with LEGO. **The Civic** hosted the circus production Matador from Australia and two world premieres of musicals – Pacifica, a musical production of Kiwi heritage songs; and Kinky Boots, an uplifting musical that won every major musical award, selling over 25,000 tickets.

The **Viaduct Events Centre** re-opened in April 2023 after serving as a home base for Team New Zealand for the past five years. It has been transformed into a stunning event space and hosted Auckland showcase for the Auckland Convention Bureau, and already has over 117 events planned for the coming year.

**The NZ Maritime Museum** houses one of New Zealand’s most important heritage collections of maritime vessels, artefacts and archives. A significant collection of Rainbow Warrior photographs was repatriated from the US and added to the growing collection. The museum’s **Digitisation Project** continues to digitise its collection, reaching a milestone of adding 25,000 images online. The museum also developed and trialled new waterfront tours, along with a ‘touch experience’ for the Captains, Collectors, Friends & Adventurers exhibition in the Edmiston Gallery.

The NZ Maritime Museum’s **brigantine Breeze** re-entered public sailing for the first time in five years, with the first few three-hour sailings sold out, and undertook the museum’s first long-distance sailing to Coromandel in some years.



▲ Brigantine sailing ship *Breeze*

▶ New Zealand Maritime Museum



The **refurbishment of the maritime museum's learning centre** was completed, providing an enhanced experience for school visitors.

In March 2023 the maritime museum hosted the executive council of the **International Congress of Maritime Museums**, with members from Sweden, UK, US, China, Italy and Australia attending to discuss how to increase benefits to members in a world still recovering from the pandemic.

**Auckland Art Gallery Toi o Tāmaki** hosted the Frida Kahlo and Diego Rivera: Art and Life in Modern Mexico exhibition with sold-out sessions and the highest visitation numbers for a ticketed exhibition since 2011. Other exhibitions included Robin White: Te Whanaketanga | Something Is Happening Here; Light from the Tate: 1700 to now; and Brent Harris: The other side.

Stage one of the Auckland Art Gallery's **Kia Whakahou, Kia Whakaora Heritage Project** commenced in February 2023. It includes roof replacement and various heritage repairs, and is expected to take two years to complete. A large-scale commission by Graham Tipene was unveiled on the exterior of the building on 18 May 2023. The gallery has also managed a complex uplift of the Robertson bequest from New York, transferring the artworks to the gallery's ownership.

The **Auckland Zoo**, which turned 100 in December, was heavily impacted by the 2022/2023 weather events, and required a huge effort by the team to clean up and fully reopened on 23 February 2023.



The Zoo welcomed **two young Sumatran tigers** as part of an international advocacy and breeding programme and **two crocodiles** from the Krokodille Zoo in Denmark. The Zoo also welcomed births of a **giraffe calf** and a **rhinoceros calf**.

As a wildlife conservation science organisation, the Zoo plays a key role in the conservation of threatened species in Aotearoa. One such project is focused on the tara iti (New Zealand fairy tern) which is New Zealand's rarest breeding bird, with fewer than 40 terns surviving in the wild. The Zoo successfully hatched and reared **eight tara iti chicks**, which were transferred to pre-release aviaries in the wild.

In February, the zoo launched the **Wildlife Science Champions outreach programme**, a new initiative funded by Mazda NZ, which will help students explore wildlife science career pathways. The second part of **Wild Heroes** also began filming, a TV show about the zoo's conservation work.

**Paid parking was introduced to Auckland Zoo's two car parks and MOTAT's aviation museum car park** in March, as part of the Western Springs Accessibility Project.

The year's weather events affected **Auckland stadiums**, leading to the cancellation of the two Elton John concerts and **Tuatara Baseball games** at North Harbour Stadium.



The **Go Media Mt Smart Stadium** hosted the **Red Hot Chili Peppers** attracting 40,000 people, and the sold-out Harry Styles concert. It also hosted the **All Whites v China** international friendly, **Moana Pasifika v Highlanders** Super Rugby match, four New Zealand Warriors matches and Megaland, an inflatable obstacle course. The stadium's new racetrack and athletics track have now been completed. The **North Harbour Stadium** hosted the FIFA Women's World Cup 2023 Play-Off Tournament, North Harbour Rugby's Farah Palmer Cup season, as well as Bunnings National Provincial Championship fixtures and New Zealand Football's Chatham Cup and Kate Shepherd Cup finals.

► A couple admire Reuben Paterson's Crystal Waka sculpture at Auckland Art Gallery.





### 100 years young Auckland Zoo

Auckland Zoo celebrated its one hundredth birthday on 16 December 2022 and marked this milestone by opening an exhibition Auckland Zoo – Celebrating a century of wildlife, and a book Auckland Zoo: 100 Years, 100 Stories.

In the days before television and the internet, zoos were menageries that entertained and amazed people with animals from parts of the world they would likely never visit. Today, the zoo’s focus is on advocacy, engagement and conservation projects, through a variety of activities ranging from education programmes and wildlife rehabilitation to fieldwork.

In 2022/2023, the Zoo had new additions to its animal family from abroad – a pair of Sunda gharial crocodiles from Denmark and Sumatran tigers from the United States, as well as a newborn giraffe calf named Jabali, little penguin and a rhino calf named Amali.

“As a modern wildlife conservation science organisation and a zoo very much of and for Aotearoa New Zealand, we’re really proud to be making a positive difference for wildlife and for people,” says Auckland Zoo director, Kevin Buley.



► Auckland Zoo taken in 1925 by Zoo visitor Viti Hoddinott



▲ Auckland Zoo bird keeper Catherine Francescon feeding fish to a Fairy tern chick with a bandaged foot at Auckland Zoo. Images courtesy of Auckland Zoo.

● Achieved ● Substantially achieved ● Not achieved \*Impacted by COVID-19

	Result against target	Year-on-year change	2023 Target	2023 Result	2022	2021	How did we perform
<b>We deliver arts, wildlife, collections, sports and events that provide experiences that are engaging and embraced by Aucklanders</b>							
The number of people who are issued tickets to attend Auckland Live, Auckland Zoo, Auckland Art Gallery, NZ Maritime Museum and Auckland Stadiums venues and events	●	▲	1.82M	2,066,784	751,857*	New measure	Our 2022/23 ticketed visitation numbers reflect the re-opening of Tāmaki Makaurau Auckland as COVID-19-related restrictions came to an end. We significantly exceeded our result from last year (which was significantly impacted by COVID-19 related restrictions) and exceeded our target of 1.82m. The Zoo recorded record visitation with over 800,000 ticketed attendees and Auckland stadiums hosted in excess of 350,000 ticketed attendees across a range of exciting concerts and sporting events.
The net promoter score for Auckland Unlimited’s audiences and participants <sup>1</sup>	●	▼	20	45	54	53*	While our NPS of 45 is down on our result from last year, it exceeds our target of 20. While our NPS across the Zoo, the Auckland Art Gallery, Auckland Live and NZ Maritime Museum remained strong this year, our NPS at Auckland Stadiums dropped this year as a result of surveying a larger and more diverse range of event types.
The percentage of operating expenses funded through non-rates revenues	●	▲	53%	51%	33%*	50%*	Our result significantly exceeded our result last year (which was significantly impacted by COVID-19 restrictions), but did not quite meet our target of 53%
The number of programmes contributing to the visibility and presence of Māori in Auckland, Tamaki Makaurau	●	▼	20 <sup>2</sup>	88	101	127	Over the year, we ran 88 programmes and initiatives contributing to the presence and visibility of Māori. This is down on our result from last year, but significantly exceeds our target of 20 (Note: through the SOI process, we increased our target to 40). Programmes and initiatives included the Autaia programme at the Aotea Centre, navigation experience with Te Toki Voyaging Trust at the NZ Maritime Museum, a 6 week te reo course for staff and volunteers at Auckland Zoo and extensive adoption of karakia and mihi whakatau at Art Gallery openings and events.

1. Net promoter score is an index ranging from -100 to 100 that measures the willingness of customers to recommend a product or service to others.  
 2. Through the TAU 2022-2025 SOI process, the target was increased to 40. The current result in the table is as per 2021-2031 LTP.



Wāhanga tuarima:  
He pārongo atu anō

## Section 4: Additional information

- How it fits together
- Auckland Plan annual monitoring report
- Feedback from Aucklanders
- Service performance judgements and assumptions
- Council-controlled organisations
- Glossary of terms
- How to contact us



◀ Festive in the City Centre



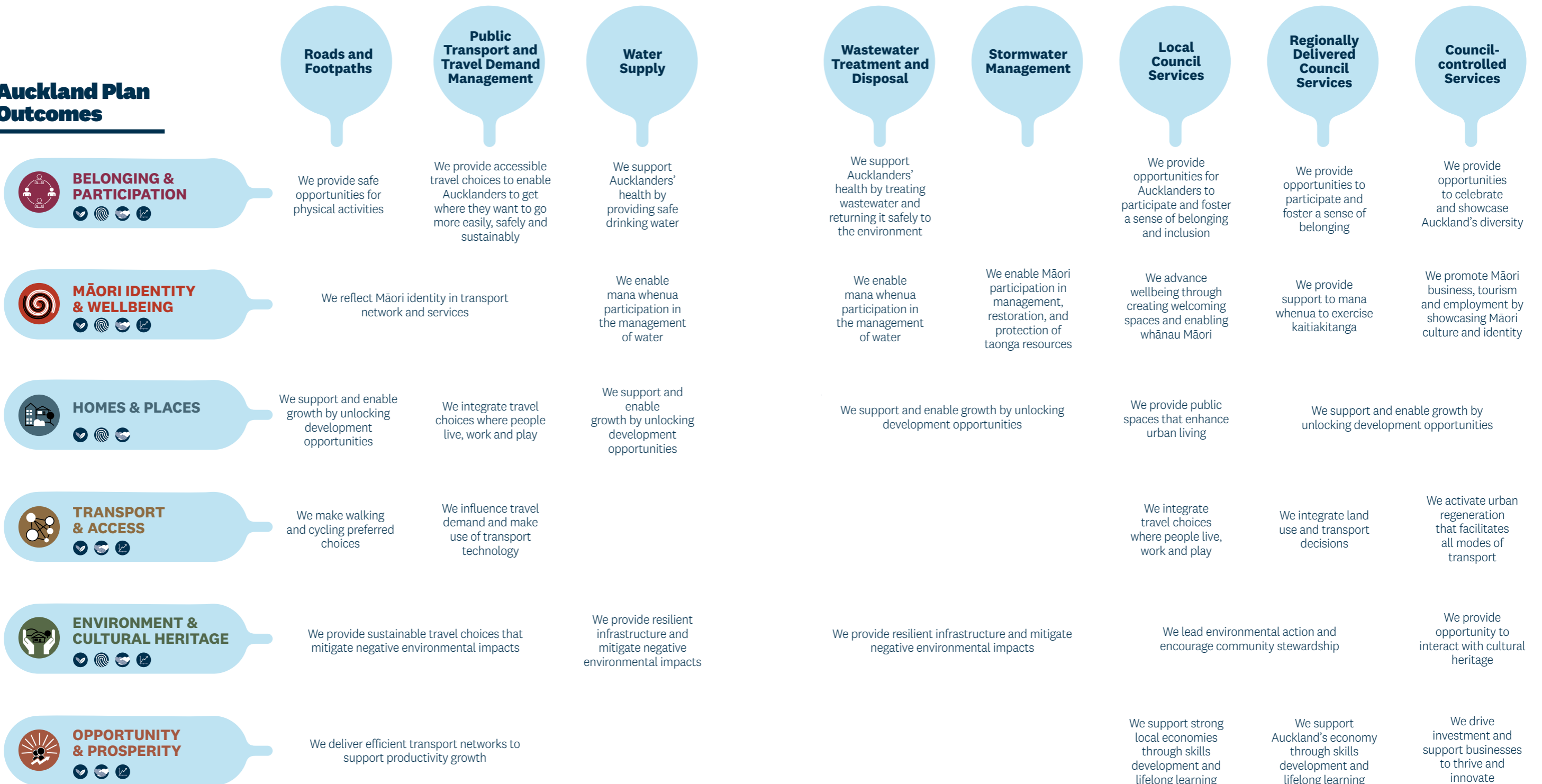
Te āhua o te hononga tahitanga

# How it fits together

**Four Wellbeings** Environmental Social Cultural Economic

## Groups of activities

### Auckland Plan Outcomes



# Te pūrongo aroturuki ā-tau mō te Mahere mō Tāmaki Makaurau

## Auckland Plan annual monitoring report

Effective monitoring is fundamental to successful implementation. The monitoring framework measures progress towards the strategic direction through:

- **A three-yearly progress report against the plan's outcomes.** The report supplements the annual scorecards and provides a more detailed analysis of trends for each outcome, drawing on a range of other reports and data sets. The report identifies areas where progress has been made alongside opportunities where we can make greater progress. The last three-yearly progress report was completed in February 2023. The report supports the continued focus on the plan's key challenges of high population

growth, shared prosperity, and environmental degradation. This is reinforced by emerging themes across all the outcomes of ongoing equity challenges, our response to climate change and the importance of community resilience in a rapidly changing future. The 18 opportunities for greater progress inform the 10-year Budget and other decision-making.

- **An annual monitoring report,** which tracks progress against the plan's 33 outcome measures (annual scorecard and the annual development strategy monitoring report). The following table provides a summary of measures for which performance has been tracked in 2023.

### Auckland Plan Outcome Measures

▲ Positive trend — Little or no change ▼ Negative trend

	Latest Result	Trend	Data Source
 <b>Belonging and Participation</b> All Aucklanders will be part of and contribute to society, access opportunities, and have the chance to develop to their full potential.			
<b>Aucklanders' sense of community in their neighbourhood</b> Proportion of respondents to the Quality of Life Survey who strongly agree or agree they feel a sense of community in their local neighbourhood (%) <sup>1</sup>	47% (Oct 2022)	—	Quality of Life Survey
<b>Aucklanders' quality of life</b> Proportion of respondents to the Quality of Life Survey who rate their overall quality of life positively (%) <sup>1</sup>	82% (Oct 2022)	▼	Quality of Life Survey
<b>Aucklanders' health</b> Proportion of respondents to the Quality of Life Survey who rated their physical and mental health positively (%) <sup>1</sup>	70% Physical Health 65% Mental Health (Oct 2022)	▼	Quality of Life Survey
<b>Treaty of Waitangi awareness and understanding</b> Respondents to the Council's Resident Survey who rate their knowledge of te Tiriti o Waitangi (the Treaty of Waitangi) either very well or a fair amount (%)	43% (June 2023)	—	Auckland Council - Residents survey
 <b>Māori Identity and Wellbeing</b> A thriving Māori identity is Auckland's point of difference in the world - it advances prosperity for Māori and benefits all Aucklanders.			
<b>Māori in employment, education and training</b> Proportion of Māori youth in education, employment or training	78% (Dec 2022) <sup>2</sup>	—	Household Labour Force Survey
<b>Māori decision making</b> a) Number of co-governance / co management arrangements	9 (June 2023)	—	Auckland Council
b) Māori voter turnout in the local elections: Auckland	25% (Dec 2022)	—	Auckland Council



### Homes and Places

Aucklanders live in secure, healthy, and affordable homes, and have access to a range of inclusive public places.

<b>New dwellings consented</b> Number of dwellings consented by location and type	19,085 (June 2023)	▲	Stats NZ Building Consent Data
<b>New dwellings completed</b> Number of dwellings issued with Code of Compliance Certificate	15,263 (June 2023)	▲	Stats NZ and Auckland Council Code of Compliance Certificate data
<b>Housing costs as a percentage of household income</b> Ratio of housing costs to disposable household income (%)	22.3% (June 2023)	—	Household Economic Survey
<b>Resident satisfaction with their built environment at a neighbourhood level</b> Respondents to the Quality of Life Survey who agree they feel a sense of pride in their local area (%) <sup>1</sup>	56% (Oct 2022)	▼	Quality of Life Survey



### Transport and Access

Aucklanders will be able to get where they want to go more easily, safely and sustainably.

<b>Delay from congestion</b> Congestion in the arterial network in the AM peak period (%)	Average annual congestion rate of 21% (Dec 2022)	—	Auckland Transport
<b>Use of public transport, walking and cycling</b> a) Annual number of public transport boardings (millions)	57.3 million (Dec 2022)	▼	Auckland Transport
b) Annual number of cycle movements past selected count sites	2.88 million (Dec 2022)	▼	Auckland Transport
<b>Deaths and injuries from transport network</b> Annual number of serious and fatal injuries	601 serious injuries 53 fatalities (Dec 2022)	—	Auckland Transport



### Environment and Cultural Heritage

Aucklanders preserve, protect and care for the natural environment as our shared cultural heritage for its intrinsic value, and for the benefit of present and future generations.

<b>Treasuring of the environment</b> a) Aucklanders who value biodiversity	3.79 (Dec 2022) <sup>3</sup>	—	Auckland Council
b) Aucklanders who perform environmental / conservation activity	4.0 (Dec 2022) <sup>4</sup>	—	Auckland Council
i) Biosecurity risk-reducing behaviours	3.22 (Dec 2022) <sup>4</sup>	▲	Auckland Council
ii) Conservation activities at home	1.5 (Dec 2022) <sup>4</sup>	—	Auckland Council
iii) Conservation activities in the community	1.5 (Dec 2022) <sup>4</sup>	—	Auckland Council
c) Domestic kerbside (tonnes per annum)	188,238 (June 2023)	▼	Auckland Council
<b>Active management of priority native habitats</b> a) The proportion of rural mainland Auckland under sustained management for possums	28% (June 2023)	▲	Auckland Council
b) The proportion of priority native habitats on regional parks under sustained management for pest plants	50% (June 2023)	▲	Auckland Council
c) Number of native plants planted	761,451 (June 2023)	▲	Auckland Council

<b>Active management of threatened native plant and animal species</b>			
a) Number of plant and animal species regionally vulnerable to extinction under active management	94 (June 2023) <sup>5</sup>	▲	Auckland Council
b) Number of species-led projects being delivered on Hauraki Gulf islands for the purpose of maintaining or achieving eradication of pest plants and pest animals	9 (June 2023)	—	Auckland Council
<b>Marine and fresh water quality</b>			
a) Stream water quality (Water Quality Index - scale 1-100)	Native - 89.7 Exotic - 69.8 Rural - 62.5 Urban - 52.7 (Dec 2021)	—	Auckland Council
b) Lake water quality (Trophic Level Index - scale of 1-5+)	Pupuke - 3.9 Rototoa - 3.3 Tomarata - 4.2 Wainamu - 4.1 (Dec 2021)	—	Auckland Council
c) Proportion of time Safeswim reference beaches are suitable for contact recreation	Open coast - 82.7 Estuary - 63.1 Tidal Creek - 49.9 (Dec 2022)	—	Auckland Council
d) Proportion of time Safeswim reference beaches are suitable for contact recreation	86.2% (June 2023) <sup>6</sup>	▲	Auckland Council
<b>Air quality and greenhouse gas emissions</b>			
a) Concentration of air pollutants (NO <sub>2</sub> µg/m <sup>3</sup> )	Glen Eden - 6.9 Henderson - 9.3 Patumahoe - 4.6 Penrose - 14.1 Queen Street - 18.5 Takapuna - 13.4 (Dec 2022)	—	Auckland Council
b) Concentration of fine particulate matter (PM <sub>2.5</sub> µg/m <sup>3</sup> )	Patumahoe - 5.1 Penrose - 5.0 Queen Street - 8.1 Takapuna - 6.3 (Dec 2022)	—	Auckland Council
c) Greenhouse gas emissions (kilotonne CO <sub>2</sub> e)	Gross 12,713 Net 11,516 (Dec 2019)	▼	Auckland's Greenhouse Gas Inventory
<b>Statutory protection of environment and cultural heritage</b>			
a) Total area (ha) of scheduled Significant Ecological Areas	Terrestrial - 79,123 Marine - 100,732 (June 2023)	—	Auckland Council
b) Number of scheduled sites of significance to Mana Whenua	109 (June 2023)	▲	Auckland Council



**Opportunity and Prosperity**

Auckland is prosperous with many opportunities and delivers a better standard of living for everyone.

<b>Labour Productivity</b> Real GDP per filled job (\$)	\$140,804 (Mar 2023)	▲	Auckland Economic Profile
<b>Aucklanders' average wages</b> Median weekly wages (\$)	\$1,337 (June 2023)	▲	Household Labour Force Survey
<b>Employment in advanced industries</b> Number of people employed in knowledge Intensive industries	4.3% growth (versus 3.2% growth in total employment) (Mar 2022)	▲	Auckland Economic Profile
<b>Zoned industrial land</b> Zoned industrial land (ha)	6,362 hectares (June 2023)	—	Auckland Unitary Plan
<b>Level of unemployment</b> Unemployment level (%)	3.4% (Mar 2023) <sup>7</sup>	▲	Household Labour Force Survey
<b>Educational achievement of young people</b> Percentage of those aged 20-24 with a Level 4 qualification or above (%)	34.6% (Dec 2022) <sup>2</sup>	▼	Household Labour Force Survey

► Silo Park Playground



- Sourced from the 2022 Quality of Life Survey, a collaborative research project among nine urban councils in New Zealand, including Auckland. In 2022, a total of 12,700 potential respondents from the Auckland area were randomly selected from the Electoral Roll and invited to participate. A total of 2612 Auckland residents aged 18 years and older completed the survey. The response rate for Auckland was approx 17% (excluding those who could not participate in the survey due to death / having moved residence / no such address). All sample surveys are subject to sampling error. Based on a total sample size of 2612 respondents, the results are subject to a maximum sampling error of plus or minus 2.0% at the 95% confidence level. In 2022, people under the age of 50 years could only complete the survey online unless they proactively requested a hard copy questionnaire. Those aged 50 years and over were automatically sent a hard copy to complete, if they had not completed the survey three weeks after a follow-up reminder. This was a methodology change from the 2020 survey.
- The 2022 calendar year data is reported for education, employment and training to be consistent with our baseline set to end of the calendar year.
- This measure has changed from proportion of Aucklanders who value biodiversity to a mean Likert scale score ranging from 1 to 5. In 2022, the score was 3.79. This is a statistically significant reduction but with a small effect size, therefore, we conclude that there was no meaningful reduction in how Aucklanders value biodiversity. This measure utilises the revised New Ecological Paradigm (NEP) scale. This is a globally recognised method to indicate endorsement of a pro-ecological worldview. It consists of 15 statements, some that align to a "pro-ecological" world view and some of a contrary world view. A mean score for each question of those whose reaction to each statement indicates a "pro-ecological" world view is calculated and then averaged across all 15 questions. The score can range from 1 to 5: never=1, rarely=2, sometimes=3, often=4, all the time=5. Therefore a score of 3.79 would mean, on average, Aucklanders value biodiversity 'often'.
- This measure has changed from proportion of Aucklanders who perform environmental / conservation activity to a mean Likert scale score ranging from 1 to 5. They are participants who engage in a number of specified environmental or conservation activities regularly. Regularly is defined as 'once or twice every 2-3 months' and 'once a month or more' or 'often/usually' and 'all of the time / every time' depending on what was most appropriate to the activity.
- This measure has changed from proportion of plant and animal species regionally vulnerable to extinction under active management to number of plant and animal species regionally vulnerable to extinction under active management. The total number of species considered 'vulnerable to extinction' is subject to change over time with changes in pressures, as well as management. It is for this reason we report the 'number' of species rather than a proportion or percentage as has previously been reported.
- Safeswim water quality forecasts take account of rainfall, wind, tide, sunlight and beach type. It is built using high-frequency targeted sampling on top of historical monitoring results spanning over 20 years at some sites, and are underpinned by the best available meteorological data. This is measured in the summer swimming period 1 Nov to 30 Apr.
- We have reported unemployment as at March 2023 as a rolling annual average from the Household Labour Force Survey.

**Data and Trend Analysis**

The results and trends reflect the data and information available at the time of writing this report. To identify trends, data has been analysed as far back as possible and there is variation in the time series of each measure. Progress is generally assessed against the baseline. Where changes in percentages from year to year are reported as having increased or decreased, it should be noted that these are not necessarily statistically significant and require further time series to determine a real trend. There have been data constraints, largely due to data availability, that has translated to a lack of identified trends or results in some of the outcome areas.



## He urupare mai i ngā tāngata o Tāmaki Makaurau

# Feedback from Aucklanders

We seek feedback and input from Aucklanders on a wide range of issues to add value to the decisions that we make. On major issues, we seek feedback through Have Your Say events and other consultation processes. We also have nine advisory panels representing special interest groups, and we

pass major issues through these panels to seek the broadest possible community input into decisions.

Many of the performance measures used throughout this annual report are based on surveys of Aucklanders. These surveys are summarised below:

Survey name	Purpose	Frequency	Type	Sample size	Margin of error	Customer Satisfaction Score
<b>Auckland Residents' Survey</b>	To measure residents' use of, and satisfaction, with council services	▶ Annual	Mix of online and phone questionnaires	4,117	± 1.5%	Library service 96% Regional parks 97% Waste collection 79%
<b>Leisure Net Promoter Score</b>	To measure pools and leisure centres' customer loyalty and satisfaction, based on customers' likelihood to recommend the facility to others	▶ Continuous	Online questionnaire	10,697	± 0.8%	+23 <sup>1</sup>
<b>Customer Experience Monitor Survey</b>	To measure the satisfaction of customers applying for a resource consent/building consent, food/alcohol licence, or who enquired about noise control, resource/building consents	▶ Continuous	Online questionnaire	Alcohol 1878 Food 1093 Building Consent 4193 Resource Consent 412 Noise Control 3074	1.47% ± 2% ± 1.4% ± 4.3% ± 1.8%	Alcohol Licensing 88% Environmental Health (Food Licensing) 87% Building Consent 73% Resource Consent 73% Noise Control 43%
<b>Quality of Life Survey</b>	To measure residents' perceptions across a range of measures that impact on New Zealanders' quality of life <sup>2</sup>	▶ Biannual	Online and paper questionnaires	2,612 for Auckland (6,906 across New Zealand)	± 1.9% for Auckland (1.2% for New Zealand)	Net Good 82% for Auckland (83% for New Zealand) Net Poor 5% for Auckland (5% for New Zealand)

1. How to calculate NPS score: tally up the responses and subtracting the percentage of detractors from the percentage of promoters. For example, if 60% of respondents are promoters, 10% are detractors, and 30% are passives, your NPS would be 60-10=50.

2. The 2022 Quality of Life Survey result for New Zealand is a partnership between Auckland Council, Hamilton, Tauranga, Wellington, Porirua, Hutt, Christchurch and Dunedin City Councils and Wellington Regional Council.

Ō tātou kaimahi - te hauora, te haumaruru me ngā tino take mātāmua

# Service performance judgements and assumptions

When we prepared the forecast Statement of Service Performance in the 2021-2031 Long-term Plan, Auckland Council has made the following judgments in the selection of our service performance measures found in the Overview of our performance, Performance by Groups of Activity sections and Auckland Plan annual monitoring report sections:

- We have reflected on the extent to which the levels of service we plan to provide to the community were best captured by performance measures.
- Consideration has been given to the views expressed by our residents and ratepayers, local boards and their communities. This includes feedback relevant to the levels of service and performance measures received throughout the LTP consultation process.
- We have ensured that the performance measures adequately inform progress towards delivering the outcomes in the Auckland Plan.

Relevant measurement judgements have been included within each group of activity section to which the judgement relates.

This information applies to service performance reporting in both Volume 1 and Volume 2.

Under the Local Government Act 2002 we are mandated to provide standard performance measures so that the public may compare the level of service provided in relation to the following group of activities: water supply, sewerage and the treatment and disposal of sewage, stormwater drainage, flood protection and control works and the provision of roads and footpaths (Auckland Council does not report on performance measures relating to flood protection as it does not have any major flood protection and control works as per the DIA definition). DIA guidance has been followed in measuring performance against all mandatory performance measures. We demonstrate regulatory compliance for statutory measures (such as percentage of both building consents and resource consents applications processed within 20 statutory days).

Further to the above judgements being made in the selection of performance measures, we also apply judgements in the measurement, aggregation, and presentation of service performance information.

As part of setting funding levels the group has considered the impact on services and their related

performance measures. Despite funding pressures across the group, management has determined it is possible to continue to provide services at current levels and the related performance measures do not need to be adjusted for funding reasons.

Material judgements have been applied as follows:

### Surveys

To measure the quality of our outputs, we use customer surveys to cover perceptual related research on customers, citizens and community. This helps us to assess the quality of the service provided (e.g. Auckland Council Customer Experience Monitor). This is distinct from our other "satisfaction" surveys which are related to customer interactions with council services rather than wider perceptions (e.g. satisfaction with our Regulatory Services). We also use general population surveys to track the attitudes and perceptions of Aucklanders more broadly (e.g. Quality of Life survey), which enables a comparison across councils of the impacts on residents' quality of life.

• These surveys are designed by in-house or external research experts, based on best practice in survey design. They have also been designed to measure changes in perception of service delivery over time. For example, questions are written so they are clearly understood by participants and neutral in tone; and response options are designed so they are balanced, do not lead participants to respond in a certain way and cover all possible responses a participant may wish to provide. Where neutrality is important, these surveys are independently run (e.g. Customer Experience Monitor) and the analysis from these surveys are used to improve our processes and informs future service level improvements. We balance our measure of service delivery with supplemented direct measures of the quality of our service, which measures the direct observation of the service delivery, this type of measurement is more objective and easily quantifiable.

• Survey sampling (i.e. recruitment of participants) is conducted in a way that maximises the representativeness of respondents, and post-survey weighting is often used to further ensure results are representative of the population of interest. Statistical significance testing is used where appropriate to assist in identifying meaningful results. Where there is uncertainty in survey results due, for

example to sampling error, this is often quantified and stated alongside the results. To minimise the risk of under representative sampling, best practice market research techniques are used across the spectrum of research including statistical weighting of the sampled population to ensure census level representation, the use of stand-down periods to ensure we are not causing survey fatigue or “over-survey” and surveys being designed to ensure minimal drop-out rates. In addition, questionnaires are regularly reviewed to ensure best practice and fit for purpose, and where appropriate industry leading experts (e.g. The University of Auckland) are used to review processes.

To determine the number of performance measures to monitor and report on, and the level of aggregation (for example, whether to report on customer satisfaction for each recreation facility or one combined result across all the recreation facilities), we have considered the information needs of our communities, the costs and benefits of these, practical feasibility, and the requirement to provide performance information across the full breadth of services that the council provides. The frequency of each survey differs in line with the specific performance measures. For example, interaction-based customer surveys are more frequent given the service is on-going and there

are consistent interactions. These are where we want to be continuously learning about and improving (for example our customer experience monitor which not only measure satisfaction with services but also diagnoses operational level actions such as friendliness of staff or how responsive staff have been)? The surveys that measure broader perceptions over a longer period of time such as the annual residents survey are only administered annually. This allows for a point in time measure of the current perceptions that Aucklanders have.

**External implications for statements about performance**

There are conditions that affect the service performance results and may result in a variation from the anticipated or forecasted results. These are ones which are outside the control of the group. Examples of this are, but not limited to changes in government policy in New Zealand, changes in international travel restriction, global and domestic economic conditions and international policy that may impact areas such as recruitment, availability of material and supplies (for example, materials required for critical infrastructure), volatility in international financial markets and other unforeseen considerations.

**Statement of compliance**

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

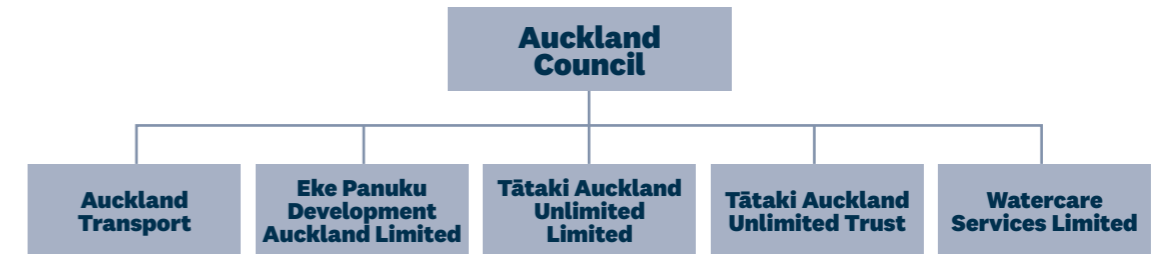
Ngā whakahaere i raro i te mana o Te Kaunihera  
**Council-controlled organisations**

**Overview**

Council-controlled organisations (CCOs) are organisations in which Auckland Council (the council) controls 50 per cent or more of the votes or has the right to appoint 50 per cent (or more) of the directors or trustees.

A substantive CCO is a CCO that is either wholly owned or wholly controlled by the council and is either responsible for the delivery of a significant service or activity on behalf of the council or owns or manages assets with a value of more than \$10 million, excluding entities exempted from CCO status.

The council has five substantive CCOs – and is the sole shareholder/owner for all five:



While each CCO has its own specific objectives, the Local Government Act 2002 identifies the principal objective of all CCOs. In summary, this is to:

- achieve the objectives of its shareholders, both commercial and non-commercial as specified in the statement of intent;
- be a good employer;
- exhibit a sense of social and environmental responsibility by having regard to the interests of the community in which it operates and by endeavouring to accommodate or encourage these when able to do so; and
- if the council-controlled organisation is a council-controlled trading organisation, conduct its affairs in accordance with sound business practice.

The council’s vision is for Auckland to be a world-class city where talent wants to live. The CCOs have a key role to play in this vision. The council expects CCOs to contribute to achieving the following outcomes from the 10-year Budget 2021-2031:

- a fair, safe and healthy Auckland;
- a green Auckland;
- an Auckland of prosperity and opportunity;
- a well-connected and accessible Auckland;
- a beautiful Auckland that is loved by its people;
- a culturally rich and creative Auckland; and
- a Māori identity that is Auckland’s point of difference in the world.

The key performance targets and other measures of the CCOs, together with the nature and scope of activities provided were consistent with the information set out in the 10-year Budget 2021-2031.

No issues arose with regard to ownership or control of CCOs this financial year.



## Overview

Auckland Transport is responsible for managing the region's transport system. It provides transport services to Auckland's residents and visitors and is guardian of more than \$27 billion worth of publicly held assets including roads and footpaths and delivering public transport services and street parking.

Auckland Transport was legally constituted under part 4 of the Local Government (Auckland Council) Act 2009 on 1 November 2010. Auckland Transport is a body corporate with perpetual succession. For the purposes of the Local Government Act 2002, Auckland Council must be treated as if it were the sole shareholder of Auckland Transport.

### Objectives and contribution to 10-year budget

Auckland Transport's objectives and contribution to the 10-year budget are aligned with the Transport and Access Outcome of the 10-year budget, the Government Policy Statement on land transport, and the recommendations of the 2018 Auckland Transport Alignment Project.

Auckland Transport's approach to contribute to the Auckland Plan outcomes is to:

- help people travel safely
- improve access to frequent and attractive public transport
- encourage walking and cycling
- make best use of existing networks
- support growth, urban redevelopment, and regeneration
- manage the impacts of the transport system on the environment
- ensure value for money.

Auckland Transport also has a key focus on its customers, and work to improve the customer experience of the transport system. It will supplement this with a major focus on how it engages with Auckland's communities, especially when making major investments which can entail disruption to networks while work is done.

To make the most of the available funding and resources, Auckland Transport is committed to continuous review and improvement of its operations and will work with the Waka Kotahi NZ Transport Agency to seek to optimise the funding of its programme, both capital and operating.

### Activities

The activities of Auckland Transport are centred on delivering transport services, such as:

- construction and maintenance of roads, footpaths, and streetscape amenities
- providing public transport facilities and services, including bus, rail and ferry services, and their associated infrastructure
- operating traffic signal networks
- providing parking facilities and enforcement
- establishing and promoting road safety and school travel initiatives
- a range of maritime functions administered by the Harbourmaster
- manage and operate the aerodromes on Great Barrier Island.

For information on the above activities, actual performance, key performance targets and other measures set out in the 10-year Budget 2021-2031 see the Groups of Activities section.

### Directors

Wayne Donnelly (Acting Chairperson) — Mark Darrow (Acting Deputy Chair) — Nicole Rosie (Waka Kotahi Representative) — Kylie Clegg — Raveen Jaduram (appointed 1 May 2023) — Henare Clarke (appointed 1 June 2023) — Councillor Mike Lee (appointed 17 November 2022, resigned 27 July 2023) — Councillor Andy Baker (appointed 17 November 2022) — Councillor Chris Darby (appointed 27 July 2023) — Adrienne Young-Cooper (Former Chairperson, resigned 8 October 2022) — Thomas Parker (resigned 4 November 2022) — Dr Jim Mather (resigned 28 November 2022) — Abbie Reynolds (resigned 31 May 2023) — Darren Linton (resigned 31 May 2023)



## Overview

Eke Panuku Development Auckland Limited (Eke Panuku) purposes include facilitating regeneration of town centres and managing a significant property portfolio on behalf of council. Urban regeneration optimises and integrates good public transport outcomes, efficient and sustainable infrastructure and quality public services and amenities.

### Objectives and contribution to 10-year budget

#### Homes and places

- Lead urban regeneration and development programmes, planning for and facilitating thriving town centres.
- Create quality public spaces that are inclusive, accessible and contribute to urban living and civic life.
- Facilitate new, well designed, sustainable homes that meet changing needs and preferences, working with Kāinga Ora, iwi groups, community housing providers (CHPs) and private partners.

#### Belonging and participation

- Implement inclusive placemaking, that ensures local people play a strong collaborative role in the building of their public places. This helps create the kinds of places where people feel a strong relationship and commitment to their communities.
- Improve the function of town centres to create a heart for a local community that is vibrant, attractive and accessible to all (via design, planning and project delivery).
- Engage local communities on local projects and urban change (increasing participation and sense of pride).

#### Opportunity and prosperity

- Partner with Tātaki Auckland Unlimited Limited and others to integrate economic outcomes and to provide opportunities for business and employment growth in the regeneration of town centres.
- Provide opportunities for Māori and Pacifica businesses and social enterprises through sustainable procurement.
- Create commercial and strategic value from council surplus sites.
- Provide funding for the LTP through the operating surplus from the property portfolio and marinas

#### Māori identity and wellbeing

- Enable commercial opportunities and capacity building for iwi to grow intergenerational wealth.
- Reflect mana whenua mātauranga and Māori design principles in public realm projects to showcase Māori identity.
- Support te reo Māori to flourish and celebrate Māori culture.

#### Environment and cultural heritage

- Facilitating energy and water efficient homes, and waste minimisation in developments and events.
- Partnering with others to restore environments, to facilitate stream and open space enhancements and the objectives of the Urban Ngahere Strategy.
- Ensuring new development reflects the character and indigenous stories of an area or place, through place-led design.

### Activities

Eke Panuku activities cover five broad areas:

- Place-led regeneration and development of the council's agreed urban locations by making the most of Auckland Council owned land and working with the council, other council-controlled organisations, the crown and infrastructure providers to facilitate urban regeneration.
- Selling Auckland Council's surplus property, and where appropriate, reviewing council's service property for optimisation and redevelopment opportunities.
- Managing council's assets/property including commercial, residential and marina infrastructure, or redevelopment incorporating a service delivery function.
- Undertaking other property-related services such as strategic property advice, acquisitions and disposals.
- Ensuring that its capital and operating expenditure, policies and plans (including locally-specific development plans) are directed towards achieving these objectives and priorities.

For information on the above activities, actual performance, key performance targets and other measures set out in the 10-year Budget 2021-2031 see the Groups of Activities section.

### Directors

Paul Majurey (Chair) — David Kennedy (Deputy Chair) — Kenina Court — Steve Evans — Jennifer Kerr — Susan Huria — John Coop





**Overview**

Tātaki Auckland Unlimited Limited's (TAUL) role is to support the council's vision of creating a world-class city and deliver great value for money by supporting the growth of a vibrant and competitive economy, with a particular focus on supporting business and investment attraction, business growth, innovation and skills as well as supporting sustainable growth of the visitor economy.

**Objectives and contribution to 10-year budget**

TAUL is to give effect to the objectives and priorities of Auckland Council in the 10-year budget, and the Auckland Council Economic Development Action Plan 2021-2024, and in particular by:

**Opportunities and prosperity**

- Creating the conditions for a resilient economy, innovation, and employment growth, and raising productivity.
- Attracting and retaining skills, talent and investment.
- Developing skills and talent for the changing nature of work and life-long achievement.

In doing so, TAUL is to:

- advance Māori employment and create the environment for Māori business and iwi organisations to be a powerhouse in Auckland's economy
- leverage Auckland's position to support growth in exports and a competitive New Zealand economy
- increase ongoing learning and training in new and emerging areas, with a focus on those most in need.

**Māori identity and wellbeing**

- Promoting Māori success, innovation and enterprise.
- Showcasing Auckland's Māori identity and vibrant Māori culture.

TAUL is to contribute to other relevant outcomes in the 10-year budget, including belonging and participation.

**Activities**

TAUL's activities focus on economic growth and growing the visitor economy, and include the following:

- sustainably growing the value of Auckland's visitor economy by partnering to implement the Destination Auckland 2025 strategy with a focus on destination marketing and management, major events, business events (meetings and conventions) and international student attraction and retention.
- working with central government, corporates, education providers, and the Auckland Council Group to support local economic and employment outcomes across Auckland, including a focus on less prosperous areas of Auckland.
- supporting Auckland businesses to grow by connecting them to support that builds their capability, enhances export performance and helps them prepare for technological change and disruption.
- supporting jobs and skills matching initiatives to assist Aucklanders who are not currently in the workforce or who are underemployed.
- working with partners to develop and deliver initiatives that promote Māori Economic Development, with a focus on building an eco-system of support for Māori businesses.
- continuing the development and implementation of the Wynyard Quarter Innovation Precinct, focusing on the management and strategic leasing of the GridAKL buildings, with the objective of growing businesses, creating jobs and building Auckland's culture of innovation and entrepreneurship.
- promoting Auckland as a global destination for business and investment with a focus on target places and sectors of interest.

For information on the above activities, actual performance, key performance targets and other measures set out in the 10-year Budget 2021-2031 see the Groups of Activities section.

**Directors**

Victoria Salmon (Chairperson appointed 1 April 2023) — Mark Franklin (Former Chairperson – passed away 12 November 2022) — Daniel Te Whenua Walker — Jennifer Rolfe — Jennah Wootten (Deputy Chairperson) — Hinurewa te Hau— Hongyu (Carol) Cheng — Fabian Partigliani (ceased 21 October 2022) — Alastair Carruthers — Graeme Stephens (appointed 1 November 2022)

**Overview**

Tātaki Auckland Unlimited Trust (TAUT) is responsible for providing a regional approach to running and developing Auckland's arts, culture, heritage, leisure, sport and entertainment venues including Aotea Centre, Aotea Square, Auckland Art Gallery Toi o Tāmaki, Auckland Town Hall, Auckland Zoo, Bruce Mason Centre, The Civic, Mt Smart Stadium, North Harbour Stadium, Queens Wharf, Western Springs Stadium and New Zealand Maritime Museum.

**Objectives and contribution to 10-year budget**

TAUT is to give effect to the objectives and priorities of Auckland Council in the 10-year budget, in particular by:

**• Belonging and participation**

- Fostering and inclusive Auckland where everyone belongs.
- Improve health and wellbeing for all Aucklanders by reducing harm and disparities in opportunities.

In doing so, TAUT is to:

- create safe opportunities for people to meet, connect, participate in and enjoy community and civic life.
- provide accessible services and social and cultural infrastructure that is responsive in meeting Aucklanders' evolving needs.
- recognise the value of arts, culture, sports and recreation to quality of life.

**• Māori identity and wellbeing**

- Showcasing Auckland's Māori identity and vibrant Māori culture.

**• Environment and cultural heritage**

- Ensure Auckland's infrastructure is future-proofed.

These objectives shall be facilitated through TAUT's management of assets and the funding decisions and ensuring that as an organisation it is sustainable.

**Activities**

TAUT activities include the following:

- act as a regional voice for arts, culture, heritage, leisure, sports and entertainment issues
- advocate, co-ordinate and contribute to council's strategic thinking for investing in new collections and arts, cultural, heritage, leisure, sport and entertainment facilities for Auckland
- develop, with a regional perspective, a range of fit-for-purpose arts, cultural, heritage, leisure, sport, entertainment and events venues that are attractive to the residents and businesses of the region, and to its visitors
- plan for and implement regionally identified projects
- nurture region-wide arts, cultural and heritage activities and organisations
- secure Auckland-exclusive international musicals, rock concerts, sporting events and art exhibitions to drive out of town visitation and investment in Auckland's economy.

For information on the above activities, actual performance, key performance targets and other measures set out in the 10-year Budget 2021-2031 see the Groups of Activities section.

**Trustee**

Tātaki Auckland Unlimited Limited is the sole trustee of Tātaki Auckland Unlimited Trust



## Overview

Watercare Services Limited (Watercare) is a lifeline utility providing water and wastewater services to 1.7 million people in Auckland. These services are vital for life, keep people safe and help communities to flourish.

Watercare supplies reliable, high-quality drinking water to homes and businesses in the Auckland region and collects, treats and discharges their wastewater in environmentally responsible ways.

Watercare manages water and wastewater assets worth more than \$10 billion and plans and builds infrastructure to ensure it supports growth today and into the future.

Its activities and programmes are funded through user charges.

## Objectives and contribution to 10-year budget

Watercare is to manage water resources and wastewater systems to contribute to:

- building resilience to natural hazards
- realising a compact city
- optimising, integrating and aligning water service provision and planning
- treasuring our coastline, harbours, islands and marine areas
- sustainably managing natural resources
- supporting rural settlements, living and communities
- improving the education, health and safety of Aucklanders
- growing a business friendly and well-functioning city
- enabling iwi to participate in the co-management of natural resources
- tackling climate change and increasing energy resilience.

## Activities

Watercare's activities include:

- collection, treatment and distribution of drinking water to the people of Auckland
- collection, treatment and disposal of wastewater for the people of Auckland
- transfer, treatment and disposal of trade waste
- provision of laboratory services in support of Watercare's business activities and the business community.

For information on the above activities, actual performance, key performance targets and other measures set out in the 10-year Budget 2021-2031 see the Groups of Activities section.

## Directors

Margaret Devlin (Chairperson) — Hinerangi Raumati-Tu'ua — Graham Darlow — Dr Nicola Crauford — Frances Valentine — Julian Smith (appointed 1 January 2022) — Brendon Green — Dave Chambers\* (appointed as the interim chief executive on 27 January 2023 when Jon Lamonte was appointed to be Entity A\* CE)

\*Entity A refers to Water Services Reform

## Te papakupu whāiti

# Glossary of terms

### 10-year Budget/Recovery Budget/Long-term Plan

A document that sets out the council's activities, projects, policies, and budgets for a 10-year period. Also commonly referred to as the LTP.

### Activity or service

The services the council provides to the community. This includes things like running buses, collecting rubbish and maintaining parks.

### Annual Plan, Annual Budget or Emergency Budget

The plan that sets out what the council seeks to achieve in a financial year, the services we will provide, how much money will be spent and where that money will come from. The annual budget for 2020/2021 is referred to as our Emergency Budget because of the need to respond to a significant financial challenge for that year.

### Asset

An item of value, usually something of a physical nature that you can reach out and touch, that will last for more than one year. Infrastructure assets are physical items such as roads, pipes and council buildings that are needed to provide basic services.

### Asset recycling

This means letting go of some of our less well used assets to help pay for new ones that will help us deliver better services to the community. Usually this means selling assets to somebody else, but sometimes it is possible to instead agree that someone else will use the asset for a period of time before handing it back to us in the future.

### AT

Auckland Transport, the organisation that delivers transport service on behalf of the council.

### ATAP

The Auckland Transport Alignment Project, a collaborative project between Auckland Council and Central Government to align strategic transport priorities for the Auckland region.

### Auckland Council or the council

The local government of Auckland established on 1 November 2010. The council is made up of the Governing Body, 21 local boards, and the council organisation (operational staff).

### Auckland Transport

The organisation that is responsible for Auckland's transport system, including the road and footpaths and public transport.

### Auckland Unitary Plan

The Auckland Unitary Plan is the planning rule book that sets out what can be built and where. It's essential for protecting what makes our city special while unlocking housing and economic growth and strengthening our community.

### BID

Business improvement district.

### Capital investment, capital expenditure or capital programme

Building (or buying) assets such as roads, pipes and buildings that are used to provide services to Aucklanders. Capital expenditure refers to assets that council spends money on directly, while capital investment also includes money that is spent via third parties on projects such as the City Rail Link.

### CATR / CATTR

At the time this rate was introduced in 2022/2023, it was called the Climate Action Targeted Rate (CATR). The name of the rate was updated in the Annual Budget 2023/2024 - Climate Action Transport Targeted Rate (CATTR).

### Centres

Localities identified as urban centres which include the city centre and fringe, metropolitan centres, town centres and local centres. Centres are typically higher density, compact mixed-use environments with high quality public transport links and provide a wide range of community, recreational, social, and other activities.

### Council-controlled organisation (CCO)

A company (or other type of organisation) that is at least 50 per cent owned by the council or for which the council has at least 50 per cent control through voting rights or the right to appoint directors. These organisations each have their own board of directors (or equivalent) and their own staff who manage day-to-day operations.

### Council Group

Auckland Council and the council-controlled organisations, along with the council's investments in Port of Auckland and Auckland Airport.

### City Centre MasterPlan

The CCMP is the key guiding document for the Auckland Council whānau, setting the strategic direction for the city centre over the next 20 years.

It applies the Auckland Plan to the city centre through ten outcomes, to be delivered through eight transformational moves and Access for Everyone (A4E).

### Deferral

Delaying the building or buying of assets until a later time.

### Depreciation

This represents the reduction in the value of assets over time. When applied on intangible assets, such as IT programmes, it is known as amortisation.

### Development contributions

A charge paid by developers to the council when they build or subdivide property. The council uses this money to help pay for the new assets such as roads, pipes and parks that are needed to support the new households or businesses that will occupy the new properties that have been developed.

### Eke Panuku Development Auckland

The organisation that provides property management and development services to the council and Aucklanders.

### Facilities

Buildings or other structures used to provide services to Aucklanders.

### Financial year

The year from 1 July to 30 June the following year. The council budgets and sets rates based on these dates rather than calendar years which end on 31 December.

### General rates

Paid by all ratepayers to fund general council services. These include the value-based general rate which is calculated based on your property's capital value and the Uniform Annual General Charge (UAGC) which is a fixed rate applied to every Separately Used or Inhabited Part (SUIP) of a rating unit.

**Governing Body**

The Governing Body is made up of the mayor and 20 councillors. It shares its responsibility for decision-making with the local boards. The Governing Body focuses on the big picture and on Auckland-wide strategic decision.

**Grants and subsidies**

Money that someone pays to the council to cover (or help cover) the cost of providing a service to Aucklanders. Sometimes grants also refers to money the council pays to a community organisation to provide services to Aucklanders, rather than council providing those services directly.

**Hapū**

Kinship group, clan, tribe, subtribe - section of a large kinship group.

**Healthy Waters**

Within Auckland Council, the primary responsibility for stormwater management lies with the Healthy Waters department, with a goal to promote and support the development of Resilient Water Sensitive Communities.

**Household**

One or more people usually resident in the same dwelling, who share living facilities. A household can contain one or more families or no families at all. A household that does not contain a family nucleus could contain unrelated people, related people, or could simply be a person living alone.

**Infrastructure**

The fixed, long-lived structures that facilitate the production of goods and services and underpin many aspects of quality of life. Infrastructure refers to physical networks, principally transport, water, energy, and communications.

**Iwi**

Groups of whānau or hapū related through a common ancestor.

**Kaitiaki**

Guardians of the environment.

**Kaitiakitanga**

Guardianship, including stewardship; processes and practices for looking after the environment, guardianship that is rooted in tradition.

**Local boards**

There are 21 local boards which share responsibility for decision-making with the Governing Body. They represent their local communities and make decisions on local issues, activities, and facilities.

**Local Board Agreement**

An annual agreement between the Governing Body and each local board, setting out how the council will, in that year, reflect the priorities and preferences in its local board plan for the year in respect of various things, including the local activities to be provided in the local board area.

**Local Board Plan**

A plan that reflects the priorities and preferences of the communities within the local board area in respect of the level and nature of local activities to be provided by the council over the next three years.

**Local Government Act 2002 (LGA 2002)**

Legislation that defines the powers and responsibilities of territorial local authorities, such as Auckland Council.

**Long-term Differential Strategy (LTDS)**

The Long-term differential strategy (LTDS) lowers the total amount of general rates (UAGC and value-based general rate) for businesses in equal steps from 31 per cent of the total general rate requirement in 2022/2023 to 25.8 per cent by 2037/2038. The rate of reduction is set so that the increase in rates for residential and farm/lifestyle properties above the underlying general rates increase is around 0.5 per cent more each year and the increase in rates for business properties is around 1.0 per cent below the underlying general rates increase each year.

**Long-term Plan or the LTP (Also known as the 10-year Budget) or the Recovery Budget**

This document sets out the council's vision, activities, projects, policies, and budgets for a 10-year period. The Recovery Budget is the 10-year budget for 2021-2031.

**LTP Amendment**

A significant change to the 10-year plan that must go through a formal public consultation for no less than one calendar month.

**Mana whenua**

Iwi, the people of the land who have mana or customary authority. Their historical, cultural, and genealogical heritage are attached to the land and sea.

**Mātāwaka**

Māori who live in Auckland but do not whakapapa to mana whenua.

**Mātauranga Māori**

Māori wisdom. In a traditional context, this means the knowledge, comprehension or understanding of everything visible or invisible that exists across the universe.

**Maunga**

Mountain, mount, peak; Auckland's volcanic cones.

**Mauri**

Mauri is the pure state of an object or substance. Sometimes referred to as the 'life force', mauri is contingent upon all things being in balance or in harmony.

**Monetary Policy Statement (MPS)**

The Monetary Policy Statement (MPS) sets out how the Monetary Policy Committee of the Reserve Bank of New Zealand will achieve its objectives. It has an assessment of current and projected future economic conditions, including inflation and employment.

**Operating budget or operating expenditure (OPEX)**

Money that the council spends on providing services in the current financial year, as opposed to building things that will provide services for years to come. This includes spending money on staff and contractors to do things like process building consents, open libraries, run buses and maintain parks. It also includes things like paying grants to community organisations and paying interest on money the council has borrowed.

**Operating expenditure**

Money that the council spends on providing services in the current financial year, as opposed to building things that will provide services for years to come. It also includes paying grants spending money on staff and contractors to do process building consents, open libraries, run buses and maintain parks. It also includes things like paying grants to community organisations and paying interest on money the council has borrowed.

**Pā**

Fortified Māori settlements, villages, and towns.

**Eke Panuku Development Auckland Limited**

Eke Panuku Development Auckland Limited (Eke Panuku), the organisation that provides property management and development services to the council and Aucklanders.

**Papakāinga**

A location including meeting facilities, homes, vegetable gardens, a cemetery and other things required to sustain a whānau, hapū or iwi. Known previously as unfortified Māori settlements, villages, and towns.

**Rangatahi**

Younger generation, youth.

**Rangatira**

Chief.

**Rangatiratanga**

Chiefly authority. A state of being. It is expressed in who we are, and how we do things; ability to make decisions for the benefit of their people and the community in general; confers not only status but also responsibility to ensure that the natural world and its resources are maintained into the future; recognises iwi and hapū right to manage resources or kaitiakitanga over the ancestral lands and waters. The Māori version of article 2 of the Treaty uses the word "rangatiratanga" in promising to uphold the authority that tribes had always had over their lands and taonga.

**Rates**

A tax against the property to help fund services and assets that the council provides.

**Revenue or income**

Money that the council receives (or is due to receive) to pay for the cost of providing services to Auckland. Cash revenue specifically refers to the money received during the year, and excludes things like postponed rates which will be received later.

**RLTP**

The Regional Land Transport Plan provides the blue print for Transport in Auckland over the next decade.

**RFT**

Regional Fuel Tax.

**Savings**

Reducing the amount of money that the council pays out in a particular financial year. This could refer to being more efficient (paying less money to get the same service) or to saving money by delivering less services to the community. It also sometime refers to spending money later than we previously planned.

**SUIP**

The council defines a separately used or inhabited part of a rating unit (SUIP) as 'any part of a rating unit that is separately used or inhabited by the ratepayer, or by any other person having a right to use or inhabit that part by virtue of a tenancy, lease, licence or any other agreement'. An example would be a rating unit that has a shop on the ground floor (which would be rated as business) and a residence upstairs (rated as residential).

**Taonga**

A treasured item, which may be tangible or intangible.

**Tāmaki Makaurau**

The Māori name for Auckland.

**Targeted rates**

A rate that is paid by only a particular group of ratepayers or is used to fund only a particular set of activities. This is used when the council wants to make sure that those ratepayers who benefit from an activity pay for it (as opposed to spreading the cost across all ratepayers) or where the council wants to make sure that money collected for a particular purpose is only spent for that purpose.

**Tātaki Auckland Unlimited (TAU)**

Tātaki Auckland Unlimited is the umbrella organisation comprising two substantive CCOs, namely Tātaki Auckland Unlimited Limited and Tātaki Auckland Unlimited Trust. Tātaki Auckland Unlimited Limited is a CCO Tax Paying entity which is also the corporate Trustee of Tātaki Auckland Unlimited Trust. Auckland Unlimited Limited also delivers major events for council and provides tourism promotion and economic development services on the council's behalf. Tātaki Auckland Unlimited Trust manages Auckland Zoo and the Auckland Art Gallery along with venues used for conventions, shows, concerts and major sporting events.

**Te Tiriti o Waitangi / The Treaty of Waitangi**

The written principles on which the British and Māori agreed to find a nation state and build a government.

**The Auckland Plan 2050**

Our long-term spatial plan for Auckland looks ahead to 2050. It considers how we will address our key challenges of high population growth, shared prosperity, and environmental degradation.

**Tikanga**

Customary lore and practice.

**Transport**

Local roading, parking and public transport services provided for Aucklanders. These services are usually provided by Auckland Transport, except for the City Rail Link project which is delivered separately in partnership with central government.

**Vested assets**

Vested assets are assets that are transferred to the group from third parties such as developers. These assets are usually roading assets, water infrastructure and parks, which are constructed as part of a residential development.

**Waka**

Canoe, vehicle, conveyance.

**Waka Kotahi NZ Transport Agency (NZTA)**

Plans and delivers sustainable transport networks across New Zealand, in Auckland and has responsibility for maintaining the state highway network roads.

**Waste**

Generally refers to household and business rubbish, along with recycling and food scraps which can be reused for other purposes.

**Waste Management and Minimisation Plan (WMMP)**

The first Auckland-wide plan, aiming at an aspirational goal of Zero Waste, helping people to minimise their waste and create economic opportunities in doing so.

**Watercare**

Watercare Services Limited, the organisation that provides water supply and waste water services to Aucklanders.

Te huarahi whakapā mai ki te kaunihera

## How to contact us

Online

[aucklandcouncil.govt.nz/contactus](https://www.aucklandcouncil.govt.nz/contactus)

Phone

09 301 0101

Post

Auckland Council, Private Bag 92300, Auckland 1142

### Locations that offer council services

#### Aotea / Great Barrier Island

75 Hector Sanderson Road, Claris, Great Barrier Island

#### City Centre Library

44-46 Lorne Street, CBD

#### Helensville

49 Commercial Road, Helensville

#### Waitākere Central Library (Henderson)

3 Ratanui Street, Henderson

#### Kumeū Library

296 Main Road (SH16), Kumeū

#### Manukau Library

3 Osterley Way, Manukau

#### Ōrewa Library

12 Moana Avenue, Orewa

#### Papakura Sir Edmund Hillary Library

1/209 Great South Road, Papakura

#### Pukekohe Library, Franklin: The Centre

12 Massey Avenue, Pukekohe

#### Takapuna Library

9 The Strand, Takapuna

#### Te Manawa

11 Kohuhu Lane, Westgate

#### Waiheke Library

131-133 Oceanview Road, Oneroa, Waiheke Island

#### Warkworth Library

2 Baxter Street, Warkworth

For opening hours and a list of services available at each service centre, visit <https://www.aucklandcouncil.govt.nz/report-problem/visit-us/Pages/default.aspx>

▲ Te Ara Hura Track Island Bay, Waiheke Island



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ISSN: 2253-1335 (Print)  
ISSN: 2253-1343 (PDF)