

Te Whakarāpopototanga o te Pūrongo  
ā-Tau a Te Kaunihera o Tāmaki  
Makaurau 2022/2023

# Auckland Council

Summary Annual Report 2022/2023



Summary



# 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 rongo 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.



# Te Rārangi Kaupapa

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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 the 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 in Volume 1).

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.

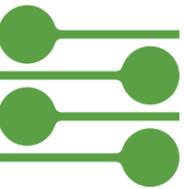
21 volumes

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.

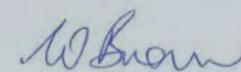
The Auckland Anniversary storm and Cyclone Gabrielle caused a significant amount of damage to the group's assets, with a total of \$39 million in write-downs.

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.

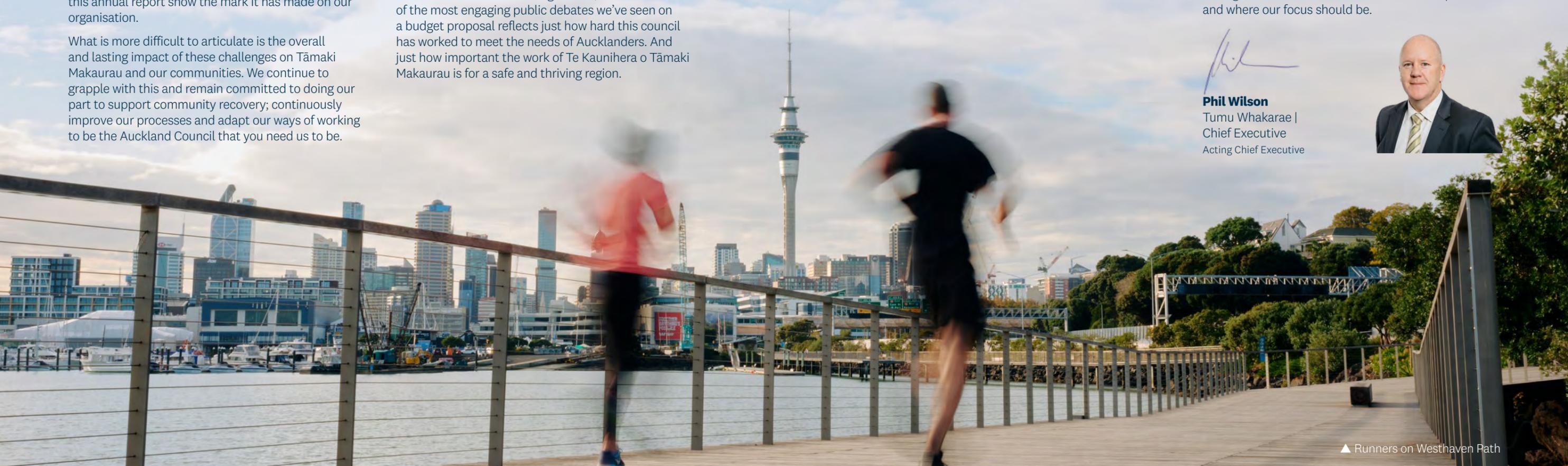
In addition to water system upgrades, the Central Interceptor work programme, which will reduce wastewater overflows into central Auckland waterways, has been accelerated; Te Ara Awataha, Northcote's new greenway and 'daylighted' stream was completed and the Hayman Park playground is delighting tamariki 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



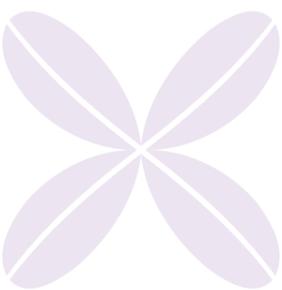
**Vicki Salmon**  
Chair of Tātaki Auckland  
Unlimited comprising TAUL  
and TAUT



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



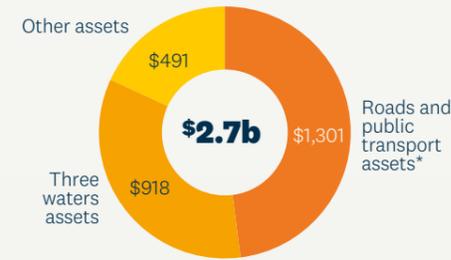
## Commitment to continuous delivery and support

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**.

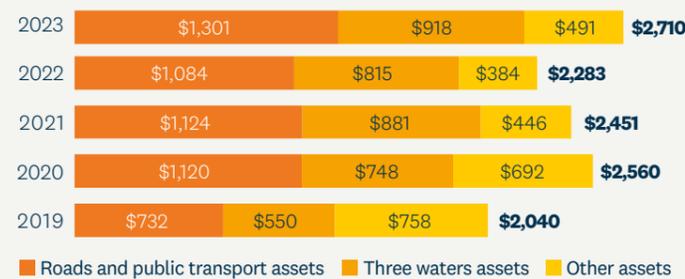
## Capital investment 2022/2023



\*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



- 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.

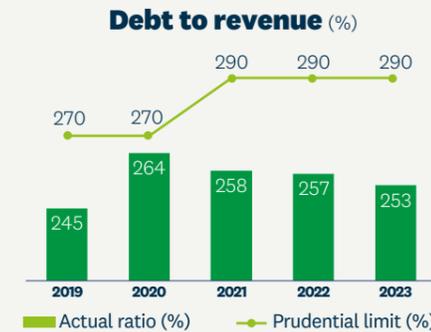
The group's credit ratings with S&P Global Ratings and Moody's Investor Services remained AA and Aa2 respectively, both with a 'stable' outlook, which confirms our very strong capacity to meet financial commitments.



## 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





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

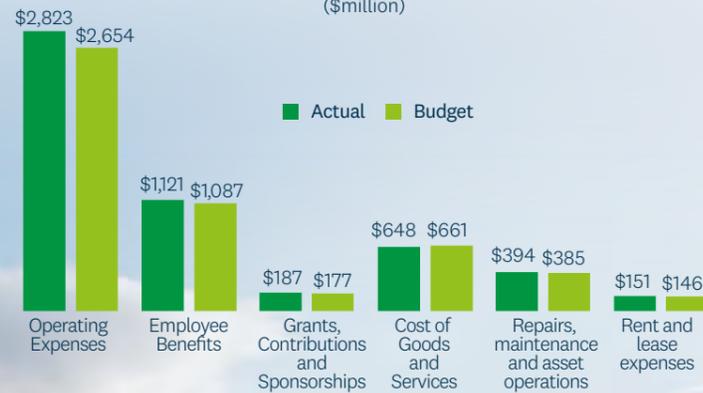
assets are usually roading assets, water infrastructure and parks, which are constructed as part of a residential development. Once received, the group manages and maintains these assets. The increase this year was mainly due to the receipt of assets from developments in Milldale, Hobsonville, Pukekohe,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

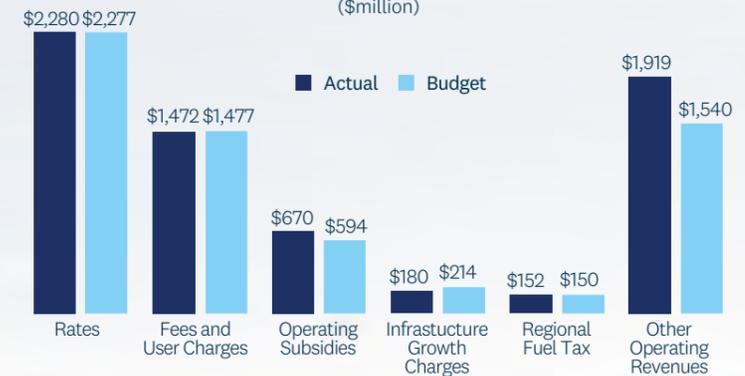
Rates revenue made up 34 per cent of our total revenue and was in line with budget at \$2.3 billion.

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%

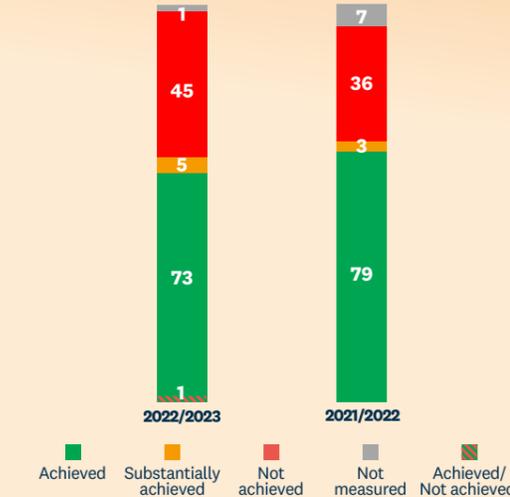


**37,091**  
The number of volunteer hours worked in regional parks each year  
Target 80,000



**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



\*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 of Volume 1.



**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, Volume 1.

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



**Works to enable Kāinga Ora housing projects**  
in Northcote, Tamaki and Mt Roskill



**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



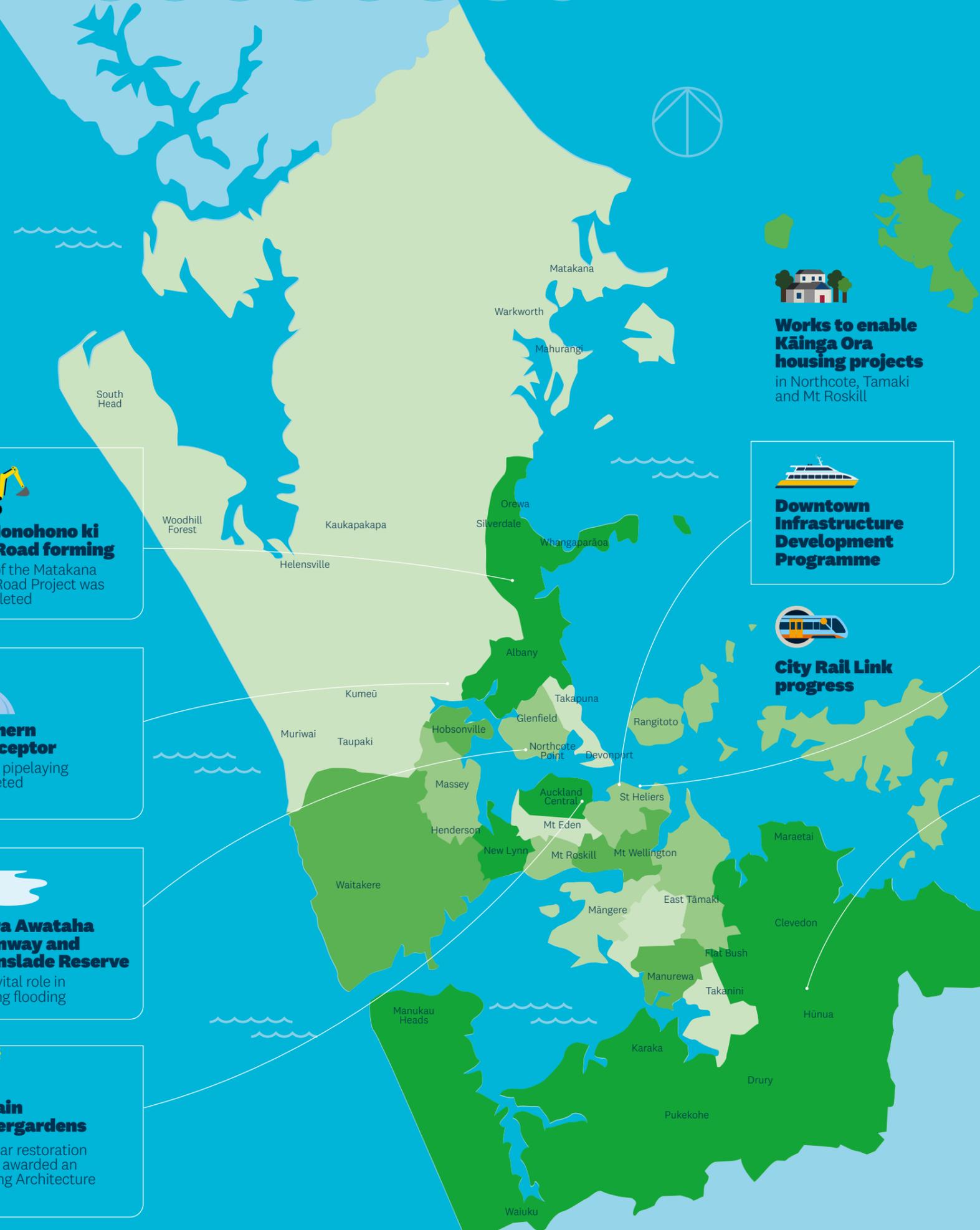
**The Golf is Green Riparian planting**  
9,000 native plants to Tāmaki Makaurau waterways



**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.

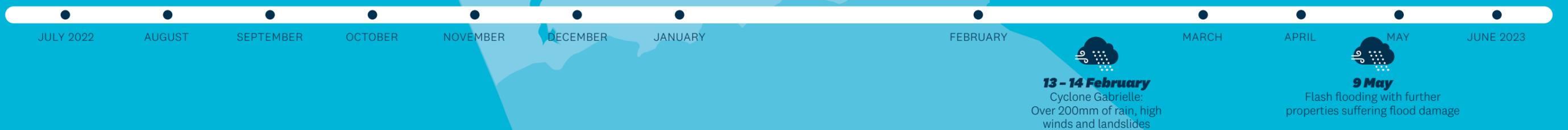
The **Auckland Council Emergency Relief Fund** provided urgent financial assistance to Aucklanders in addition to other support, which was provided by central government agencies, including The Ministry of Social Development. This fund was available to individuals, whānau, marae and organisations that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

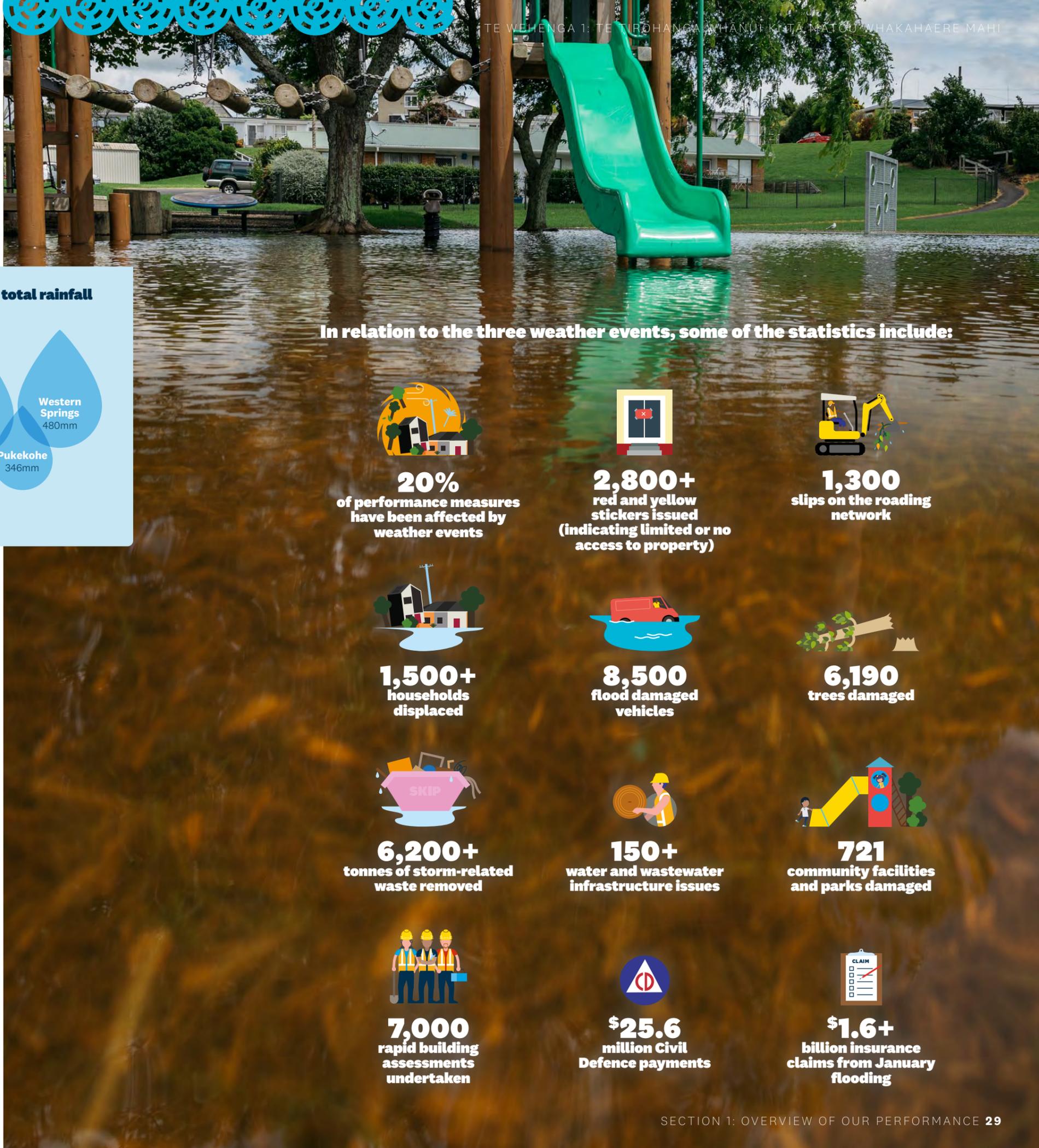
More about the role of Auckland Emergency Management Services can be found in Volume 1, page 102.

More information about the storm impacts and our response work is found in Volume 1, 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

### Timeline 2022/2023





regeneration and enhancement of Tāmaki Makaurau, 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.

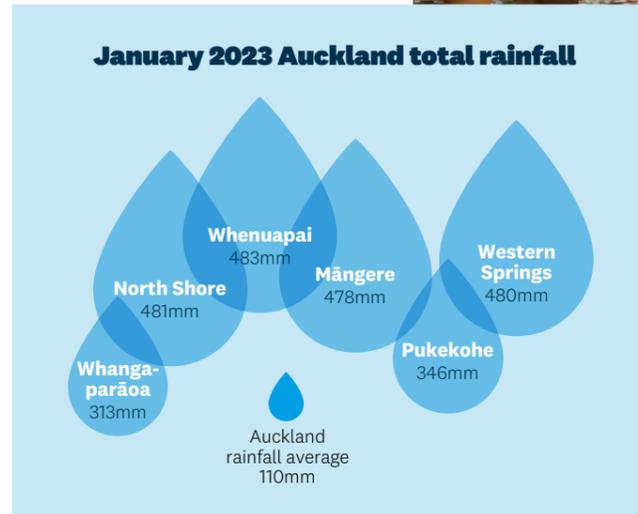
**Natural and built environment:** Repaired and reinstated housing, infrastructure, facilities, and services are more resilient, and our natural environment is regenerated. A series of stormwater improvements called 'Making Space for Water' focus on the longer-term recovery plan.

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



## Summary statement of comprehensive revenue and expenditure

For the year ended 30 June 2023

\$Million	Group			Auckland Council		
	Actual 2023	Budget 2023	Actual 2022	Actual 2023	Budget 2023	Actual 2022
<b>Revenue</b>						
Rates	2,280	2,277	2,122	2,290	2,290	2,133
Fees and user charges	1,472	1,477	1,269	337	327	315
Grants and subsidies	1,176	1,096	793	171	220	35
Development and financial contributions	240	265	236	240	265	236
Other revenue	871	686	662	300	264	242
Vested assets	616	448	582	173	107	297
Finance revenue measured using effective interest method	15	2	11	37	31	36
Other finance revenue	3	1	1	129	116	101
<b>Total revenue excluding other gains</b>	<b>6,673</b>	<b>6,252</b>	<b>5,676</b>	<b>3,677</b>	<b>3,620</b>	<b>3,395</b>
<b>Expenditure</b>						
Employee benefits expense	1,121	1,087	1,051	609	620	566
Depreciation and amortisation	1,268	1,141	1,073	328	327	306
Grants, contributions and sponsorship	187	177	219	1,167	1,217	1,081
Other operating expenses	2,225	2,200	1,944	809	825	729
Finance costs	523	505	438	505	486	424
<b>Total expenditure excluding other losses</b>	<b>5,324</b>	<b>5,110</b>	<b>4,725</b>	<b>3,418</b>	<b>3,475</b>	<b>3,106</b>
<b>Operating surplus before gains and losses</b>	<b>1,349</b>	<b>1,142</b>	<b>951</b>	<b>259</b>	<b>145</b>	<b>289</b>
Net other gains and losses	(163)	-	997	(197)	-	1,039
Share of net deficit in associates and joint ventures	(114)	(9)	(187)	(118)	(11)	(190)
<b>Surplus/(deficit) before income tax</b>	<b>1,072</b>	<b>1,133</b>	<b>1,761</b>	<b>(56)</b>	<b>134</b>	<b>1,138</b>
Income tax expense	62	89	37	-	-	-
<b>Surplus/(deficit) after income tax</b>	<b>1,010</b>	<b>1,044</b>	<b>1,724</b>	<b>(56)</b>	<b>134</b>	<b>1,138</b>
<b>Other comprehensive revenue/(expenditure)</b>						
Net gain on revaluation of property, plant and equipment	198	184	8,218	(915)	-	3,108
Impairment losses on revalued property, plant and equipment	(29)	-	-	(19)	-	-
Tax on revaluation of property, plant and equipment	(258)	-	(298)	-	-	-
Movement in cash flow hedge reserve	(1)	-	6	-	-	-
Tax on cash flow hedge	-	-	(2)	-	-	-
Fair value movement on revaluation of financial assets held at fair value through other comprehensive revenue and expenditure	357	-	(22)	363	-	(19)
<b>Total other comprehensive revenue/(expenditure)</b>	<b>267</b>	<b>184</b>	<b>7,902</b>	<b>(571)</b>	<b>-</b>	<b>3,089</b>
<b>Total comprehensive revenue/(expenditure)</b>	<b>1,277</b>	<b>1,228</b>	<b>9,626</b>	<b>(627)</b>	<b>134</b>	<b>4,227</b>

## Summary statement of financial position

As at 30 June 2023

\$Million	Group			Auckland Council		
	Actual 2023	Budget 2023	Actual 2022	Actual 2023	Budget 2023	Actual 2022
<b>Current assets</b>						
Non-current assets held-for-sale	989	174	86	988	174	86
Other current assets	1,063	825	1,014	627	507	687
<b>Total current assets</b>	<b>2,052</b>	<b>999</b>	<b>1,100</b>	<b>1,615</b>	<b>681</b>	<b>773</b>
<b>Non-current assets</b>						
Property, plant and equipment	66,076	58,899	64,273	20,440	18,674	21,142
Investment in subsidiaries	-	-	-	20,008	19,693	19,957
Investment in associates and joint ventures	1,490	1,838	1,160	1,487	1,834	1,158
Other non-current assets	3,335	4,126	3,851	6,463	6,665	6,414
<b>Total non-current assets</b>	<b>70,901</b>	<b>64,863</b>	<b>69,284</b>	<b>48,398</b>	<b>46,866</b>	<b>48,671</b>
<b>Total assets</b>	<b>72,953</b>	<b>65,862</b>	<b>70,384</b>	<b>50,013</b>	<b>47,547</b>	<b>49,444</b>
<b>Current liabilities</b>						
Current borrowings	2,403	1,292	994	2,402	1,302	993
Other current liabilities	1,419	1,290	1,467	1,260	1,133	1,368
<b>Total current liabilities</b>	<b>3,822</b>	<b>2,582</b>	<b>2,461</b>	<b>3,662</b>	<b>2,435</b>	<b>2,361</b>
<b>Non-current liabilities</b>						
Non-current borrowings	10,054	10,784	10,369	9,882	10,288	9,911
Other non-current liabilities	3,526	3,213	3,280	1,007	1,134	1,083
<b>Total non-current liabilities</b>	<b>13,580</b>	<b>13,997</b>	<b>13,649</b>	<b>10,889</b>	<b>11,422</b>	<b>10,994</b>
<b>Total liabilities</b>	<b>17,402</b>	<b>16,579</b>	<b>16,110</b>	<b>14,551</b>	<b>13,857</b>	<b>13,355</b>
<b>Net assets</b>	<b>55,551</b>	<b>49,283</b>	<b>54,274</b>	<b>35,462</b>	<b>33,690</b>	<b>36,089</b>
<b>Equity</b>						
<b>Total equity</b>	<b>55,551</b>	<b>49,283</b>	<b>54,274</b>	<b>35,462</b>	<b>33,690</b>	<b>36,089</b>

## Summary statement of changes in equity

For the year ended 30 June 2023

\$Million	Group			Auckland Council		
	Actual 2023	Budget 2023	Actual 2022	Actual 2023	Budget 2023	Actual 2022
Opening equity as at 1 July	54,274	48,055	44,648	36,089	33,556	31,862
Total comprehensive revenue	1,277	1,228	9,626	(627)	134	4,227
<b>Closing equity as at 30 June</b>	<b>55,551</b>	<b>49,283</b>	<b>54,274</b>	<b>35,462</b>	<b>33,690</b>	<b>36,089</b>
<b>Components of equity</b>						
Contributed equity	26,693	26,732	26,693	26,539	26,578	26,539
Accumulated funds	6,803	7,204	5,812	382	760	492
Reserves	22,055	15,347	21,769	8,541	6,352	9,058
<b>Total equity</b>	<b>55,551</b>	<b>49,283</b>	<b>54,274</b>	<b>35,462</b>	<b>33,690</b>	<b>36,089</b>

## Summary statement of cash flows

For the year ended 30 June 2023

\$Million	Group			Auckland Council		
	Actual 2023	Budget 2023	Actual 2022	Actual 2023	Budget 2023	Actual 2022
Net cash inflow from operating activities	1,812	1,773	1,459	425	422	307
Net cash outflow from investing activities	(2,753)	(2,579)	(2,130)	(1,629)	(1,246)	(1,025)
Net cash inflow from financing activities	795	806	603	1,083	824	627
<b>Net increase/(decrease) in cash and cash equivalents and bank overdraft</b>	<b>(146)</b>	<b>-</b>	<b>(68)</b>	<b>(121)</b>	<b>-</b>	<b>(91)</b>
Opening cash and cash equivalents and bank overdraft	226	100	294	166	80	257
<b>Closing cash and cash equivalents and bank overdraft</b>	<b>80</b>	<b>100</b>	<b>226</b>	<b>45</b>	<b>80</b>	<b>166</b>

## Notes to the summary

### Basis of reporting

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

Zealand dollars, which is the functional currency of each of the Group's entities, rounded to the nearest million dollars (\$million) unless otherwise stated.

The summary financial statements and associated disclosures have been extracted from the full annual report. However, the summary financial statements do not include all the disclosures provided in the full financial statements and cannot be expected to provide as complete an understanding as provided by the full financial statements. An unmodified audit opinion was issued on the full financial statements. The Annual Report 2022/2023 and Summary Annual Report 2022/2023 were authorised for issue by the group governing body on 28 September 2023. The Annual Report 2022/2023 can be found on the Auckland Council website and in Auckland Council libraries.

## Budget information

The budget figures presented in the financial statements of the group and Auckland Council are those included in the Annual Budget 2022/2023 and are consistent with the accounting policies used to prepare the financial statements.

### Water services reform programme

The New Zealand government is implementing a water services reform programme that is intended to ensure all New Zealanders have safe, reliable, and affordable water services. This will be achieved by establishing ten publicly-owned water services entities, from 1 July 2024 to 1 July 2026. These entities will be responsible for the delivery of drinking water, wastewater and stormwater services across New Zealand instead of 67 councils who currently provide these services. The reform is enacted by three pieces of legislation.

- The Water Services Entities Act 2022 contains the water entities' ownership, governance, and accountability arrangements. This act received royal assent on 14 December 2022 and an accompanying amendment bill received royal assent on 22 August 2023 and came into effect the following day. It establishes ten water services entities based on existing regional boundaries. It also provides for every territorial authority to be represented on the regional representative group of their entity, together with an equal number of mana whenua representatives, and introduces a staggered approach to establish the entities, with all entities going live between 1 July 2024 and 1 July 2026. It provides for an operational establishment date of 1 July 2024 for the Northland and Auckland Water Services Entity.
- The Water Services Legislation Act provides water services entities with the necessary legislative functions, responsibilities, and powers to be fully operational from their 'go live' date. It received royal assent on 30 August 2023 and came into effect the following day.
- The Water Services Economic Efficiency and Consumer Protection Act provides the economic regulation and consumer protection frameworks for water services. It received royal assent on 30 August 2023. The consumer protection framework will come into force on 1 July 2024 and the rest of the Act came into force on 31 August 2023.

The group will be impacted by the transfer of the urban stormwater network and some associated functions from Auckland Council, as well as the transfer of the assets and operations of Watercare Services Limited (Watercare). The exact assets and functions that will be transferred are still unclear, particularly in relation to stormwater.

The National Transition Unit within the Department of Internal Affairs issued draft transfer principles and associated guidance in December 2022. These principles may be amended with the passing of the three acts mentioned above. Due to the timing of these legislative changes, the lack of clarity of which assets and functions will transfer and a range of decisions still to be made under the new legislation the financial impact of the transfers cannot be determined with certainty.

### Impacts of significant weather events

Auckland experienced the Auckland Anniversary flood in January 2023 and Cyclone Gabrielle in February 2023. This was followed by a storm event in May. These weather events caused widespread damage to the group's property and infrastructure from flooding, landslides and extreme wind, which in turn resulted in the accumulation of silt, debris, and contamination of sites. Some of the damage to the group's assets will be covered by insurance. The most significant impacts that affected the group included, but were not limited to:

- damage to community buildings, recreation centres, venues for hire, libraries, works of art and reserves from water flows, infiltration, fallen trees and debris
- over 1,300 landslides with several major ones affecting roads
- the closure of 150 roads and 29 cycleways due to the accumulation of debris, potholes and subsidence
- damage to several bridges, including the Mill Flat Road bridge, and washed-out abutments of Sherwood Drive bridge
- damage to the water catchments, treatment plants, network pipes and electricians of many wastewater pump stations
- water damage to buses and trains.

Auckland Emergency Management, a function of Auckland Council that works in partnership with emergency services and related organisations, provided an emergency response to the communities affected. The response included:

- providing 7,000 building safety assessments
- preparing of 800 to 1,000 parcels a day for welfare support
- disposing of 6,200 tonnes of flood-damaged household items
- clearing landslides and debris from roads
- providing geotechnical investigations of unstable land, roads and buildings
- clearing over 3,000 fallen trees on public land
- assessing and prioritising capital spend to repair damage and restore the water and roading networks.

### Current year financial impacts

The group incurred approximately \$83 million in response costs such as clean-up costs. An impairment loss of \$39 million was recognised for property, plant and equipment damaged due to flooding and high winds. The recoverable service amount of property, plant and equipment was based on value in use using the restoration cost approach, which was determined by reference to the depreciated replacement cost of the asset less repair costs.

Of this \$39 million, \$29 million relates to revalued property, plant and equipment. The impairment was recognised as a decrease in revaluation reserves, in Other Comprehensive Revenue and Expense. The remaining \$10 million relates to property, plant and equipment which is held at cost. This impairment has been recognised in Net other losses in Surplus or Deficit.

Transport related emergency works were funded by Waka Kotahi NZ Transport Agency at a funding assistance rate of 91 per cent, which equated to \$28 million. Eligible welfare costs were funded in full by central government and other eligible response and recovery costs were 60 per cent funded.

An immaterial amount of insurance proceeds was received during the year, the majority is expected to be received in future when there is certainty over the claimable amount.

### Subsequent events

#### Central government assistance with weather event recovery and building resilience

The council has agreed to consult with residents on a cost-sharing arrangement with the central government that, if approved, will involve co-funding the costs of recovery from the early 2023 weather events and increasing the resilience of the region's infrastructure. This arrangement would see council and central government fund on a 50/50 basis the estimated buy-out costs of residential properties where there is an intolerable risk to life, and it is not feasible to mitigate this risk. It would also provide incremental funding for the costs of recovering our transport networks and investment in wider flood mitigation and resilience work. Across these areas central government would be contributing around \$1 billion. The council would be required to contribute a similar amount. Further detail of the scheme (including valuation and acquisition methodology) continues to be worked through.

While all parties wish to advance the buy-out process at pace, this arrangement is in-principle and subject to public consultation. While any short-term costs to the council (in the 2023/2024 financial year) would need to be met through borrowing, the sources of funding for the council's share of the investment will be considered through the Long-term Plan 2024-2034, with several options available including debt, reducing or deferring other capital spending, the sale of assets, service reductions and rates increases. These decisions may also be impacted by the outcomes of the government's water reform process.

#### Sale of Auckland International Airport Limited shares

On 31 August the council sold seven percent of Auckland International Airport Limited shares for \$833 million, net of any fees. This was \$32 million (four percent) below the budgeted proceeds of \$865 million. The funds will be used to reduce the council's debt.

Apart from the matters above, there are no events occurring after balance date that require disclosure.

► Queen Street upgrades





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 of Volume 1.

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.

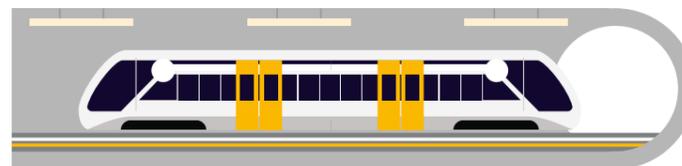
In addition to developing the infrastructure needed to support growth, Auckland Council has also focused on sustainable transport solutions for Aucklanders and to reduce emissions. A significant effort has been made to encourage mode shift from private vehicles to active modes and public transport. Auckland 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 of Volume 1 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 of Volume 1.

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 in Volume 1, 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 Tārūke-ā-Tāwhiri: Auckland's Climate Plan**, the region's strategic response to climate change.

The core goals of Te-Tārūke-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 Volume 1, 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 Volume 1, 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 Waiohū 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 in Volume 1, 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



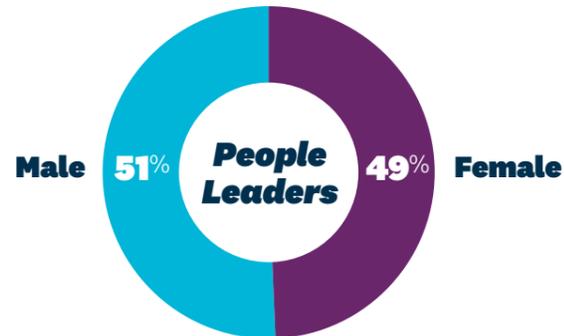
## Gender



**Overall Māori pay gap 16.5 per cent**

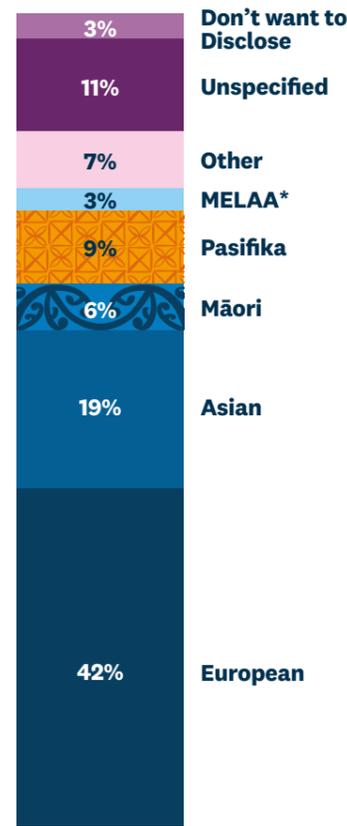
Auckland Council has a disproportionately high number of women and Māori and Pasifika employees at lower bands in our organisation.

**Overall Pasifika pay gap 27.6 per cent**

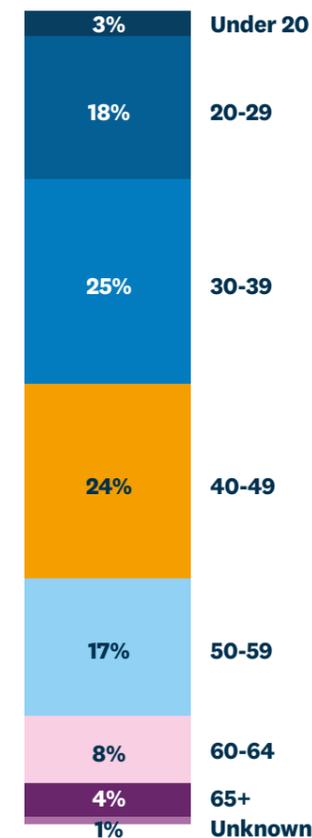


This data representation is combined for the Auckland Council Group, including CCOs (TAUL, TAUT, Eke Panuku, Watercare and Auckland Transport).

## 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.



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





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 in Volume 1 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 Volume 1 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

## 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.

### In progress

**The Safe Speed Programme** is designed to achieve our Vision Zero goal, and the first phase of speed limit changes show improvements.

**Safety improvements** delivered to seven priority locations and work is underway to investigate other high-risk locations around Auckland.

### Completed

**Construction of Te Honohono ki Tai Road**, part of the Matakana Link Road Project was completed.

**Pedestrian Programme** delivered 45 new and improved crossing facilities.



**98%**  
Percentage of footpaths in acceptable condition (Target: 95%)

**Increased by 39**  
The change from the previous financial year in the number of deaths and serious injuries on the local road network, expressed as a number (Target: Reduce by at least 42)

**78%**  
Percentage of customer service requests relating to roads and footpaths which receive a response within specific time frames (Target: 85%)

### 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

## Ngā Tikanga Kawe Pāhihi/ Ngā Tikanga Aro Hāereere Public transport and travel demand management

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.

### In progress

**AT continued to invest in the network** adding 53 electric busses

**City Rail Link Limited (CRL)** is making significant progress this year with Te Waihorotiu (Aotea) Station and most of the major civil engineering works completed.

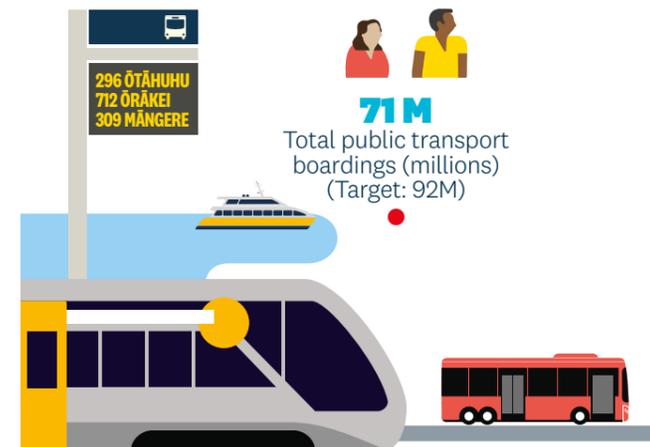
**KiwiRail’s Rail Network Rebuild Stage 2** is underway, with the Auckland rail network being upgraded one stage at a time over the next three years.

**The Northwestern Bus Improvements Project** will deliver a range of short-term bus improvements over the next five years.

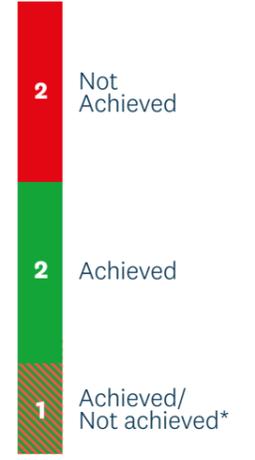
### Completed

**Smart phone application live bus departure service** and installed **real-time screens at 100 high-patronage bus stops** to support customers each day.

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



### 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’, Volume 1, 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

## 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.

### In progress

The **Meter Replacement Programme** and use of acoustic leak detection technology, continues to sweep the Auckland water network to identify and fix leaks.

**Redoubt Road reservoir upgrade** will expand Auckland’s water supply and treatment capacity with the new 45-million-litre water storage reservoir.

**Huia Water Treatment Plant Replacement Project** will supply an additional 30 million litres of water a day for Auckland.

**Waikōwhai Water Pump Station and Watermain upgrades** will cater for 4000 additional houses and 170 infill dwellings within Waikōwhai and Mount Roskill.

### Completed

The **Hūnua 4 Watermain**, which connects Redoubt Road Reservoir in Manukau to Khyber Pass Reservoir, delivers 3000 litres of water per second, providing security for a growing Auckland.



**11.6%**

The percentage of real water loss from the local authority’s networked reticulation system (Target: ≤13%)



**45 mins**

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) (Target: ≤60 mins)

### 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

## 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.

### In progress

**Central Interceptor wastewater tunnel** will increase the capacity of the wastewater network, replace aging infrastructure, and reduce wet-weather overflows.

**East Coast Bays wastewater network upgrade** will reduce wastewater overflows and cater for growth in Rosedale.

**Western Isthmus Water Quality Improvement Programme** has continued. This 10-year project will reduce stormwater.

### Completed

**The Northern Interceptor** pipelaying for Stage 1 of was completed and Stage 2 is in the design phase.



**0.7**

The number of dry weather overflows from the territorial authority’s sewerage system, expressed per 1000 sewerage connections to that sewerage system (Target: ≤5)

**Pukekohe Wastewater Treatment Plant** upgrades were completed



**78 mins**

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) (Target: ≤60 mins)

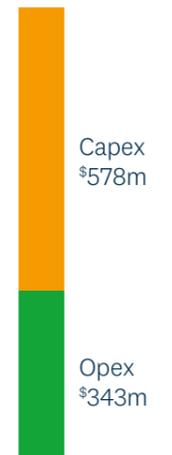
### How well did we perform against our performance indicators?



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

## 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.

### In progress

**Making Space for Water Programme** 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.

**Point Chevalier Separation Project** has commenced with the install of a new stormwater network between Wakitipu Street and Walmer Road.

**Safe Network Programme** continues to investigate and eliminate sources of faecal contaminants that are discharged into the stormwater network and watercourses at popular swimming spots.

### Completed

**Tunnelling phase of the Ports of Auckland Outfall Upgrade Project** was completed. This will increase the capacity of the port-area stormwater system to deal with flooding and provide vital infrastructure for future growth.

**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.



**95%**

The percentage of response time during storms to close stormwater manholes within three hours (Target: 90%)



**86%**

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) (Target: 82%)

### 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

## 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.



**61%**

Percentage of Aucklanders that feel their local town centre is safe - day time (Target: 80%)



**96%**

Percentage of customers satisfied with the quality of library service delivery (Target: 87%)



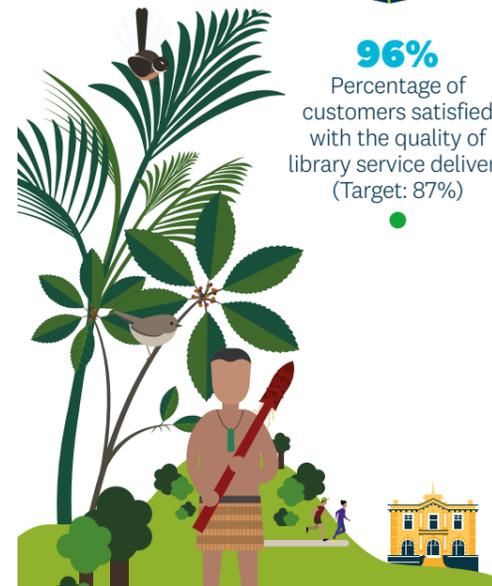
**7.13M**

The number of visits to library facilities (Target: 8.55M)



**82%**

The percentage of residents who visited a local park in the last 12 months (Target: 82%)



### 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 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.

### 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.

### Investment

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

### Environmental Services

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

### 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.

### 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.

### 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.

### 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.

### 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.

### 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, and risk and assurance services. In addition, we provide support to our elected members and help with decision-making around regional governance activities.

### 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 progress

**Biodiversity Focus Area programme** continues to survey and monitor native species and ecosystems.

**Digital services have continued to grow** as more Aucklanders connect through digital channels.

**The rollout of the food scraps collection service** commenced, taking the waste to the Ecogas Reporoa facility.

**Plant Pathogen Programme** delivered upgraded 4.7km of tracks at 10 local parks to Kauri safe standards.

**Planning continues for Te Ara Tukutuku**, the next stage of the Wynyard Quarter, developing an attractive waterfront space with sustainable mixed-use space.

**The Resource Recovery Network Programme**, which aspires to send zero waste to landfill, opened at the Manurewa Community Recycling Centre.

**Response training programme** was implemented to strengthen the capability of AEM staff through training and practical learning events.

**Business support programmes in midtown** help businesses to grow resilience, adapt to the changing environment, and prepare to take advantage of new spaces following construction.

**Te Hā Noa** project on Victoria Street will create a thriving environment and connections around the future Te Waihorotiu (Aotea) Station.

### Completed

**A sports field development programme for FIFA Women's World Cup 2023** was delivered, included floodlighting, drainage and irrigation upgrades for nine sports parks.

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

**102-year-old Domain Wintergardens reopened** after the completion of a two-year restoration project and awarded an Enduring Architecture Award at the Auckland architecture awards.

**Galway Street was completed**, transforming the road corridor into an inclusive and safe shared space for people with accessibility needs.

**The Golf is Green**, a World Wildlife Fund and council partnership project, planted 9000 native plants along riparian banks to help restore Tāmaki Makaurau waterways.

During the latest **annual budget consultation**, we held **73 Have Your Say** events attended by at least 4,450 people.

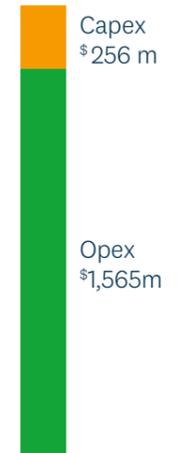
### How well did we perform against our performance indicators?



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



24

The number of mana whenua and mātāwaka marae that received support (Target: 22)



137kg

The quantity of domestic kerbside refuse per capita per annum (kg) (Target: 144kg)



17,473 tCO<sub>2</sub>e

Greenhouse gas emissions Scope 1 & 2 (tonnes, % change vs baseline) (Target: 17,648)



69%

The percentage of Aucklanders who are prepared for an emergency (Target: 65%)



164.4km

Kilometres of planned track upgrades, to reduce the risk of spread of kauri dieback, completed and open to the public (Target: 195.7km)



30%

The percentage of regional programmes, grants and activities that respond to Māori aspirations (Target: 22%)

\*Scientific knowledge and methodologies used to determine the emissions factors and processes used to calculate or estimate quantities of GHG sources are still evolving, as are GHG reporting and assurance standards. Because of this measurement of GHG emissions is subject to inherent uncertainty.



## Ngā Ratonga i Raro i te Mana o te Kaunihera Council controlled services

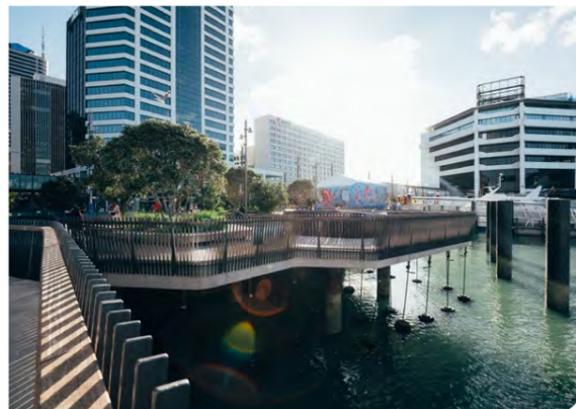
Auckland Council delivers a wide range of services through its council-controlled organisations. Each of them look after specific council assets and specialist areas of activities

**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.

**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.

We have summarised the other two council-controlled organisations **Auckland Transport** and **Watercare Services Limited (Watercare)** earlier in the document.



▲ Te Wananga public space



▲ Pasifika Festival



▲ Amey Daldy Park



### In progress

**Stage 2 of the Pile Berth Redevelopment Project** will extend the promenade boardwalk, install new utility services, and deliver a new car park and landscaping.

**Supporting business events, conventions, exhibitions and functions** secured 148 business events.

**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.

### Completed

**Te Ara Awataha Greenway and Greenslade Reserve** has reopened, providing a new space for the community and visitors to enjoy.

**Stage 1 of Takapuna's new Waiwharariki Anzac Square** was officially opened to the public, strengthening connections within Takapuna and the beach, creating a welcoming space for the community.

**New parking spaces at Racecourse Parade Avondale**

**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

**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.

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



**74.2M**

The contribution to regional GDP from major events and business events attracted or supported (Target: 37M)



**2.1M**

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 (Target: 1.82M)



**364**

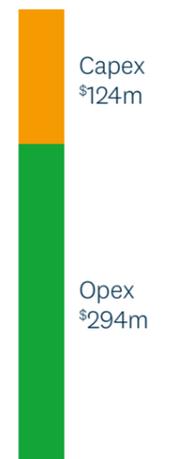
Net new dwellings (housing units) (Target: 200)

### 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

## **Independent Auditor's Report**

### **To the readers of Auckland Council and Group's summary of the annual report for the year ended 30 June 2023**

The summary of the annual report was derived from the annual report of the Auckland Council and Group for the year ended 30 June 2023.

The summary of the annual report comprises the following summary statements of the Auckland Council and Group on pages 30 to 34 and pages 57 to 67:

- the summary statement of financial position as at 30 June 2023;
- the summaries of the statement of comprehensive revenue and expenditure, statement of changes in equity and statement of cash flows for the year ended 30 June 2023;
- the notes to the summary financial statements that include accounting policies and other explanatory information; and
- the summary service performance information, referred to as "performance by groups of activities".

### **Opinion**

In my opinion:

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

### **Summary of the annual report**

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

### **The full annual report and my audit report thereon**

I expressed an unmodified audit opinion on the information I audited in the full annual report for the year ended 30 June 2023 in my auditor's report dated 28 September 2023.

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

Additionally, that report includes emphasis of matter paragraphs drawing attention to the following matters in the full annual report:

#### ***Uncertainty over the water service reform programme***

The Water Services Entities Act 2022, as amended by the Water Services Entities Amendment Act 2023 on 23 August 2023 and the Water Services Legislation Act 2023 on 31 August 2023, establishes ten publicly owned water services entities to carry out responsibilities for the delivery of three waters services and related assets and liabilities currently controlled by local authorities. The Water Services Entities Act 2022 (as amended) establishes Northland and Auckland water services entity on 1 July 2024.

The financial impact of the water services reform on Auckland Council and Group remains uncertain until the allocation schedule of assets, liabilities, and other matters to be transferred is approved. This matter is disclosed on page 33 of the summary financial statements.

#### ***The Government and Auckland Council severe weather event cost-sharing arrangements***

Subsequent to 30 June 2023, the Council agreed to consult publicly on a cost-sharing arrangement with the Government that, if approved, will involve co-funding the costs of recovery from the early 2023 severe weather events. The financial impact of the cost-sharing arrangement is uncertain as details are being worked through and could be significant. This matter is disclosed on page 34 of the summary financial statements.

#### ***Inherent uncertainties in the measurement of greenhouse gas emissions***

The Council has chosen to include measures of greenhouse gas (GHG) emissions in its performance information. In considering the public interest in climate change related information, I drew attention to the disclosures in the full annual report that outline the uncertainty in the reported GHG emissions. Quantifying GHG emissions is subject to inherent uncertainties because the scientific knowledge and methodologies to determine the emissions factors and processes used to calculate or estimate quantities of GHG sources are still evolving, as are GHG reporting and assurance standards. The uncertainty in the reported GHG emissions is outlined on page 64 of the summary financial statements.

#### **Council's responsibility for the summary of the annual report**

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

#### **Auditor's responsibility**

My responsibility is to express an opinion on whether the summary of the annual report represents, fairly and consistently, the information regarding the major matters dealt with in the full annual

report and whether the summary statements comply with PBE FRS 43: *Summary Financial Statements*.

My opinion on the summary of the annual report is based on my procedures, which were carried out in accordance with the Auditor-General's Auditing Standards, which incorporate the Professional and Ethical Standards and the International Standards on Auditing (New Zealand) issued by the New Zealand Auditing and Assurance Standards Board.

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



Andrew McConnell  
Deputy Auditor-General  
Wellington, New Zealand  
28 September 2023

Te huarahi whakapā mai ki te kaunihera

## How to contact us

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### 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>



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