

Te Rīpoata ā-Tau 2021/2022
o Te Kaunihera o Tāmaki Makaurau

Auckland Council

Annual Report 2021/2022



Volume
1

Te Wāhanga 1: He Tirohanga Whānui
me te Whakahaere Ratonga

Volume 1: Overview and Service Performance

Auckland Council
Te Kaunihera o Tāmaki Makaurau

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 taioreore 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 māu i te ao.
Tāmaki Makaurau
he tāone ūmanga kurupounamu koe;
tukua tō rongō kia rere i te ao.

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

Te Rārangi Kaupapa

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Nau mai ki ngā kōrero mō mātou

Welcome to our story

Auckland is a beautiful city, with diverse and vibrant communities. The Auckland Council Group's dedicated staff are committed to meeting the needs of Aucklanders by delivering essential and equitable services and investing in the future of our region in a sustainable way.

This report tells the story of what we did and how we performed across the group (the council, council-controlled organisations (CCOs), subsidiaries, associates, and joint ventures) over the past year.

This report also covers the Auckland Council Group, which is made up of Auckland Council, the Ports of Auckland Limited and five CCOs that include Auckland Transport, Watercare Services Limited (Watercare), Eke Panuku Development Auckland Limited (Eke Panuku), Tātaki Auckland Unlimited Limited (formerly Auckland Unlimited Limited), and Tātaki Auckland Unlimited Trust (formerly Regional Facilities Auckland). Tātaki Auckland Unlimited is the umbrella organisation for the latter two.

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 2022.

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 29 September 2022.

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 2022 fairly presents the financial performance, financial position, cash flows and service performance of the Auckland Council Group and Auckland Council.



Hon Phil Goff
Mayor of Auckland
29 September 2022



Jim Stabback
Chief Executive
29 September 2022



Nā te Koromatua

From the mayor

Auckland Council continues to take a prudent and balanced approach to financial management while delivering the important infrastructure, services and facilities that Aucklanders rely on.

Uncertainty caused by the ongoing COVID-19 pandemic, supply chain issues, the war on Ukraine and increasing inflation and interest rates continues to put pressure on the council's operations and finances.

Despite these challenges, we have continued to deliver our programme of critical transport, housing and environmental infrastructure. In July 2021, we celebrated the opening of the new downtown precinct, including the upgraded Quay Street; Te Komititanga, the new public square outside the Chief Post Office building; Te Wananga, a new harbourside park, and Te Ngau o Horotiu, the new downtown ferry terminal. These projects, alongside the upgraded Karangahape Road, the new shared space on Federal Street between Mayoral Drive and Wellesley Street and ongoing upgrades to Queen Street, are making central Auckland a more vibrant, inviting and people-friendly place to live, work, shop, visit and spend time.

We continued to make progress on the City Rail Link (CRL), with the Dame Whina Cooper tunnel boring machine breaking through at the Karanga a Hape Station site in central Auckland following its journey from Mt Eden. When complete, the CRL will transform Auckland's transport network, carrying up to 54,000 people an hour during peak times and making it faster, easier and more convenient to travel into and around the city.

Transport projects completed during the year include Eastern Busway Stage 1, the New Lynn to Avondale Shared Path, Tāmaki Drive Cycleway, upgrades to Ōtāhuhu Station and the Northern Busway extension. Alongside projects such as the new Puhinui Interchange, which reopened in July 2021, these projects will help to deliver the modern, convenient and efficient public transport system that Auckland needs to reduce transport emissions and congestion.

Investments to increase the resilience of Auckland's water supply in response to record drought have added cumulatively 100 million litres a day to Auckland's water supply up to this year.

Aucklanders have stepped up their water savings efforts, conserving more than 20 billion litres; combined with an increased take from the Waikato River, this enabled the group to lift the remaining restrictions on water use in October 2021. These initiatives and high rainfall over July and August have seen our dams approach full capacity.

The Council Group's total asset base increased to \$70.4 billion, with capital investment of \$2.3 billion in the last financial year. Despite the group's significant capital investment, net borrowings increase was contained to \$757 million taking total borrowings to \$11.1 billion. This resulted in a debt to revenue ratio of 257 per cent, which is well below the group's prudential limit of 290 per cent of group revenue.

Following the achievement of the \$120 million savings goal set in the Emergency Budget, we continued to deliver significant savings for ratepayers. The council achieved \$92.7 million, of the \$90 million savings target set in the Recovery Budget.

Our ongoing prudent approach to managing debt and finances is reflected in the retention of our AA and Aa2 ratings from S&P Global and Moody's respectively, both with a 'Stable' outlook. Maintaining this prudent approach is important as we face future challenges from COVID-19, global economic uncertainty, and downside risk.

As well as responding to COVID-19, this year we have made significant progress on addressing the biggest challenge our city faces, that of climate change. In October 2021 we reported that our Green Bonds programme had raised \$1 billion, and the following month we announced the purchase of 152 new electric buses for the city. The Climate Action Targeted Rate (CATR), passed in June 2022 with the adoption of the climate action budget, will enable more than \$1 billion of investment over the next decade, with \$574m raised through the CATR, to reduce emissions and tackle climate change across Auckland. This will include



more than \$600 million to deliver new and extended frequent bus routes throughout the region, 79 new electric or hydrogen buses, six to seven new electric and low-emissions ferries, 35km of improved footpaths and pedestrian crossings, cycling and walking connections and thousands of new large native trees in predominantly low-income areas that lack extensive canopy coverage.

I am proud of the progress we have made delivering for Aucklanders despite a challenging year, and the council organisation remains strongly placed to respond to future financial and economic risks while playing its role in creating a world-class city and leaving a stable and sustainable climate for future generations.

Hon Phil Goff, CNZM, JP
Koromatua | Mayor of Auckland



Ngā tāngata o te Kāhui Hautū

Governing Body members

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



Hon Phil Goff CNZM, JP
Mayor



Bill Cashmore
Deputy Mayor, Franklin



Alf Filipaina MNZM
Manukau



Fa'anana Efeso Collins
Manukau



Greg Sayers
Rodney



John Watson
Albany



Angela Dalton
Manurewa-Papakura



Dr Cathy Casey
Albert-Eden-Puketāpapa



Chris Darby
North Shore



Josephine Bartley
Maungakiekie-Tāmaki



Linda Cooper JP
Waitākere



Paul Young
Howick



Pippa Coom
Waitematā and Gulf



Richard Hills
North Shore



Shane Henderson
Waitākere



Hon Christine Fletcher QSO
Albert-Eden-Puketāpapa



Daniel Newman
Manurewa-Papakura



Desley Simpson JP
Orākei



Sharon Stewart QSM
Howick



Tracy Mulholland
Whau



Wayne Walker
Albany

Nā te Tumu Whakarae From the chief executive

This year’s annual report shares much of what I see every day, that Tāmaki Makaurau and the people that serve our region are both resilient and continue to progress, despite the challenges we face.

We are in our first year of a 10-Year Recovery Budget, where we committed to deliver the big infrastructure projects Auckland needs, address climate change, support our communities and set an ambitious target of \$90 million in operational savings.

Despite the impacts of COVID-19 and economic challenges, we delivered \$2.28 billion worth of capital investment and exceeded our savings target. Our people have maintained the core services Aucklanders expect us to deliver, no easy feat during a pandemic.

We continue to progress our roading and public transport, maintaining momentum on the City Rail Link with the tunnel boring machine, Dame Whina Cooper, expected to break through the final second tunnel to Te Wai Horotiu (Aotea) this spring.

Our local communities are vital to the vibrancy of Auckland. In the past year, we successfully delivered 173 out of 192 environmental projects in our local board work programme. During COVID-19 restrictions our library services offered an innovative contactless ‘click and collect’ service with over 100,000 items checked out, 150,000 holds placed, and 6,000 ‘ready to go reads’ packs requested.

We remain committed to the wellbeing of Māori and ensure we are contributing to Māori outcomes. Our Recovery Budget allocated \$150 million over 10 years for Māori outcomes. The Manaaki Fund supported 30 non-government organisations (NGO) during COVID-19 Alert Levels 4 and 3 to provide welfare support to local whanau and communities. We also carried out the Te Atawhai project at Te Māhurehure Marae for the Marae Infrastructure Programme and Te Paataka Koorero o Takaanini, the first kaupapa Māori facility.

Our total group revenue increased \$361 million to \$5.7 billion, and included a \$206 million increase in non-cash proceeds from vested assets. This was mainly due to the receipt of the \$186 million of Central Post Office renovations as part of the City Rail Link Limited work. The planned-for 5 per cent average general rates increase that was approved as part of the Recovery Budget and the 1.8 per cent increase in the number of ratepayers accounted for \$146 million of the overall revenue increase.



Te Paataka Koorero o Takaanini official opening ▲►

While there were certainly some revenue challenges, demand for our consenting services, including an increase in both the volume and complexity of consents, resulted in regulatory fee revenue being higher than budgeted. It’s great to see building consents’ customer satisfaction improved by 15.6 per cent during the year due to a focus on timely responses and transparency in the consent process, although we expect this to continue to come under pressure as work volumes remain high.

We continue to protect the central Auckland waterways from wastewater overflows with progress on the Central Interceptor project. Another highlight was in waste collection, where the percentage of customers satisfied with the overall reliability of waste collection services was 79 per cent, up on a targeted 75 per cent.

Our work to address climate change included:

- Queen Street Zero emissions project
- the Rangatahi educational programme
- the Grow our Ngahere programme.

While there is no doubt it has been a challenging year for Aucklanders, we have worked hard to make good progress and are managing our finances responsibly to ensure we stay on course with the Recovery Budget. I am proud of our council staff for the considerable effort during the year to maintain and enhance the services of Te Kaunihera o Tāmaki Makaurau and work towards delivering more for Auckland.

Jim Stabback
Tumu Whakarae | Chief Executive



Te Kāhui Whakahaere o te Kaunihera
o Tāmaki Makaurau

Auckland Council Executive Leadership Team



Jim Stabback
Chief Executive



Patricia Reade
Deputy Chief Executive



Herewini Te Koha
Tumuaki Huanga Māori/Director
Māori outcomes



Dr Claudia Wyss
Director Customer and
Community Services



Barry Potter
Director Infrastructure and
Environmental Services



Craig Hobbs
Director Regulatory
Services



Phil Wilson
Director Governance &
CCO Partnerships



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



Shane Ellison
Chief Executive of Auckland Transport
(to 24 June 2022)



Mark Lambert
Interim Chief Executive of Auckland
Transport (beginning 27 June 2022)



Adrienne Young-Cooper
Chair of Auckland Transport



Jon Lamonte
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



Mark Franklin
Chair of Tātaki Auckland
Unlimited

Tā mātou tauira hei whakatupu hua

Our value creation model

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

The purpose of the plan is to contribute to Auckland's social, economic, environmental and cultural wellbeing through a comprehensive and effective long-term strategy for Auckland's growth and development. The plan was adopted in June 2018 following extensive engagement with Aucklanders. The plan provides direction on addressing Auckland's

key challenges of population growth, environmental degradation, impact of climate change, and how we can ensure shared prosperity for all Aucklanders.

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

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

This year's report continues our journey in applying the principles as guided by the Integrated Reporting <IR> framework. <IR> is used globally to present an organisation's performance narrative which takes it further than financial information to tell transparent stories of the unique things (an organisation's 'capitals') they use to create value for customers.

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

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

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

Inputs

► For more information see Volume 3.

OUR CAPITALS



Financial

The funds that we and our partners use to deliver our services.



Infrastructure

The physical assets we own or lease that we can use to produce goods or provide services such as buildings and infrastructure (e.g. roads, ports, bridges, and waste and water treatment plants).



Intellectual

The knowledge-based assets we use to create value such as intellectual property, systems, brands, etc.



Human

Our employee and contractor workforce, and the governance and leadership structures that guide them.



Social & Relationship

The relationships we build with our communities, our stakeholders and our partners.

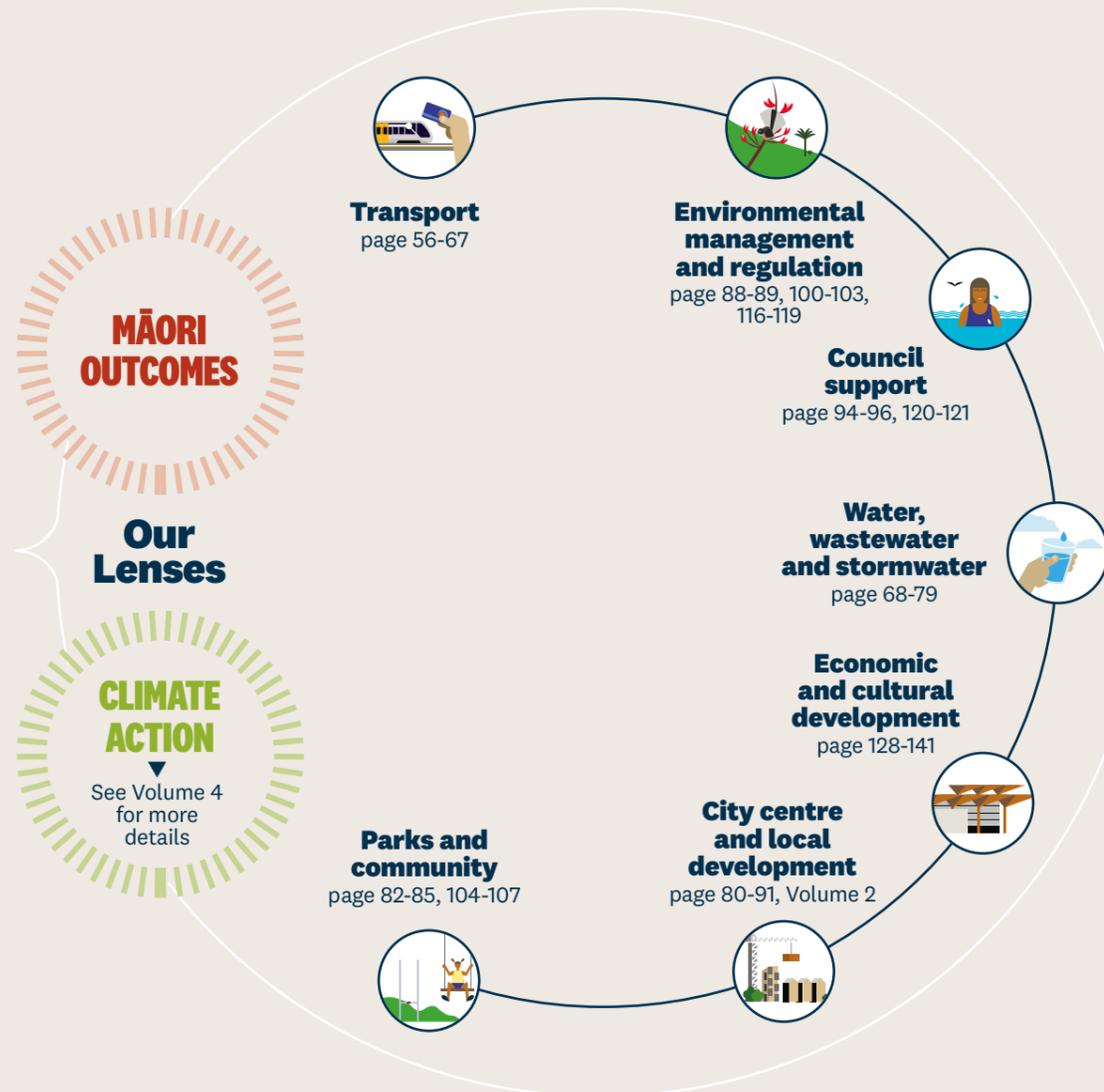


Natural & Environmental

The renewable and non-renewable environmental resources and processes such as air, water, land, minerals and forests, biodiversity and ecosystem health that we rely on, and the actions we take to reduce our impact on the environment.

Our activities

► See section 3 for more details.



Outcomes



Homes & Places

We create value by providing the regulatory framework and infrastructure, co-ordinating spatial planning, and delivering urban places to create a well-functioning and high-quality urban environment.



Environmental & Cultural Heritage

We create value by protecting and enhancing Auckland's environment and cultural heritage through a variety of statutory and non-statutory functions.



Belonging & Participation

We create value by creating opportunities for Aucklanders to come together, make decisions that shape our future and participate in activities that contribute to their health and wellbeing.



Opportunity & Prosperity

We create value by generating economic development opportunities for a thriving economy through enabling, incentivising, coordinating and supporting private sectors, partners and stakeholders.



Transport & Access

We create value by planning and operating Auckland's transport network to connect people, places, goods and services more easily, safely and sustainably.



Māori Identity & Wellbeing

We create value by providing for Te Tiriti o Waitangi outcomes and responding to the needs and aspirations of mana whenua and Māori communities in Tāmaki Makaurau.

Te āhua o te hononga tahitanga How it fits together

The Wellbeings

Environmental
 Social
 Cultural
 Economic

Auckland Plan Outcomes

Groups of activities

	Roads and Footpaths	Public Transport/ Travel Demand Management	Water Supply		Wastewater Treatment and Disposal	Stormwater Management	Local Council Services	Regionally Delivered Council Services	Council-controlled Services
BELONGING & PARTICIPATION	We provide safe opportunities for physical activities	We provide accessible travel choices to enable Aucklanders to get where they want to go more easily, safely and sustainably	We support Aucklanders' health by providing safe drinking water		We support Aucklanders' health by treating wastewater and returning it safely to the environment		We provide opportunities for Aucklanders to participate and foster a sense of belonging and inclusion	We provide opportunities to participate and foster a sense of belonging	We provide opportunities to celebrate and showcase Auckland's diversity
MĀORI IDENTITY & WELLBEING	We reflect Māori identity in transport network and services	We reflect Māori identity in transport network and services	We enable mana whenua participation in the management of water		We enable mana whenua participation in the management of water	We enable Māori participation in management, restoration, and protection of taonga resources	We advance wellbeing through creating welcoming spaces and enabling whānau Māori	We provide support to mana whenua to exercise kaitiakitanga	We promote Māori business, tourism and employment by showcasing Māori culture and identity
HOMES & PLACES	We support and enable growth by unlocking development opportunities	We integrate travel choices where people live, work and play	We support and enable growth by unlocking development opportunities		We support and enable growth by unlocking development opportunities	We support and enable growth by unlocking development opportunities	We provide public spaces that enhance urban living	We support and enable growth by unlocking development opportunities	We support and enable growth by unlocking development opportunities
TRANSPORT & ACCESS	We make walking and cycling preferred choices	We influence travel demand and make use of transport technology					We integrate travel choices where people live, work and play	We integrate land use and transport decisions	We activate urban regeneration that facilitates all modes of transport
ENVIRONMENT & CULTURAL HERITAGE	We provide sustainable travel choices that mitigate negative environmental impacts	We provide sustainable travel choices that mitigate negative environmental impacts	We provide resilient infrastructure and mitigate negative environmental impacts		We provide resilient infrastructure and mitigate negative environmental impacts	We provide resilient infrastructure and mitigate negative environmental impacts	We lead environmental action and encourage community stewardship	We lead environmental action and encourage community stewardship	We provide opportunity to interact with cultural heritage
OPPORTUNITY & PROSPERITY	We deliver efficient transport networks to support productivity growth	We deliver efficient transport networks to support productivity growth					We support strong local economies through skills development and lifelong learning	We support Auckland's economy through skills development and lifelong learning	We drive investment and support businesses to thrive and innovate

Tā mātou tuapapa whakahaere

Our structure

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

The mayor promotes our vision for Auckland to be a world-class city and is tasked with leading the development of regional plans, policies and budgets to achieve that vision.

We have four committees of the whole (Environment and Climate Change; Finance and Performance; Parks, Arts Community and Events; and Planning), and reporting and standing committees (Appointments and Performance Review; Audit and Risk; Civil Defence and Emergency Management; Regulatory; Strategic Procurement; Auckland Domain; Value for Money and Council Controlled Organisation Oversight).

We have 149 local board members, spread over 21 local boards. They form a key part of our shared governance model with our Governing Body with a wide-ranging role that spans most council services and activities. Local boards make decisions on local matters, provide local leadership, support strong local communities and provide important local input into region-wide strategies and plans.

The Independent Māori Statutory Board has specific responsibilities and legal powers to assist Auckland Council to make decisions and perform its functions in accordance with statutory provisions relating to Te Tiriti o Waitangi. The board has voting rights on the council’s key decision-making committees. The board promotes cultural, economic, environmental and social wellbeing issues that are significant to Māori and it provides direction and guidance to help improve council’s responsiveness to Māori.

Co-governance structures between the council and mana whenua have been established as part of Te Tiriti o Waitangi settlements to co-govern maunga, wāhapū, motu and kaitiakitanga of land and marine resources.

Diversity is a strength that defines Auckland. To ensure this diversity is reflected in decision-making, we also have eleven advisory panels the council uses to seek input on specific issues.

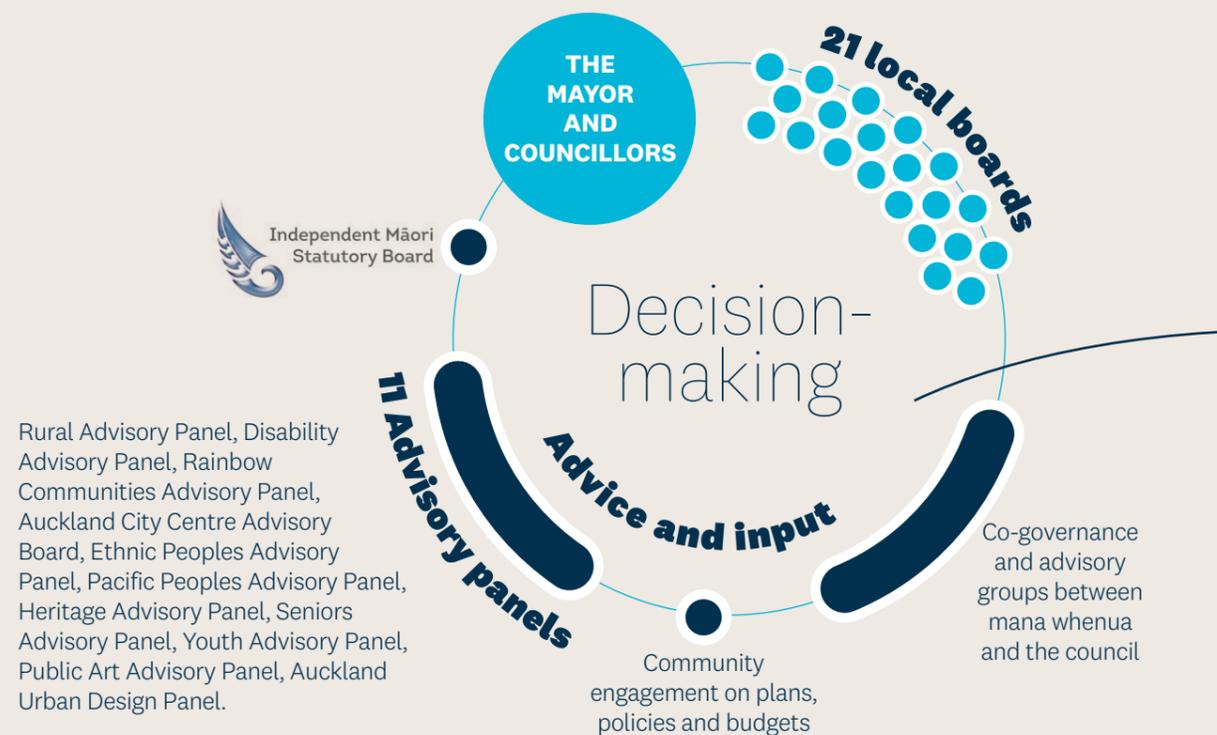
The council is led by the chief executive who is appointed by the Governing Body. The chief executive, with the support of his executive leadership team, employs staff to deliver services for residents.

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

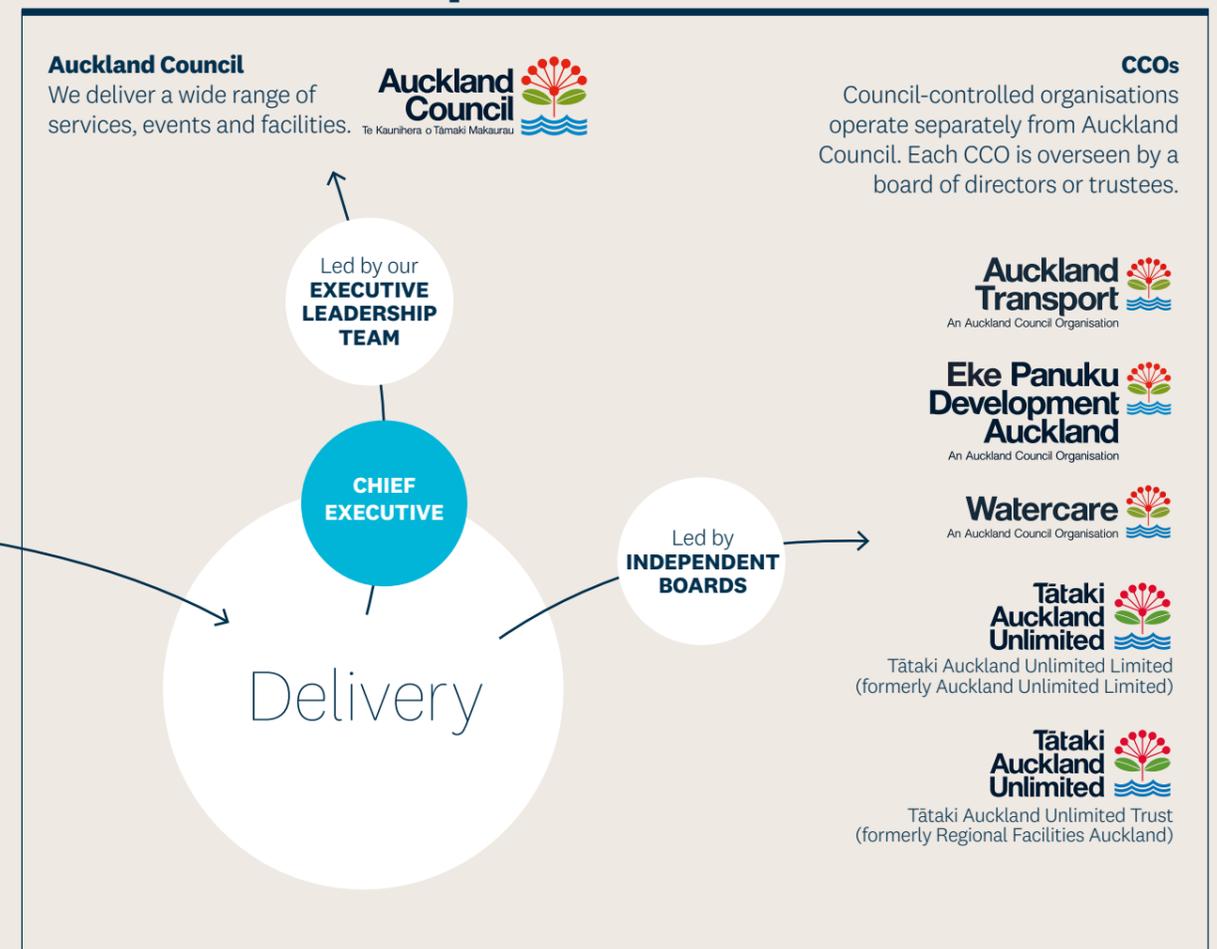
The council’s Risk and Assurance Services team provides independent assurance to the Audit and Risk Committee and chief executive that risk management controls are operating in an efficient, effective and ethical manner. The team works with senior management and our people to reduce the risk of error, waste, theft and fraud. Our code of conduct - Our Charter emphasises that managing these risks is

the responsibility of every staff member. The Audit and Risk Committee (which has three independent members) and our Risk and Assurance Services team all play a role in monitoring risk at a governance level, with all teams across the council playing a role in identifying and managing risks.

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



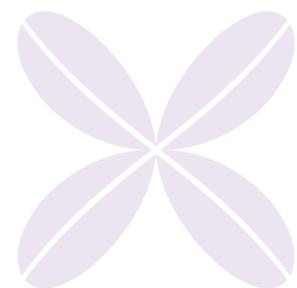
Auckland Council Group





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

Section 1: Overview of our performance



Tā mātou mahere

Our plan

Our plan for the first year of our 10-year Budget 2021-2031 was to support growth, stimulate the economy and help our communities recover from the economic impacts of COVID-19.

We committed to leading and influencing better outcomes for Māori, considering climate impacts in everything we do, and supporting growth in a few key areas while continuing to deliver the core services that Aucklanders rely on.

We set this plan as a prudent response to balancing the pressures that required more investment in critical areas, and our ability to make these investments. We faced reduced investment capacity due to reduced revenues as a result of the COVID-19 pandemic and the more substantive economic changes that were taking place.

We needed to ensure that we addressed the heightening impacts from climate change and keep some spare capacity to deal with possible bumps in the road.

We set ourselves performance targets to monitor progress in addressing customer satisfaction and the quality and timeliness of our services. We also set targets to monitor the effects of our programmes on the natural environment.



In short, our plan was a prudent and responsible approach to managing our finances, ensuring that we were still able to invest substantially in the infrastructure, facilities and services that Aucklanders need.

The impacts on our plan...

The ongoing impact of COVID-19 meant we faced future restrictions followed by high levels of isolation, illness and cautious behaviours. This resulted in lower use of public transport, fewer people attending events and shows and using community facilities which in turn caused a drop in revenues beyond what we had anticipated.

In addition, pressures from changes in the economy such as the global and local supply chain delays, increased costs, labour shortages, higher inflation and increased interest rates impacted much more than we had planned. This affected progress on many capital projects and programmes of work. However, we remained resilient and focussed on progressing and delivering the critical infrastructure that Auckland needs.



E whakaata ana ngā hua kua puta i a Te Rōpū o Tāmaki Makaurau i te pai o te tīmatanga o te whakamāui i Tāmaki Makaurau

Auckland Council Group's results reflect a positive start to recovery in Tāmaki Makaurau

It demonstrates the resilience and commitment of our staff to serving the community despite the challenges we faced.

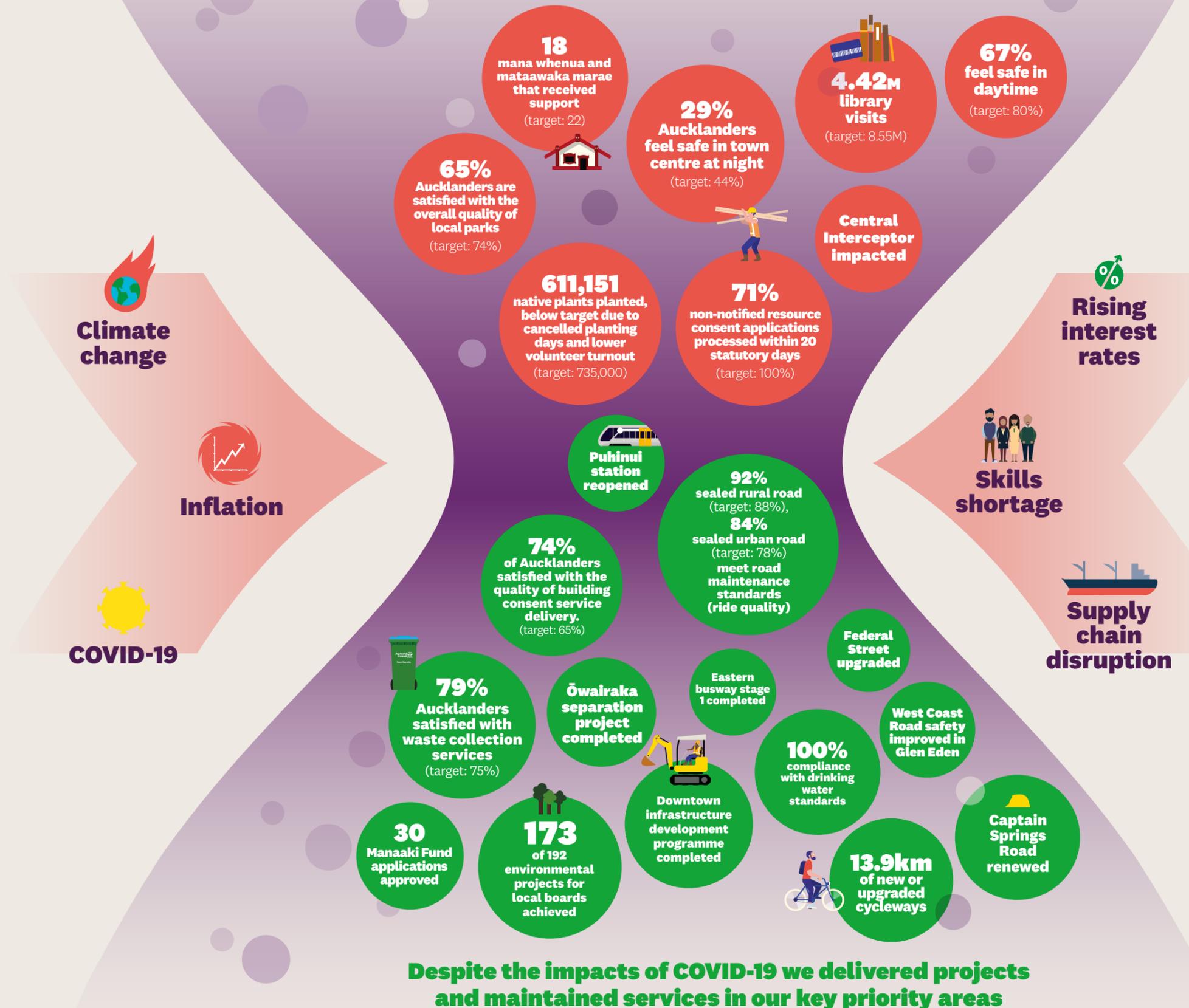
This year's annual report shows how we delivered and improved critical transport, housing and water infrastructure needed to sustain our growing city. These projects are also helping us to adapt to the impacts of climate change and transition to a low carbon economy.

This year, we invested \$2.3 billion in our infrastructure and assets. We continued to improve roading and public transport, future-proofed and expanded our water networks and performed our role as kaitiaki of the natural environment which included protecting and restoring waterways, harbours, parks and reserves. We also renewed and provided even more everyday facilities for Aucklanders to enjoy.

Some of our **key highlights** were:

- progressing the \$1.2 billion **Central Interceptor** project, which will improve the water quality of Auckland's beaches, harbours and streams,
- progressing the **City Rail Link** which will transform our transport system and make it easier, faster and more convenient for people to travel round the city
- enabling easier connections for people to get to the places they want to go while also encouraging more sustainable transport options with projects like:
 - the **first stage of the Eastern Busway** which was completed and provides a congestion-free busway
 - the new **Puhinui station** which was opened and will make travelling to the airport faster and easier
 - the upgraded **Ōtāhuhu Station** to allow a new service between Ōtāhuhu and Henderson

Our challenging operating environment impacted some of our key deliverables



- the opening of the **New Lynn to Avondale Shared Path** and **Tāmaki Drive Cycleway** to encourage mode-shift
- the **Northern Busway Extension** between Constellation and Albany stations
- **Te Ngau o Horotiu**, the new ferry berthing facility at the downtown ferry terminal is now complete and means that ferry services can operate from bigger and improved infrastructure. This is **designed for growth in usage** and the future introduction of electric ferries

- The completion of the first stage of allocating \$150 million over 10 years for Māori outcomes, which included having the **Manaaki Fund** support Māori-led active responders in Tāmaki Makaurau who worked with whānau Māori wellbeing services during COVID-19 Alert Levels 4 and 3
- Successfully delivering more than 170 environmental projects for our local boards such as land restoration, resource recovery and energy efficiency.

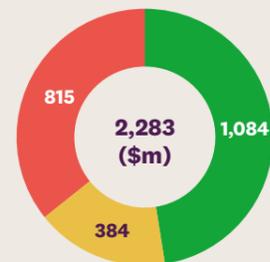
Our response to population growth and caring for the natural environment continued with our three waters projects including the:

- opening of a new water treatment plant near the **Waikato River**, which provides an **extra 50 million litres of water per day**
- completion of the **“Hūnua 4” water pipeline** which **creates resilience** in our water network and caters for growth
- finalisation of the stormwater network separation on the **Picton Street, Freemans Bay project** to **reduce overflows and contamination** in the Waitematā Harbour.

We also worked hard to protect our natural environment with the **largest area ever covered for possum control**, the **reopening of tracks to Kauri dieback standards** and the successful **Grow Our Ngahere** programme. We have invested in spaces that make Auckland a place where people want to live, work and play. This included:

- **Te Komititanga**, the the new public square outside Britomart’s Chief Post Office building,
- **Te Wananga**, a new harbourside park
- **Kopupaka Playground**, an award-winning destination playground in **Westgate**.

Capital investment 2021/2022
(\$million)



■ Roads and public transport assets¹
■ Other assets ■ Three waters assets

¹ The total includes \$428 million CRL capex

Given the challenges, this year we prioritised our efforts on the progression of key capital programmes to support our growing city. Many of these projects also address the impacts of climate change and deliver for our communities that need it most.

Capital investment
(\$million)



■ Other assets ■ Three waters assets
■ Roads and public transport assets

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. Net debt increased by \$757 million to \$11.1 billion, and our debt to revenue ratio decreased 1 percentage point to 257 per cent. This is well below our prudential limit of 290 per cent.

Revenue

Auckland Council Group revenue was \$5.68 billion, \$13 million higher than budget. Rates made up 37 per cent of our revenue and were marginally over budget. This reflects the average general rates increase of 5 per cent that we put in place to support investment in the recovery, and a 1.8 per cent increase in the number of ratepayers.

Revenue was boosted by vested assets, and non-cash revenue which was \$132 million higher than budget. Vested assets are assets that are transferred to the group from third parties such as developers. These assets are generally roading assets, water infrastructure and parks, which are constructed as part of a residential development. Once received, the group manages and maintains them. The increase this year was mainly due to the receipt of the Central Post Office renovations from City Rail Link Limited.

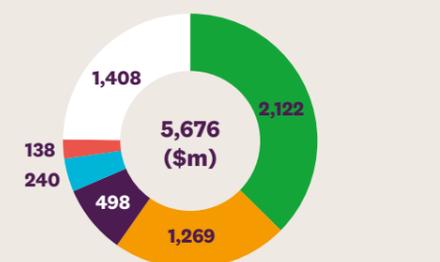
We reduce our reliance on rates by funding our work with a substantial amount of non-rates income such as fees and user charges, subsidies and dividends from investments. The COVID-19 restrictions, and high levels of isolation, illness and caution resulted in decreased fees and user charges, which were \$199 million below budget. This reflects the impact of lower use of public transport, fewer people attending shows and events and unused community facilities and venues for hire. (For example, our public transport boardings were 41 million against the target of 82 million).

Strong development activity, particularly intensive housing development, saw related revenues \$182 million higher than budget. This includes infrastructure growth charges and revenue associated with new water supply connections (\$159 million) and consenting and licences (\$23 million). Consenting revenue rose as a result of an increase in both the volume and complexity of consents, which meant that while our workload increased our ability to meet statutory timelines was compromised. However, building consent customer satisfaction target was met.



The group’s credit ratings with S&P Global Ratings and Moody’s Investor Services are AA and Aa2 respectively, both with a “stable” outlook.

Revenue
(\$million)



■ Rates ■ Fees and user charges
■ Operating subsidies
■ Infrastructure growth charges ■ Regional fuel tax
■ Other operating revenues

4,000

people attended council-led community events
(target: 61,900)

Debt to revenue



² The actual net debt as a percentage of revenue for 2018 was 206 per cent, calculated using previous methodology which excluded revenue or expenses, assets or liabilities relating to Watercare. The current year calculation includes the results and debt of Watercare. Had the same methodology been applied to the historical ratios, the revised actual net debt as a percentage of revenue for 2018 would have been 260%. From 1 July 2018, pursuant to adoption of 10-year Budget 2018-2028, the council adopted a new financial strategy with revised methodology and definition of underlying components. The current year calculation includes the results and debt of Watercare.

Expenditure

We incur operating expenditure delivering services to Aucklanders such as for the collection of rubbish, maintaining of our facilities and venues, supporting our communities, and providing back-office support for our activities.

Operating expenditure was \$52 million higher than budget at \$4.73 billion. Most of this relates to grants and subsidy expenses which were \$48 million above budget as funding was given to businesses and Aucklanders to revive economic, social and cultural activities in Auckland.

COVID-19 restrictions impacted employee benefits which were \$30 million higher than budget. Most of this was due to paying overtime to ensure physical distancing when carrying out critical water maintenance.

Depreciation and amortisation costs were \$10 million above budget, which was a direct result of the \$3 billion revaluation increase in assets at the end of the prior year.

Offsetting these amounts was other operating expenditure which was \$27 million lower than budget. The COVID-19 lockdown and restrictions resulted in lower costs of public transport, and costs not incurred due to cancelled events and shows. Repairs and maintenance were also below budget because of a lower requirement for maintenance from unused facilities, and restrictions on accessing facilities during the COVID-19 lockdown period.

The group changed its policy for the accounting of Extension of Time costs incurred during Alert Level 4 lockdowns. This increased current year operating expenditure by an unbudgeted \$25 million.

While we saw many pressures, our commitment to reducing costs in organisational process efficiencies helped the council achieve \$92.7 million of savings, exceeding the \$90 million savings target set in the Recovery Budget.



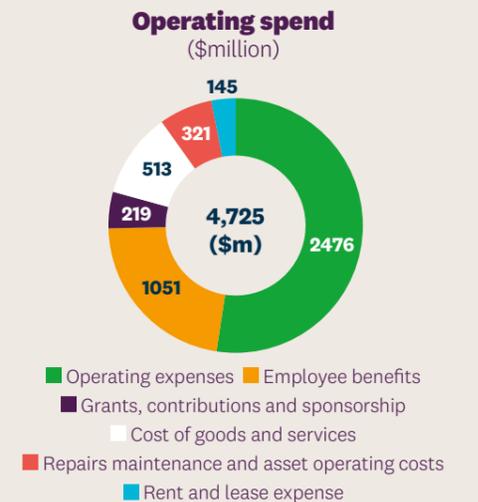
** Customer satisfaction results for the year ended June 2022

Performance measure results

There are a total of 125 Auckland Council Group performance measures. Of these, 63 per cent (79) of performance targets were achieved, compared to the 56 per cent achieved in the previous year. An additional two per cent (3) were substantially achieved (six per cent previous year). 29 per cent (36) of measures were not achieved this year (33 percent previous year) while 6 per cent (7) were not measured (five per cent previous year). We continue to do well in our performance against our stormwater, water supply, water quality, provision of housing units, road standards, public transport punctuality and keeping our roads in acceptable conditions. Customer satisfaction results remained stable across many of our community services, building consent and licensing activities and public transport services. However, many of our regional and local community services including attendees at public events, usage of our facilities and public transport boardings were impacted given COVID-19 restrictions. Resource consent processing timeframes were also adversely impacted as a result of the large volumes and complexity of consents.

Looking ahead

We are well placed to deal with the challenges created both by COVID-19 and shifts in major economic indicators, though the ongoing impacts are hard to predict. We have maintained flexibility in our financing, and to continue to manage the group with financial prudence. Our Annual Budget 2022/2023 noted continuing economic headwinds such as rising inflation and interest rates, and set out a range of options for maintaining our financial stability. Those options included cost reductions in the form of efficiency savings, careful management of our borrowings, deferring some capital projects, service reductions at both a tactical and strategic level, additional balance sheet options such as recycling non-strategic assets and different rate settings.



Introduction to Group of Activities/themes

The following section summarises each of the Groups of Activities that comprise the council’s service delivery by theme.

The groups of activities includes a high-level overview of value we create towards our Auckland Plan outcomes, key project updates, and results extracted from the Statement of Service Performance (SSP) reporting. More details can be found on pages 55-141.

THEME	GROUP OF ACTIVITY	DELIVERED BY	WHAT WE DO AND THE VALUE WE CREATE
 Transport	Roads and footpaths Public transport		We help Aucklanders move around the city with well-planned transport networks, good quality local roads and convenient, frequent public transport that more people use. We deliver a comprehensive programme of safety improvements to reduce harm across the transport network.
	Public transport		
 Water, wastewater and stormwater	Water supply Wastewater		Our water functions include supplying safe drinking water, treating wastewater to a high standard so that it can be safely discharged into the environment. We also manage stormwater to minimise flooding and protect waterways and provide infrastructure that keeps pace with the growth of Auckland.
	Stormwater		
 Parks and community	Regionally delivered council services		We support strong and diverse Auckland communities by providing a wide range of arts, sports, recreation, library, and community services.
	Local council services		
 Environmental management and regulation	Regionally delivered council services		We nurture, look after and monitor Auckland’s natural environment, and protect it from a variety of natural and human threats. We collect and dispose of Auckland’s rubbish and recycling. We keep Aucklanders and whānau safe through our consenting, licensing, and compliance functions.
	Local council services		
 Council Support	Regionally delivered council services		We support Auckland Council to deliver services and elected representatives to make decisions. We provide emergency management for the city and grants for large regional amenities. The council support includes the operations of the Ports of Auckland.
 City centre and local development	Regionally delivered council services		We help deliver a vibrant city centre and local town centres. We do this to support businesses and a thriving economy, strong and inclusive communities, and showcase the culture and identity of Auckland.
	Council controlled services		
 Economic and cultural development	Council controlled services		Arts, natural environment, sport and live performance events enrich the lives of Aucklanders and visitors. We promote Auckland as a place to work, invest, study and visit. We support the creation of quality jobs for all Aucklanders.



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

Section 2: Our key areas of focus



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

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

“Tuia i roto, tuia i waho”

People being embraced internally within the organisation, shift the focus to embracing those outside.

A great Auckland needs a great council that people are proud to say they are part of. Council’s workforce is diverse and being proud to work for Auckland Council means different things to different people and their teams.

There’s no other organisation quite like Auckland Council. We provide Aucklanders with hundreds of different services, we plan and prepare decades into the future and we protect the legacy of Tāmaki Makaurau.

Our people are what make us great. All of Auckland Council’s people work hard each day to make life better for Aucklanders.

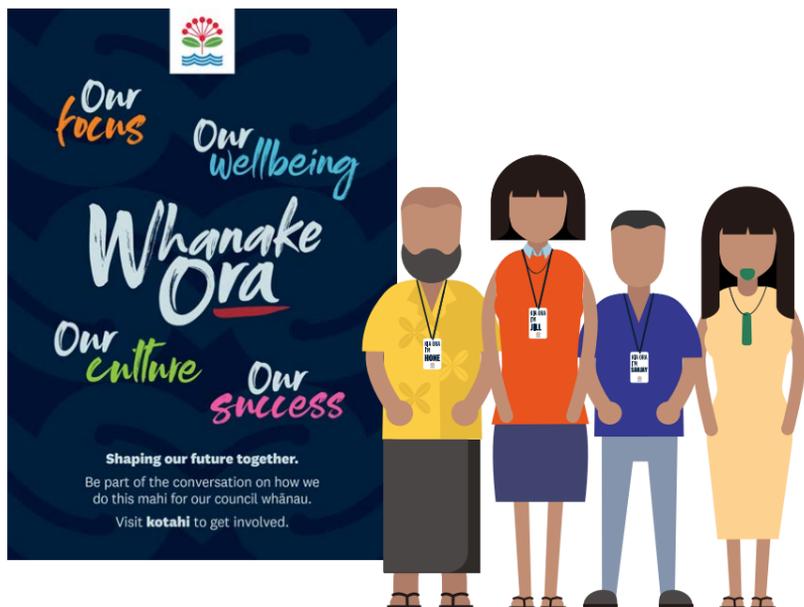
Whanake Ora | Our Strategy 2025

Whanake Ora is our new organisational strategy that guides us, bringing together what we focus on, prioritising our wellbeing and culture to enable the council to achieve what we set to in the 10-year

Budget 2021-2031. To ensure our kaimahi (staff) are empowered to thrive, we need to make Auckland Council a great place to work and look after our safety and wellbeing.

We supported our kaimahi to navigate the ever-changing pandemic environment, particularly where it came to increased violence and aggression for frontline staff, difficult vaccination decisions and how we returned to the workplace.

We recognised Auckland Council’s role in New Zealand’s COVID-19 response by taking steps to control and reduce the spread of COVID-19 in Tāmaki Makaurau.



“Ka noho te kaimahi hei mātāmua ki a tātou”
We put kaimahi first

Full vaccination is strongly encouraged among Auckland Council kaimahi but as of 5 April 2022, it was no longer a requirement in carrying out their roles and access our workplaces, apart from in certain circumstances, like when a government mandate is in place.

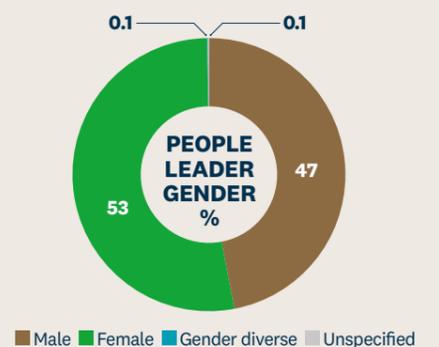
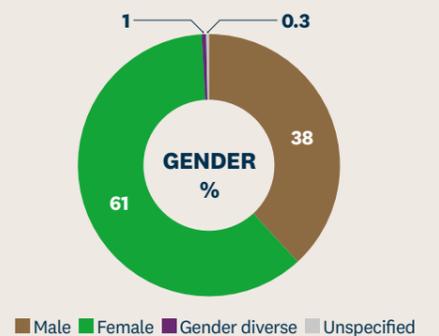
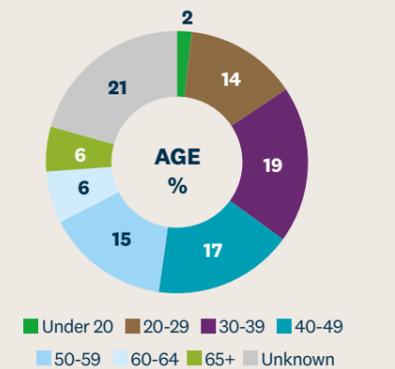
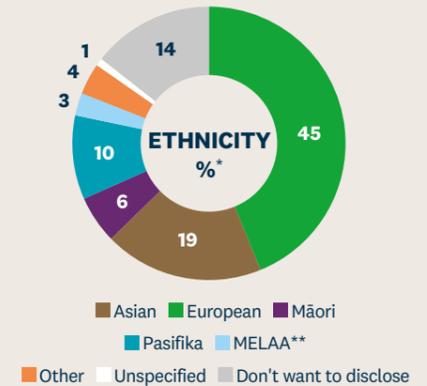
We followed the government’s guidance to open our corporate buildings and welcome our kaimahi back into our offices. Returning to our offices means our kaimahi can reconnect with each other again, kanohi ki te kanohi

(face-to-face). We continued to recommend the one-metre physical distancing and set controls in place so our kaimahi can feel safe in the office, including personal protective equipment and rapid antigen tests are available if required. We used other environmental controls, such as ventilation, air-conditioning and regular cleaning to ensure the safety of our kaimahi.

“E ora ai te tangata me ora te hauora”
Health is essential to the wellbeing of people

Te Papa Hauora | Wellbeing

Our kaimahi are what make us great. We work hard every day to make life better for Aucklanders and the communities we serve. We want our city to be well and grow well, but to be a great council our people also need to be well. This means looking after each other and making our wellbeing a priority, both in and out of the workplace.



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

**MELAA: Middle Eastern, Latin American and African

We use the Te Whare Tapa Whā health model, originally developed by Professor Mason Durie, which likens a person’s overall hauora (health) to the structure of whareniui (the meeting house). This holistic approach considers and cares for the whole self, including our physical, emotional, social, and spiritual health along with our connection with the environment.

The May 2021 Hauora Wellbeing Review found that most of our kaimahi are doing well, and our resources and support are sufficient. However, some kaimahi who have had a negative experience and there are some opportunities for improvement.

Over the last year we:

- reviewed and improved the channels available for Speak Up – with the inclusion of an external channel to strengthen trust and confidence in the processes that we use for raising confidential and sensitive issues and complaints. This will provide an additional option for staff or contractors to speak up about matters that are inconsistent with Our Charter.

- established the Hauora Challenger Group in July 2021 to test, shape and prioritise the initiatives and actions of the Hauora (Wellbeing) Review. The group is made up of people representing our existing staff networks, groups, the PSA and staff selected through an expression of interest process.

- launched the No Excuse for Abuse campaign advocating for kaimahi wellbeing and asking our customers to treat us with respect.

Retaining and attracting talent

New Zealand’s tight border restrictions for the past two years protected us from the worst impacts of COVID-19. However, these restrictions also meant we had to operate in a closed labour market, pushing up labour costs as competition for local talent increased.

The recent reopening of our border now means we’re starting to see people again moving to work in New Zealand. However, open borders also make it easier for people to head overseas for new opportunities and to develop new skills and experiences.

Our vacancy rates remained high, and our annualised voluntary turnover rate was 15.7 per cent as of 30 June 2022, 4 per cent higher than the same time last year. However, the external market turnover was 17 per cent.

We continue with our flexible working approach, reviewing salaries in certain areas so we can compete effectively in the wider job markets and looking at the benefits we can offer our kaimahi.

Flexible working and workplace environment

We are moving from 10 legacy buildings to four consolidated, healthy office spaces that support our kaimahi to do what they do best for Tāmaki Makaurau. The new workspaces will help us to meet our sustainability goals by significantly reducing our building footprint, and improved end-of-trip facilities will encourage active ways of getting to work. Overall, the new office spaces will halve our operational carbon emissions in the five years to 2026.

With community at our heart, we are also creating casual workstations in different community spaces. These spaces will be self-funded by releasing buildings that are surplus to requirement and will empower our people to work closely with and in the communities they serve. We are bringing staff closer together and enhancing the design of customer and community spaces, while delivering significant financial savings.

In June 2022, Te Ipu Kura a Maki (the Henderson Civic building) reopened and now provides a collaborative workspace for Auckland Council and Te Kawerau ā Maki, as well as services to the local community via the refurbished Customer Service Centre. The first phase of the Manukau Civic Centre refurbishment is now underway and is expected to be completed by the end of 2023.

Graduates and interns

We are returning to a formalised graduate programme for 2022/2023.

While we are working to mitigate impacts on recruitment and retention, we are doing so within organisational constraints (budgets and workloads) and market realities (nationally and globally).

Achieve outcomes and benefits for and with Māori

An empowered organisation needs processes and systems that enable Māori to participate meaningfully in council matters, particularly those that support the development of strong, thriving and flourishing Māori communities. There is also a strong emphasis on building our organisational capability to deliver outcomes for Māori.

*“Kia Hāngai te Kaunihera”
An Empowered Organisation*

Refer to section ‘Kia Hāngai te Kaunihera, An Empowered Organisation’ of Te Pūrongo a Te Kaunihera o Tāmaki Makaurau Ngā Huangā Māori 2021/2022 - Auckland Council Group Māori Outcomes Report 2021/2022 for more information.



“Auckland Council has a unique purpose – ‘together we can create an Auckland we can all be proud of’. Our people are at the heart of this which drives our deep sense of care for each other and the communities that we serve.”

— Richard Jarrett,
Director Group Services

Ngā take rawa - Te urupare ki te tupuranga

Material issues – responding to rapid growth

Auckland is an attractive place to live with a beautiful natural environment, a multi-cultural society, a rich history, world-class universities, museums, and galleries.

Auckland is the economic, commercial, and industrial hub for New Zealand, offering a wide range of employment and commercial opportunities, being home to one-third of the national population, and generating 38 per cent of GDP. Auckland is also the main gateway in and out of New Zealand with the main international airport and second largest seaport.

Auckland’s population is growing and is expected to increase from 1.7 million people to 2 million people by 2031 and to 2.4 million over the next 30 years. Demographic change also means that Auckland is increasingly ethnically and culturally diverse.

Responding to this growth requires the delivery of world-class 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 needs like consenting new dwellings, developing a compact city with transport-oriented growth and have the water infrastructure to support this sustainably. We do this while recognising Auckland’s climate is changing with higher temperatures, droughts, more intense rainfall events and sea level changes beginning to be felt, which will impact our communities, infrastructure, and natural environment.

Housing

The supply of homes in Auckland has not always kept up with population growth, leading to higher prices than would otherwise be the case if the supply of housing had been more responsive to demand. There is a need to enable affordable housing so that more Aucklanders can benefit from access to homes built to modern standards in the areas where they prefer to locate.

Using land efficiently to improve the wellbeing of Aucklanders overall involves enabling more housing in areas that are near to jobs, amenities, and good transport infrastructure. A greater supply of housing in the right places can have a positive effect on housing affordability over the longer term. The Auckland Unitary Plan seeks to address this by enabling more capacity for growth throughout most of Auckland’s existing urban footprint.

The government’s National Policy Statement on Urban Development (NPS-UD) came into force in August 2020. The NPS-UD directs Auckland Council to enable more building height and housing density within and around Auckland’s city centre, metropolitan centres and rapid transit stops such as train and busway stations. In December 2021, the government also made amendments to the Resource Management Act 1991 (RMA). The legislation now requires tier 1

councils such as Auckland to apply new Medium Density Residential Standards. Auckland Council has been considering a range of matters where it has an element of discretion how to apply the NPS-UD and to achieve the best outcomes for Aucklanders in light of what the Unitary Plan provides for. The council engaged with Aucklanders in April/May 2022 seeking feedback on its preliminary response to the NPS-UD and this feedback has helped develop the finalised policy directions that inform the development of the council’s Intensification Planning Instrument (IPI) which was publicly notified for submissions by 20 August 2022. The IPI is required to give effect to certain policies of the NPS-UD and incorporate the medium density residential standards into relevant residential zones within the Auckland Unitary Plan.

While Auckland Council does not build houses, it plays a vital role in urban development by issuing resource and building consents. Although consenting volumes are slightly lower than previous years, the number of new dwellings consented including those issued by Kāinga Ora increased (from 19,036* to 21,609 compared to last year) and the level of complexity has also increased.

Our activity also includes planning, funding, financing, and delivery of enabling infrastructure. We ensure the infrastructure such as water pipes, public transport, parks, roads, and community facilities supports building development. Examples, including the City Rail Link and the Redoubt Road reservoir are found below and on pages 62 and 68. We accept that our capacity to support growth through infrastructure is not unlimited and have made decisions to prioritise key areas through the 10-year Budget 2021-2031. We

are also working with government to access funding through both the Housing Acceleration Fund and the Infrastructure Acceleration Fund that will help support the provision of some critical infrastructure that unlocks land for housing development.

Through urban regeneration, Eke Panuku plans neighbourhoods and improves buildings to strengthen communities. Eke Panuku created new public spaces with the removal of the America’s Cup infrastructure and stage two of the Tiramarama Way pedestrian and cycle-only public laneway within Wynyard Quarter was completed.

Transport

A growing population means more people need to get around. Without a fit for purpose public transport system that serves all Aucklanders, people are forced to rely on private vehicle trips on roads, which can result in traffic congestion that impacts our environment, productivity, safety, and societal wellbeing. Auckland needs a safe, efficient, and accessible transport system that connects people, places, and goods. A safe and reliable transport system is crucial to economic prosperity and quality of life.

During the year, this work has included progress on the City Rail Link which will transform our transport system and make it easier, faster, and more convenient for people to travel round the city. Auckland Transport have also made it easier for people to connect to the places they want to go with projects like the first stage of the Eastern Busway being completed, the opening of Te Ngau o Horotiu,



*The consenting volume number for 2020/2021 has been restated from 18,891 to 19,036 to include Kāinga Ora-issued consents.

the new downtown ferry terminal, the reopening of the new Puhinui station, the Northern Busway Extension and building and upgrading 13.9km of cycleways including the Tāmaki Drive Cycleway.

Auckland Transport worked on improving the quality and safety of our roads with the completion of the West Coast Road project, seven high risk intersection projects and 38 new and improved crossing facilities.

Auckland Transport made major progress building a sustainable network ordering 152 battery electric buses, purchasing 23 electric trains, and entered into an agreement for two electric ferries.

On pages 56 to 67 there are more projects Auckland Transport delivered to support a safe, efficient, and accessible transport system and one that protects and restores the environment for future generations.

Water

In 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.

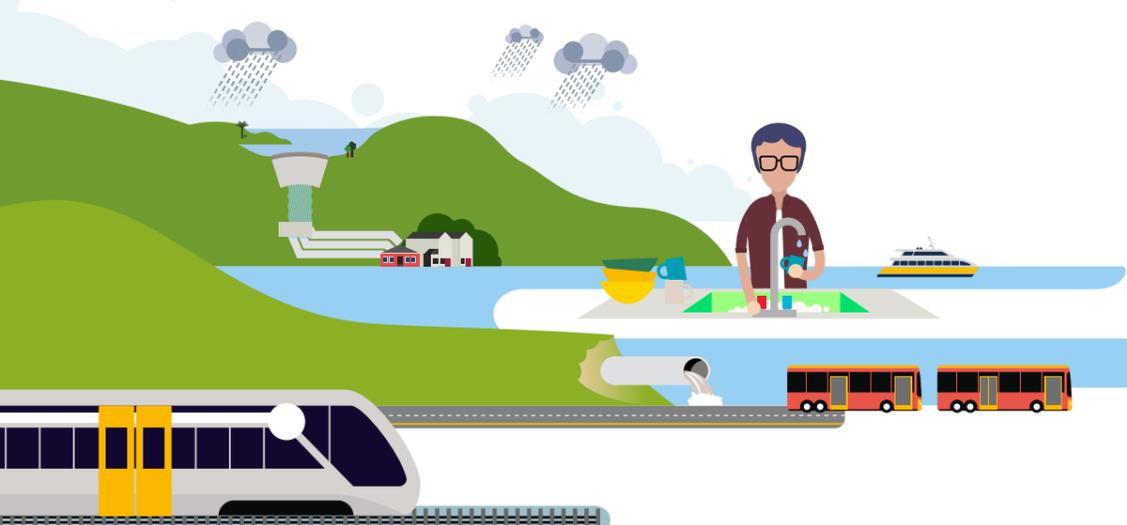
Watercare carried out projects such as Nihotupu 1 and Huia 1 watermain replacement projects, The North Harbour no 2 watermain and the Hūnua 4 Watermain, to ensure clean high-quality drinking water is supplied. The Waitākere Water Treatment plant is being upgraded, and when ready, will increase production from 16 million litres to 24 million litres a day.

Watercare has been working on increasing Auckland's water supply and treatment capacity in response to Auckland's drought and the Redoubt Road reservoir expansion will add two additional reservoirs to the complex which will help future-proof Auckland's water supply and cater for growth.

Works on wastewater treatment and disposal such as the Central Interceptor and the Northern Interceptor reduce flooding and prevent pollution of the natural waterways which will improve the water quality of Auckland's beaches, harbours, and streams. The upgrades to the sub-regional wastewater servicing in the northwest will cater for population growth in Warkworth and Snells Beach.

As part of its Three Waters Reform the government has introduced the Water Services Entities Bill, which creates four new publicly owned multi-regional entities who will own and operate drinking water, wastewater and stormwater networks. Auckland Council's water assets and functions will transfer to the Northern Water Services Entity on 1 July 2024. The Reform is being led by the Department of Internal Affairs through their Three Waters National Transition Unit (NTU). While legislation is pending, we are starting to prepare for what this change might mean for Auckland Council and Watercare. Our focus is on understanding the NTU's programme of work and what this will mean for council, especially how we manage the impact on Auckland Council operations, staff, communities, and our partners. We are supporting the National Transition Unit and have responded to their requests for information.

The projects undertaken by Watercare and Auckland Council to provide safe and healthy water to homes and businesses, to treat and dispose of wastewater, and to manage stormwater networks are found on pages 68 to 79.



Te hurihanga āhuarangi Climate change

As the temperature increases, extreme weather events such as storm surges and drought will become more common and severe. Auckland needs to change the way we operate to stop irreversible and catastrophic consequences for our future generations.

In June 2019, the Auckland Council Group declared a climate emergency. Since then, staff have worked with mana whenua, businesses, industry, NGOs, communities, and government to finalise and adopt Te Tāruke-ā-Tāwhiri – Auckland's Climate Plan, the region's strategic response to climate change. Our core goals are to:

- reduce our greenhouse gas emissions by 50 per cent by 2030 and achieve net zero emissions by 2050; and
- adapt to the impacts of climate change by ensuring we plan for the changes we face under our current emissions pathway.

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

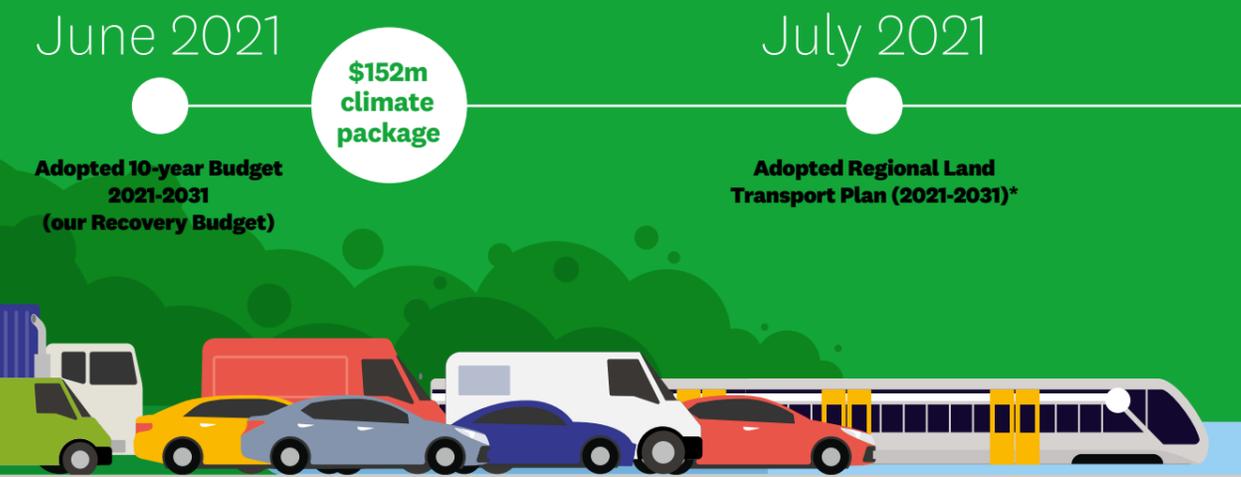
The plan encompasses eight priority areas which represent the areas where Council can have the greatest impact.

Auckland Council has been contributing towards climate action, by helping Auckland develop a compact urban form, enabling an increased uptake of public transport, walking and cycling options, and planning for how the city can adapt to the impacts of a changing climate.

In June 2021, Auckland Council passed its \$87.5 billion Recovery Budget which sets out the council's spending for the next decade. \$152 million will be invested into climate initiatives to reduce emissions and adapt to the impacts of climate change.

In recognition of the significant change and investment needed, Auckland Council also adopted a Climate Action Targeted Rate (CATR) in June 2022, this will enable a further \$1 billion of investment in climate action with \$574 million

Our journey to date



*Adopted in AT Board meeting 28 June 2021 (effective from 1 July 2021)

raised through the CATR over the next 10 years and the balance from fare revenue and central government funding. Actions will focus on delivering accessible and efficient low carbon public transport, well connected walking and cycling options, and more trees in parks and on streets to reduce our vulnerability to extreme heat.

Key outcomes of the Recovery Budget build on the council's existing work and includes:

- No more diesel buses added to the existing fleet from July 2021 and working with central government to achieve a 50 per cent electric and hydrogen fleet by 2030
- Significantly expanding our resource recovery network to divert more waste from landfill and encourage a more circular economy
- Increasing our investment into regional partnerships and planting 11,000 street trees and converting 200ha of farmland to native forest.

Key achievements

- As part of the zero emissions bus programme, another four electric buses have been added to the fleet, bringing the total fleet up to 37 or 2.7 per cent zero emission buses, ahead of 2021/2022 targets.
- As part of zero emissions Queen Street project, physical works on Wellesley Street to Mayoral Drive were completed in July 2022 and street planting will be installed at the end of August within this Zone.

- The Rangatahi programme released the promotional video for the Rangatahi programme through social media and iwi networks with a significant uptake of Rangatahi applications applying to be involved.
- Work has begun on reducing corporate emissions. The first project, a 200kW array at Albany Pool, aiming to be completed by the end of 2022. A second project at Manurewa Pool is expected to be completed by the end of financial year 2022/2023.
- As part of a long-term plan to manage Auckland's Coastal resilience to climate change, the Shoreline Adaptation Plan (SAP) programme has seen the Whangaparāoa Pilot completed and full SAP endorsed by committee with several more in public engagement.
- As part of work within the communities, a total of 72,749 engagements were conducted (via events, campaigns, local board projects, online tools and community partnerships). These engagements educated and inspired Aucklanders to reduce their carbon footprints.
- By partnering with Habitat for Humanity we reached 1,611 Aucklanders, who were part of 304 households living with energy hardship. We offered tools and resources to save on power and warm up their homes.

- Resilient and sustainable Marae work has seen 19 hui with individual iwi representatives between Dec 2021 to April 2022, with presentations at the Infrastructure & Environmental Services Mana Whenua Forum between Dec 2021 to April 2022 and regular monthly updates at the May, June, and July Mana Whenua Forum.
- Other community engagements have enabled 12,745 Aucklanders using FutureFit to calculate their carbon footprint, leading to 101 tonnes of carbon reduced and over 20,000 carbon saving actions.
- Planting of 11,000 street trees has seen development of plans and specifications for tree stock, along with completed action plans to increase canopy coverage for 16 local boards. Planting is due to start in 2023.
- As part of the 200ha regional planting, a plan on regional parks has been developed and signed off. Planting sites have been identified and contracts, service agreements and procurement documents developed for several planting sites. Work is underway clearing and preparing sites for planting at Te Arai, Waitawa, Anawhata and Mahurangi East regional parks.

and extension of existing services. Further, an addition of 79 low-emission buses and 6 to 7 low-emissions ferries will be included, with associated ferries wharf upgrades and charging infrastructure.

- Providing safe, convenient, and well-connected walking and cycling options including completion of key links in the separated cycling network. Up to 35km of walking improvements, including improvements to footpaths and more pedestrian crossings. Funding will also cover improved accessibility and better pedestrian lighting in key locations across Auckland.
- Planting trees now to prepare for a warmer future including 14,800 native trees planted in areas of heat vulnerability, 4,000+ trees and plants for various tiny forests, and grants for rongoā (medicinal herb) planting.

Key outcomes of the newly adopted Climate Action Targeted Rate and include:

- Providing much greater access to efficient and reliable low-carbon public transport, including: Improved frequency and coverage of bus services in all Auckland wards, including 10 new bus routes,

May 2022

June 2022

August 2022

September 2022

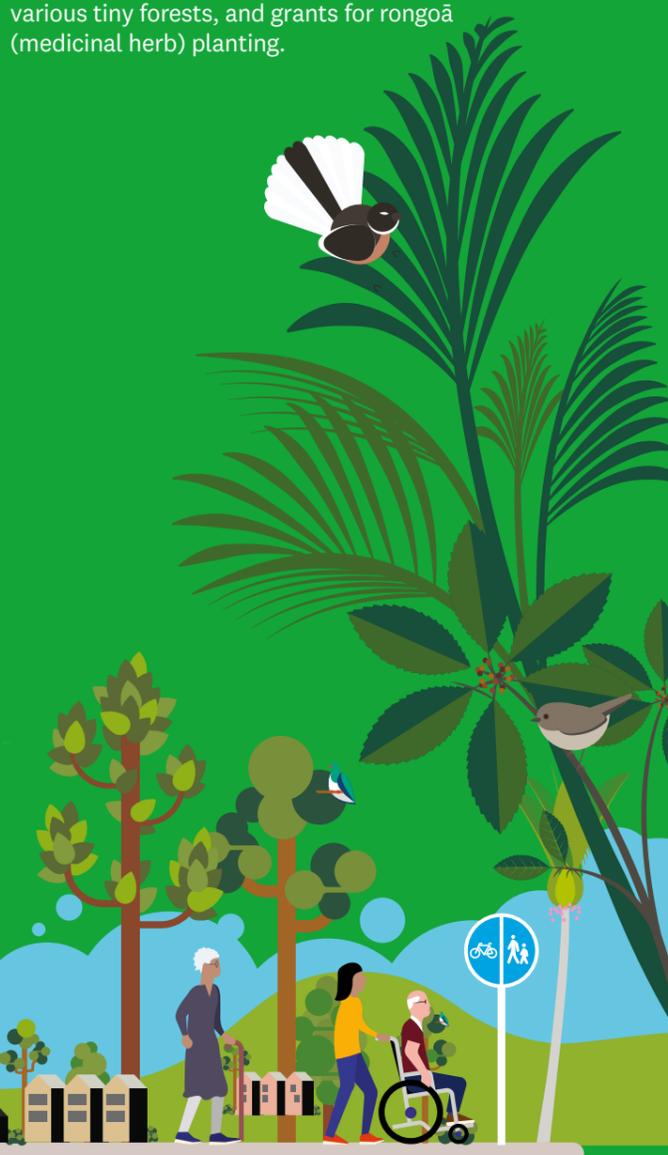
Release of Central Government's Emissions Reduction Plan

Adopted Climate Action Targeted Rate (Annual Budget 2022/2023)

\$574m climate package

Released Transport Emissions Reduction Pathway
Release of Central Government's National Adaptation Plan

Release of Te Tāruke-ā-Tāwhiri: Auckland's Climate Plan Progress Report 2022



Waiho i te toipoto, kaua i te toiroa

Leading and influencing better outcomes for and with Māori

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

Auckland Council Group’s activities 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 2021/2022, the direct spend on activities specific to Māori identity and wellbeing was \$14.3 million (76 per cent) of the \$18.7 million budget. This compares favourably to the council’s wider spend, given the COVID-19 restrictions and supplier shortages experienced throughout the year.

However, the \$150 million Māori Outcomes Fund is only part of the picture in delivering Māori outcomes. A wide portfolio of everyday activities funded through department budgets also contribute 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 measurement framework for Māori outcomes – outlines a focus on 10 key wellbeing priorities. Through the framework development process, 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 Tāmaki Makaurau 10 priorities

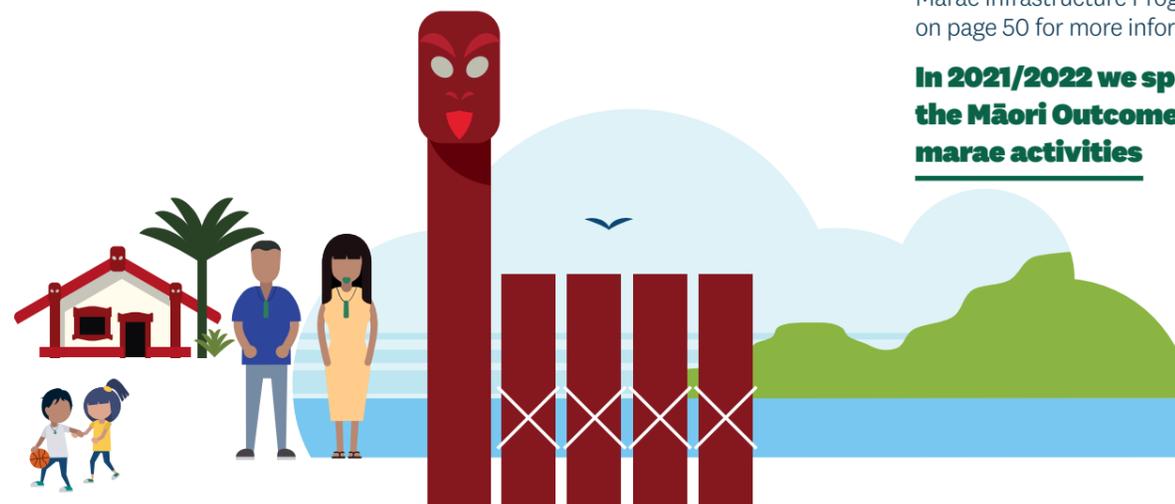
► Kia ora te kāinga – Papakāinga and Māori Housing

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.

At the end of 2021, construction began on Te Atawhai project at Te Māhurehure Marae. This development provides for 14 two-storey dwellings with a mix of three and four-bedroom units. Auckland Council’s Māori Housing Unit and Regulatory Services have been instrumental in the provision of project navigation as well as technical, planning, and funding assistance to support the marae to achieve their housing aspirations. Despite COVID-19 related delays, it is anticipated that construction will be completed by the end of 2022.

In 2021/2022 we spent \$242,790 from the Māori Outcomes Fund on Kia ora te kainga activities



► 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 is the local government intermediary for supplier diversity in Aotearoa and supports Māori and Pasifika businesses into procurement opportunities. In financial year 2022, Amotai brokered 126 procurement opportunities, worth a total of \$150 million, for Māori and Pasifika firms to bid into. A total of 164 Māori businesses were onboarded this financial year, totaling 377 in Tāmaki Makaurau by June 2022.

In 2021/2022 we spent \$804,209 from the Māori Outcomes Fund on Kia ora te umanga activities

► Kia ora te marae – Marae Development

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

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

In 2021/2022, the council group supported major upgrades to be completed for six marae through its Marae Infrastructure Programme – see success story on page 50 for more information.

In 2021/2022 we spent \$7 million from the Māori Outcomes Fund on Kia ora te marae activities

► 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.

Last year, Auckland Council launched Te Paataka Koorero o Takaanini, its first kaupapa Māori facility. This helped set the direction for working with communities to establish three more whānau wellbeing hubs across Tāmaki Makaurau by 2025. Codesign is currently underway for the first of these to be realised at Te Pātaka Kōrero o Waimahia and Te Matariki Clendon Community Centre. The hubs aim to ensure that whānau Māori, and all those who access the facility, experience welcoming services that reflect their aspirations and contribute to whānau wellbeing.

In 2021/2022 we spent \$136,448 from the Māori Outcomes Fund on Kia ora te whānau 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.

Led by mana whenua in partnership with Auckland Council and local boards, the Te Kete Rukuruku programme restores original Māori names to areas as well as identifying new names that often connect with historical stories or environmental features.

In 2021/2022, 117 parks adopted Māori names, bringing the programme total to 604. Four more parks – Ōkaurirahi, Pukewhakatara, Taahuna Kaitoto and Ōtaawhati – are now fully bilingual with a total of 90 bilingual signs across these parks. In total, eight parks in Tāmaki Makaurau are now fully bilingual.

In 2021/2022 we spent \$898,834 from the Māori Outcomes Fund on Kia ora te reo 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.

Toi Tū Toi Ora: Contemporary Māori Art, which ran from 5 Dec 2020 to 9 May 2021, was the largest exhibition in the 132-year history of Toi o Tāmaki/ Auckland Art Gallery.

A year-long programme of post-exhibition mahi, during financial year 2022, included the creation of an online exhibition, internships, te reo Māori guided tours, eight gallery kaiārahi (guide) positions, a new Head of Kaupapa Māori role, community wānanga (seminars) on toi Māori, a permanent whānau Māori art trail and more – see success story on page 50 for more details.

In 2021/2022 we spent \$1.8 million from the Māori Outcomes Fund on Kia ora te ahurea 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.

Three Bags Full supports students who are at risk of dropping out of school, due to their family's financial situation, to continue their education while developing digital and financial skills and gaining work experience. The programme supports young people to earn while they learn.

In 2021/2022, three rangatahi Māori completed the programme and reported personal growth, increased confidence, and the desire to pursue a tech-related career.

In 2021/2022 we supported Kia ora te rangatahi through our department budgets

► 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.

The Hōteō Sediment Reduction Project aims to improve the water quality of Kaipara moana / Kaipara estuary by reducing sediment loss due to erosion.

The project is a collaborative partnership between Auckland Council, Ngāti Manuhiri, Ngā Maunga Whakahi o Kaipara and Te Uri o Hau ki Kaipara. It empowers iwi in their role as kaitiaki by aligning te ao Māori and western science outcomes.

The five-year initiative includes a range of solutions along a 12km stretch of the Kourawhero stream in the Hōteō river catchment, to stabilise stream banks and reduce sediment entering the Kaipara Moana.

In 2021/2022 we spent \$341,963 from the Māori Outcomes Fund on Kia ora te taiao activities

► Kia ora te hononga – Effective Māori Participation

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

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

Auckland Council has created Te Mātāpuna mō ngā Hapori, a platform designed to support its engagement with mana whenua entities.

The platform hosts engagement portals that hold council and Māori information, GIS maps, SharePoint document repository and communication tools.

The project team partners with key delivery arms of council to co-design engagement solutions with Māori. To date, two engagement portals have been co-designed to meet

specific business process and engagement needs:

- Regulatory Services – Resource Consents Portal
- Customer and Community Services – Te Kete Rukuruku (Māori Naming) Portal.

The next phase involves a 24-month work programme to deliver a new mana whenua engagement portal for the Infrastructure and Environmental Services Directorate.

Alongside this, Auckland Council maintained its programme to support the capacity of iwi to participate in council initiatives. The programme allocates \$1 million per annum, which equates to \$50,000 in funding support to each local iwi.

In 2021/2022 we spent \$2.7 million from the Māori Outcomes Fund on Kia ora te hononga activities

► Kia hāngai te kaunihera – Empowered organisation

Outcome: The council group achieves outcomes and benefits for and with Māori.

Objective: Auckland Council Group fulfils its commitments and legal obligations to Māori derived from Te Tiriti o Waitangi and has the capability to deliver Māori outcomes.

The M.A.H.I (Measures and Actions for High Impact) Māori Employment Strategy guides how the council group will grow and develop a talented and thriving Māori workforce and build its capability to better serve the needs and aspirations of Māori communities in Tāmaki Makaurau. In 2021, Group Services reviewed the council's progress and developed a refreshed implementation plan for the next two financial years. This implementation plan was approved by the Executive Leadership Team in April 2022.

The refreshed plan has been developed to align with key strategic drivers adopted by the council group – including Kia Ora Tāmaki Makaurau – which influence how we support our Māori workforce and build the capability of our wider organisation.

In 2021/2022 we spent \$388,506 from the Māori Outcomes Fund on Kia hāngai te kaunihera activities

Manaaki Fund 2021

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

When Aotearoa New Zealand began fighting a Delta outbreak in 2021, leading to Auckland's longest lockdown of the COVID-19 pandemic, the council re-instated the fund.

The purpose of the Manaaki Fund in 2021 was to support Māori-led active responders in Tāmaki Makaurau who were predominately supporting whānau Māori with hauora (wellbeing) services during COVID-19 Alert Levels 4 and 3.

This funding – to a maximum value of \$10,000 per application – was made available as a direct grant to Auckland council's Māori community NGO partners able to continue operating at those alert levels.

The Manaaki Fund 2021 opened on 7 September 2021 and closed for applications on 1 October 2021.

In total, 30 Māori NGOs shared a total of \$298,570 to provide welfare support to local whānau and communities



Success Stories

‘Mā te marae, he oranga – Kaumatua Digital Literacy Programme’

Te Kotahi a Tāmaki

With a \$10,000 grant from Manaaki Fund 2021, Te Kotahi a Tāmaki marae collective partnered with kaupapa Māori initiative Time 2 Train / Mātātoa to engage with kaumātua (older people), counter isolation caused by COVID-19 restrictions, and bridge the digital divide.

Te Kotahi a Tāmaki purchased tablets and set up a daily programme for kaumātua including karakia, te reo sessions, korekore tinana (exercise), and dedicated teaching times on how to best use the device.

The programme also helped to bring rangatahi (young people) and kaumātua together to build their capability. This helped nurture the health and hauora (wellbeing) of kaumātua.

Kaumātua on the programme reported a decrease in loneliness and an increase in confidence with the technology.

The Marae Infrastructure Programme

Hoani Waititi Marae was one of New Zealand’s first urban marae. It was established in the early 1960s when Māori were settling into urban centres in pursuit of work.

Fast forward to 2020 and a condition assessment of the marae’s core infrastructure, by the council’s Marae Infrastructure Programme (MIP), showed the need to address health and safety concerns and upgrade buildings if they were to support future generations in line with marae aspirations.

Auckland Council entered a partnership with Hoani Waititi Marae and started core physical works in 2021. A certificate for public use was granted in May 2022.

Works included removal of asbestos roofs and installation of new ones, as well as a new fire sprinkler system and a heating / cooling system. In addition, a new wharepaku (toilet block) was built and other facilities were painted, an accessible ramp installed, windows replaced, electrics upgraded, new downpipes installed, lighting upgraded and more.

The MIP team, along with the head contractor Cassidy Construction, assisted a year 13 student from the kura at the marae to sit her Site Safe qualification and held a mock work interview for her.

Beyond Toi Tū Toi Ora – the learning continues

Toi Tū Toi Ora: Contemporary Māori Art was the largest exhibition in Auckland Art Gallery Toi o Tāmaki’s 132-year history, featuring more than 300 artworks by 111 Māori artists and informed by a Māori worldview. It attracted record numbers of visitors, including 6,000 ākonga (students).

The exhibition presented an aspiration and a challenge: to realise a future in which contemporary Māori art stands tall (toi tū) and healthy (toi ora) while reinforcing the wisdom and ideas that empower Māori.

A year-long programme of post-exhibition work resulted in new career pathways, with the creation of an online exhibition, internships, te reo Māori guided tours, eight gallery kaiārahi (guide) positions, a new Head of Kaupapa Māori role, community wānanga (seminars) on toi Māori, free bus travel for kura and schools to enable participation in the exhibition, and a permanent whānau Māori art trail.

The Toi Tū Toi Ora bilingual publication continues this programme, telling the story of contemporary Māori art from the 1950s to the present day. Every work is illustrated in full colour, with English and te reo Māori captions. It contains detailed biographies for every Toi Tū Toi Ora exhibiting artist, written by expert curators and art historians.

With the support of the Auckland Council Māori Outcomes Fund, the Toi Māori pukapuka (book) has been distributed to every high school and kura in Aotearoa and to every school in Tāmaki Makaurau.

Auckland Art Gallery Toi o Tāmaki has also extended the learning with resources based on the key themes of Toi Tū Toi Ora on its website, including a series of artist videos providing insights into their processes, practices, and creative thinking.

“Ka tukuna atu tēnei pukapuka toi Māori whakahirahira ō tātou mā ngā reanga o muri ake nei. We are so proud to be part of developing this taonga for future generations.”

Te Arepa Morehu,
Head of Kaupapa Māori, Toi o Tamaki

“Hoani Waititi Marae is extremely grateful for the support from Auckland Council and the Marae Infrastructure Programme. It helped us provide a safe, warm, and healthy environment for our community and future generations of our mokopuna who are currently at our kohanga reo and kura kaupapa. The marae sees this as a first step in a move to provide world class facilities for our people of west Auckland and beyond.

He mihi maioha tēnei ki Kaunihera o Tāmaki Makaurau mo te tautoko mai.”

Eynon Delamere,
Chairperson, Hoani Waititi Marae

Our people



Ani Makea

Kaitohutohu Marae/Marae Advisor

Waikato taniwha rau!

He piko he taniwha!

He piko he taniwha!

My role as Marae Advisor for Te Kaunihera is to support marae in Tāmaki Makaurau to continually aspire to be self-sustaining and thriving. They are special, unique spaces that safeguard Māori identity, our stories and our cultural practices. Marae contribute to meeting the needs of iwi, urban Māori and the wider community; they play an important role in delivering community well-being and leadership to manaaki and foster whanaungatanga for the betterment of all people.

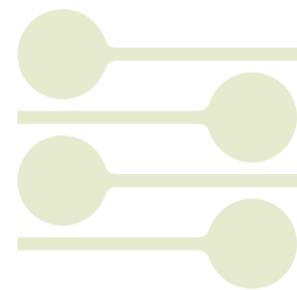
“Through the role of Kaitohutohu Marae, the ability to build and strengthen relationships with Te Kaunihera o Tāmaki Makaurau have allowed Te Piringatahi o te Maungaarongo Marae to develop trusting relationships that support hononga Marae, whanaketanga Marae and tātai hāpori,” says Scottie Williams, Marae Tiamana/Chairperson.





He Kupu Whakataki mō
ngā Tōpūtanga Mahi

Section 3: Performance by Groups of Activities



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

Ngā Huarahi me ngā Ara Hīkoi Roads and footpaths



Auckland Transport (AT) is a council-controlled organisation (CCO) which provides transport services to around 1.7 million residents and visitors. It is responsible for most of Auckland’s transport infrastructure and services.

Activities include:

- planning
- delivering and operating public transport
- delivering and maintaining the local road network
- managing on and off-street parking
- delivering and maintaining the active transport system
- promoting travel choices
- planning for the future.

AT **operates, maintains and upgrades** Auckland’s roads, streets, sidewalks and pathways to make them safe and accessible to everyone. They encourage people to walk or cycle, freeing up road space for road-reliant freight that is key to economic productivity. Improving traffic mobility and reducing congestion throughout the city leads to reduced travelling times, improved well-being, and a stronger economy.

The Safe Speed programme is helping reduce deaths and serious injuries. Since speed limit changes were introduced in June 2020, injury crashes have dropped by more than 25 per cent and fatalities have dropped by 47 per cent where speed reductions have been implemented. Rural roads have seen the greatest benefit with reductions of 71 per cent in fatalities and 25 per cent in serious injuries. A further

804 roads will have their speed limits reduced and AT are working through public consultation on reductions for more roads. Safe Speed is part of the national Road to Zero vision where no one is killed or seriously injured in road crashes, and annual deaths and serious injuries are reduced by 40 per cent by 2030. Safe Speed is also part of Vision Zero, a programme created by New York Mayor Bill de Blasio aimed at eliminating all traffic deaths and severe injuries, while increasing safe, healthy, and equitable mobility for all.

AT continued improving road quality. COVID-19 and the impacts of inflation have impacted on the quality of our footpaths and roads with only 5 per cent of the sealed local road network resurfaced and a decrease of 1.2 per cent in the condition of our footpaths. The **West Coast Road project** in Glen Eden has improved road safety in the town centre and has been recognised as a national case study by Waka Kotahi. AT completed seven **high risk intersection** safety projects at Titirangi Road and Croyden Road, Burundi Avenue and Roscommon Road, Royal Oak roundabout, Wiri Station Road and Plunket Avenue, Great South Road, Portage Road and Saleyards Road, Te Atau Road and McLeod Road, and Takanini School Road and Manuroa Road. The **St Heliers safety improvements** have been completed making it safer to walk, bike and drive.



Things we are keeping an eye on

Safety is top priority, and AT continues to work on reducing injuries on the roads. This has been done by improving road designs to make the roads and footpaths safer for all users and reducing speed limits on rural roads and most inner city roads to reduce the impact of accidents.

Building and maintaining roads and footpaths can cause carbon emissions and run-off sediments, so AT monitors worksites using carefully designed traffic management systems to minimise environmental impact and reduce disruption to Aucklanders. AT also keeps residents informed about work being done.

Construction is also progressing at pace on **Te Honohono ki Tai - Matakana link road** which is a new 1.35km road connecting Matakana Road and State Highway 1 to support the significant population growth expected in the area and to improve network resilience in Warkworth.

AT delivered 38 new and improved crossing facilities as part of the **Safety Pedestrian Programme** - more than double the target set for this year. Plans for eight more have been drawn up.

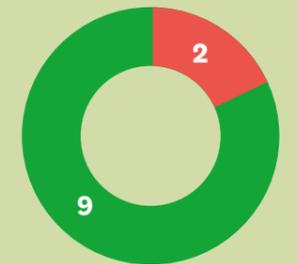
Work began on the **Dominion Road motorcycle and cycle safety trial** involving 11 side road intersections off Dominion Road, safety improvements for the busy **Waiheke roundabout** and the **Mission Bay safety improvements** including a separated on-road cycleway on Tamaki Drive.

AT designs, builds and maintains footpaths and cycleways to provide alternative options of transport for people to move around the city. New footpaths and cycleways focus on the connectivity, constructability, safety, and benefits to the community. New footpaths were built at Hibiscus Coast Highway; Maire Road; Third View Avenue, Beachlands and Ramarama School.

13.9km of new or upgraded cycleways were built with 5.8km of minor cycleways and a further 8.1km of new cycleway connections. This included the **Northcote safe cycle route** where two bridges were made for cyclists and pedestrians across SH1 at Northcote Road.

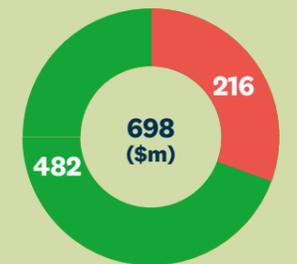
In a first for AT, a **recycled rubber roundabout** was installed at Waiuku in south Auckland and the intersection of Queen Street, Victoria Avenue and Court Street is now being trialled with the **innovative rubber product**. This is just one way AT delivers a safe, efficient and accessible transport system in a way that not only addresses impacts on the environment, but also **protects and restores it for future generations**.

How well did we perform against our performance indicators?



■ Achieved ■ Substantially achieved
■ Not achieved ■ Not measured

Our investment



■ Opex ■ Capex

For more detail on the financials, please reference page 118 in Annual Report 2021/2022 Volume 3.

“Kia Tere te Kārohirohi i Mua i tō Huarahi”
May the shimmer of the sun guide you on your path

The AT board has also approved the Auckland Transport Environment Action Plan: Hiikina te Wero which aims to improve the health and biodiversity of the land, streams, and harbours and to use natural resources wisely. It sets out five targets to be delivered over nine years: managing discharges; greening the network; water conservation; fish passage and biodiversity; and minimising waste.

The **Te Ara Haepapa | Māori Road Safety Programme** continued its successful engagement with Māori school communities, with a total of 5,671 engagements across Auckland. AT also ran programmes with schools, mana whenua, mataawaka and community groups to promote road safety awareness and safe driving practices.

Despite COVID-19 related challenges, AT delivered 176 road safety initiatives which included community-based interventions, checkpoints with New Zealand Police and regional campaigns. The Travelwise programme delivered 611 activities which included cycling workshops, scooter workshops and rural school engagements. Cycle skills training was

delivered to 7,319 children through the Bike Ready programme and the community-based Kids Learn to Ride sessions. In partnership with the EcoMatters trust, AT supported the operation of four bike hubs which made 3,574 bikes safe to ride and 643 bikes were saved from landfills and redistributed to the community.

What we achieved

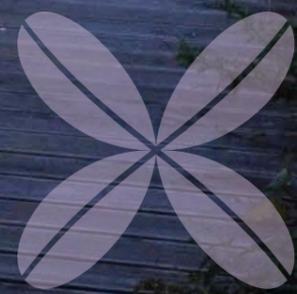
● Achieved ● Substantially achieved ● Not achieved *Impacted by COVID-19

	Result against target	Year-on-year change	2022 Target	2022 Result	2021	2020	How did we perform
We provide safe, high quality and efficient local roads, footpaths and cycle ways for pedestrians, cyclists, public transport users and drivers							
The change from the previous financial year in the number of deaths and serious injuries on the local road network, expressed as a number ¹	●	▲	Increase by no more than 70 (524)	515	454*	533	The 2021 calendar year result was 515 deaths and serious injuries (DSI), better than the target reduction to 524 DSI. Local road deaths have increased by 51.5 per cent (from 33 to 50) and local road serious injuries increased by 10.5 per cent (from 421 to 465) compared to the 2020 calendar year. The 2021/2022 DSI result was higher than the previous year, given the DSI was unusually low due to COVID-19 lockdowns.
The change from the previous financial year in the number of fatalities and serious injury crashes on the local road network, expressed as a number.		▲		462	414*	494	In 2021 calendar year, there were 45 fatal crashes and 417 serious crashes that occurred on Auckland local roads. Note: Auckland Council's primary measure for fatalities and serious injuries is above and counts the number of fatalities and serious injuries that occurred in crashes as opposed to this measure which counts the number of crashes which involve fatalities and serious injuries. Only the above primary measure has a target.
Average AM peak period lane productivity across 32 monitored arterial routes ²	●	▼	30,000	30,931	31,495*	32,951*	
Proportion of the level 1A and 1B freight network operating at Level of Service C or better during the inter-peak ³	●	▼	90%	90%	92%*	94%*	
Percentage of key signalised intersections in urban centres where pedestrian delays are reduced during the interpeak period ⁴	●		55%	62%	New Measure	New Measure	The reported result of 62 per cent is for the first 10 months (July 2021 to April 2022). The data for May and June 2022 was not available due to technical issues. The impact of the two missing months on the result is estimated to be insignificant since other network performance measures show that performance for May and June was similar to April.
Number of cycle movements past 26 selected count sites ⁵	●	▼	3.671M	2.981M*	3.484M*	3.669M*	Increased working from home and ongoing COVID-19 restrictions have an impact on cycle counts, particularly within the city centre.
Road maintenance standards (ride quality) as measured by smooth travel exposure (STE) for all sealed rural roads ⁶	●	▲	88%	92%	90%	94%	
Road maintenance standards (ride quality) as measured by smooth travel exposure (STE) for all sealed urban roads ⁶	●	▼	78%	84%	86%	87%	The road maintenance standards have been consistent over the past years, supported by the Asset Management Plan to maintain deterioration in the road conditions over time.
The average quality of ride on a sealed local road network, measured by smooth travel exposure.		▼		85%	86%		Auckland Council's primary measures for road smoothness are above, with separate targets for urban and rural road smoothness. This measure is essentially a combination of the above two measures but does not have a target.
Percentage of the sealed local road network that is resurfaced	●	▲	6.0%	5.1%*	4.9%	5.6%	In the FY 2021/2022, AT resurfaced 352.6km, or 5.1 per cent of the local road network. In COVID-19 Alert Level 4, all road works had to cease. COVID-19 restrictions and high case numbers in Auckland impacted the planned roll out of the program.
Percentage of footpaths in acceptable condition	●	▼	95%	96.2%	97.4%	98%	
Proportion of road assets in acceptable condition ⁷	●	▲	92.0%	94.6%	94.3%	94%	For the FY 2021/2022, the percentage of road assets in acceptable condition is 94.6 per cent, which was 0.3 percentage point higher than the previous year, and 2.6 percentage points above the target for this FY.
Percentage of customer service requests relating to roads and footpaths which receive a response within specific timeframes ⁸	●	▼	85%	89.0%	92.0%	86.4%	

1. Targets relate to the preceding calendar year. Due to COVID-19 related disruption and lockdowns in the 2021 calendar year the result was unusually low and we therefore expect a year-on-year increase in the 2022 calendar year as circumstances return to normal. The reduction targets are aligned to achieving the Vision Zero for Tāmaki Makaurau target of a 60% reduction on 2017 numbers by 2027
 2. Road productivity is a measure of the efficiency of the road in moving people during the peak hour. It is measured as the product of number of motorised vehicles (cars, buses, and trucks), their average journey speed and average vehicular occupancy per lane in one hour. It is measured across 32 arterial routes. These routes comprise all Primary Arterials of the Road Network, as defined in the One Network Road Classification (ONRC). The monitored arterial routes are defined in the Auckland Transport 2019 Statement of Intent Route Productivity map.
 3. The monitored freight network is the Future Connect Strategic Freight Network. The monitored freight network is defined in the Auckland Transport 2019 Statement of Intent Freight Network map. Level of Service measured by median speed as a % of the posted speed limit. LoS C or better = >50%.
 4. The benchmark for pedestrian delay is no more than 40 seconds wait time in the City Centre, Metropolitan areas and Town Centres, as defined by Auckland Council.

5. Auckland Transport uses the following sites to monitor cycle movements: Beach Road, Curran Street, East Coast Road, Grafton Bridge, Grafton Gully, Grafton Road, Great South Road, Highbrook shared path, Hopetoun Street, Karangahape Road, Lagoon Drive, Lake Road, Lightpath, Māngere Bridge, Northwestern cycleway - Kingsland, Northwestern cycleway - Te Atatū, Orewa shared path, Quay Street (Vector Arena), SH20 shared path (near Dominion Road), Symonds Street, Tāmaki Drive (both sides of the road), Te Wero Bridge (Wynyard Quarter), Twin Streams shared path, Upper Harbour Drive, Upper Queen Street, Victoria Street West.
 Note: some trips may be counted more than once across the cycle network. Micromobility devices are not captured at our count sites.
 6. Smooth Travel Exposure (STE) is a customer outcome measure indicating 'ride quality'. It is an indication of the percentage of vehicle kilometres travelled on a road network with roughness below a defined upper threshold level. The threshold varies depending on the traffic volume band and urban/rural environment of the road
 7. As defined in the Auckland Transport's Asset Management plans.
 8. Specified time frames are defined in Auckland Transport's customer service standards; one hour for emergencies, two days for incident investigation as a high priority, and three days for an incident investigation as a normal priority.

▼ Auckland's network of cycle paths and lanes is growing. New cycle routes and significant upgrades to existing ones mean there are more options to explore the city on two wheels.



Ngā Tikanga Kawe Pāhihi/Ngā Tikanga Aro Hāereere

Public transport and travel demand management



AT manages, maintains, and develops the public transport network which consists of the rail network, bus system and ferries. AT encourages more people to use public transport which will 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.

Over 6,000 bus stops now have more meaningful names that are also easier to remember. As an example, bus stop 117 is now called Botanic Gardens. AT continued adding **Te reo Māori across the network**, with bilingual audio announcements being introduced on buses and bilingual signage being installed in all new infrastructure projects.

AT made it **easier for customers to use digital tools** with a new menu approach on the website and 'deep links' in the **AT Mobile app** to make information more accessible. AT's drive to **increase use of digital self-service** continues to roll out new functionality for HOP card information and transactions, and better targeted AT mobile notifications.

To make New Zealand a safer and **more convenient place**, AT teamed up with the charity **Crime Stoppers New Zealand** to launch a new texting service to make incident reporting easier. They have also launched a new rideshare service called AT Local (people share

rides with others who travel to and from similar places) which is currently being trialled in Conifer Grove, Takanini and Papakura.

Investments in the expansion of the network continue to make it easier to connect people to the places they want to go. The **Puhinui Station** in Papatoetoe, which is a major bus and train interchange within 10 minutes of the airport, was officially reopened in July 2021. The first section of the **Eastern Busway** along the north side of Lagoon Drive and Pakuranga Road opened and patronage is growing.

The City Rail Link (CRL) experienced a year of significant achievement while maintaining construction momentum in a challenging COVID-19 environment. During the year CRL received additional claims from Link Alliance for COVID-19 costs and this may require additional funding from the council. More information can be found on pages 89 to 91 of Volume 3.



Things we are keeping an eye on

AT works hard to minimise any environmental impacts and travel disruptions from work on public transport. This work can create carbon emissions and run-off sediments and disrupt commuter travel. AT seeks to minimise environmental impacts by building a sustainable transport network to reduce carbon emissions and ensuring adequate sediment controls are in place. AT mitigates disruptions by using public information campaigns, schedule changes, traffic management systems and alternative public transport services. This also keeps work areas safe.

Physical works are progressing well and after years of heavy civil works, the project's future focus will soon shift towards the systems fit out of the tunnels and stations.

Four ngā ingoa tuku iho (traditional names) for the CRL stations have been gifted to CRL by its Mana Whenua Forum, which represents eight local iwi. These names are Waitematā | Britomart, Te Wai Horotiu | Aotea, Karanga a Hape | Karangahape and Maungawhau | Mt Eden Stations.

CRL is Aotearoa's largest transport infrastructure project ever, consisting of a 3.45km twin tunnel underground rail link that will at least double the capacity of the Auckland rail network when complete.

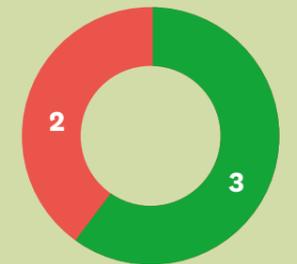


AT made major progress on building a **sustainable transport network**, in line with their Hīkina te Wero: Environment Action Plan. AT launched the **living bus shelter trial** in two bus shelters in Panmure and

Manukau, with more than 1,000 plants adorning their walls and roofs. AT partnered with NZ Bus to order a further **152 battery electric buses**, making it Australasia's biggest ever electric bus order. They purchased another **23 electric trains** and entered into an agreement with EV Maritime to build the **first two electric fast ferries** to operate across inner and mid-harbour commuter routes from 2024.

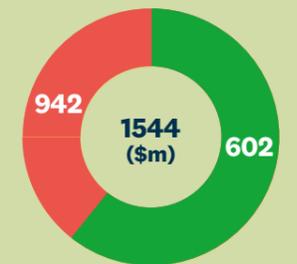
AT transitioned to **a new passenger rail operator Auckland One Rail**. **Auckland One Rail** will have responsibility for not only train operations but also electric train maintenance, station operations and maintenance, safety, and security.

How well did we perform against our performance indicators?



■ Achieved ■ Substantially achieved
■ Not achieved ■ Not measured

Our investment



■ Opex ■ Capex

For more detail on the financials, please reference page 120 in Annual Report 2021/2022 Volume 3.

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

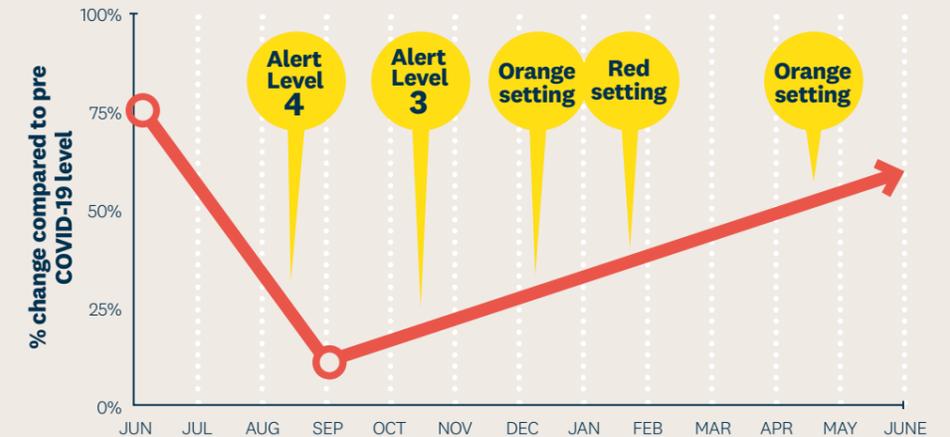
Let's travel with one mind and heart

Public transport patronage

Public transport patronage started the year at around 75 per cent of pre COVID-19 levels but dropped to less than 10 per cent of pre COVID-19 levels in September due to a move to COVID-19 Alert Level 4 in August. Subsequent changes in COVID-19 Alert Levels, the implementation of the new community protection framework in December and the 50 per cent discount in fares from April saw patronage gradually increase to approximately 59 per cent of pre COVID-19 levels in June. The decrease in public transport patronage resulted in less public transport revenue. Train services returned to a normal timetable as COVID-19 related absences reduced across the organisation. Passenger numbers hit the 1 million mark across Auckland Transport’s bus, train and ferry services.



Public transport patronage for FY 21/22



What we achieved

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

Result against target Year-on-year change 2022 Target 2022 Result 2021 2020 How did we perform

We specify, contract for and promote public transport services and provide safe, high quality public transport infrastructure							
	Result against target	Year-on-year change	2022 Target	2022 Result	2021	2020	How did we perform
Total public transport boardings (millions)	●	▼	82M	41M*	64M*	82.3M*	Increased travel restrictions and concerns about hygiene on public transport due to COVID-19 and increased working from home impacted on the total boardings this year. The patronage in city centre was also impacted by KiwiRail track maintenance. Although the half-price fares contributed to increasing patronage, it wasn't enough to meet the target.
The percentage of public transport trips that are punctual	●	▲	96%	97.8%	97%	97.8%	
The percentage of passengers satisfied with public transport services	●	▼	85-87%	91%	92%*	July-March 90.5%* April-June 86%*	The in-person surveys done were done between July to mid-August and April to June. Due to COVID-19 restrictions, AT was unable to complete in-person surveys from mid-August 2021 to April 2022. ⁴ We continue to make it easier for customers to use our digital tools to support them as they travel around our public transport network and look for the information they need, resulting in the passenger satisfaction remaining consistent with prior years.
The percentage of the total public transport cost recovered through fares ¹	●	▼	30-34%	15.9%*	29.5%*	33.7%*	Reduced patronage due to the impact of COVID-19 on travel behaviour and COVID-19 restrictions in Auckland from mid-August, compounded by KiwiRail track works, has significantly impacted the performance of this indicator. The government also introduced half price public transport fares which reduced the level of fare box recovery for AT between 1 April and 30 June.
Percentage reduction of greenhouse gas emissions from Auckland Transport’s assets (baseline 2018/19) ^{2,3}	●		6%	23%*	New measure	New measure	This was heavily impacted by COVID-19 restrictions which lead to the reduction in corporate activities and use of facilities. Unless there is another extended lockdown, we are not expecting such a large reduction in the next financial year.

1. Farebox recovery measures the contribution passenger fares make to the operating cost of providing public transport services. The measure calculates farebox recovery in accordance with NZ Transport Agency guidelines.
 2. The target is a 50 per cent reduction of greenhouse gas emissions from Auckland Transport’s corporate activities and assets (from baseline 2018-19) by 2030. This includes emissions from activities such as electricity used in office spaces, staff travel for work, and the Auckland Transport’s corporate fleet. Assets also include public transport facilities and trains.

3. Included emissions. Corporate activities include electricity, natural gas, and refrigerants used in office space, staff travel, fuel used in AT’s corporate fleet, and waste from office space and parking operations. Assets include electricity used in public transport facilities and electric trains, diesel for trains, as well as landfill waste from these assets. Excluded emissions. Currently this SOI measure does not include emissions related to AT’s infrastructure, maintenance, and construction activities. The emissions associated with these activities may be significant, but sufficient information and systems are not yet available to report the GHG emissions associated with this aspect. Emissions from ferries and bus services delivered by third party operators are also not included in this measure (however, we continue to measure these internally as AT is committed to reducing emissions across all of its activities). Also excluded are the emissions associated with private and commercial vehicle use on Auckland’s roading network, which are a major contributor to Auckland’s total emissions. We continue to progress strategies to reduce car dependency in the region. There are a number of other sources of emissions excluded from the measure, either because these are not considered material at this time, or because AT has yet to understand the size of the emissions and establish a robust system to measure these. There is a level of uncertainty in reporting greenhouse gas emissions, which is due to inherent scientific uncertainty in measuring emissions factors as well as estimation uncertainty in the measurement of activity quantity data.
 4. AT administered online surveys, but are not included in the final result as the two survey methods are not comparable. From online surveys (not included in the final result), the percentage of passengers satisfied with public transport services was 79 per cent in October to December 2021 and 73 per cent in January to March 2022.

Upgraded Puhinui station reopens officially



Commuters and airport users are benefiting from the \$69 million rebuild of Puhinui Station.

There are now faster, more frequent and easier connections to Auckland Airport with Puhinui offering connections to the electric AirportLink bus fleet. There are new escalators, stairs and large lifts for travellers with luggage. There are also drop-off zones and short-term parking bays, new and larger platform shelters, a HOP ticket gateline, improved safety, lighting and CCTV.

Manukau Ward Councillor Alf Filipaina says the new station will also generate better future connections around Tāmaki Makaurau. “The design also incorporates the future rapid transit network bridge - as part of the Airport to Botany Rapid Transit project. This will eventually unlock 18km of a dedicated rapid transit path from Botany to Auckland Airport, via Manukau, and is part of Auckland’s bigger rapid transit network.”



▲ Puhinui Interchange

Ngā Putunga Wai Water supply



Watercare Services Limited (Watercare), New Zealand’s largest water utility, supplies safe and reliable drinking water to Auckland’s homes, work, and community places.

Almost two-thirds of Auckland’s drinking water comes from dams in the Hūnua and Waitākere Ranges and the remaining supply comes from rivers and groundwater sources. This raw water is processed at treatment plants to remove pathogens and then flows along more than 9,000km of pipelines through supply points to homes, businesses, and communities.

Watercare worked on **increasing Auckland’s supply of water and treatment capacity** in response to Auckland’s recent drought. The **Waikato 50** plant was tested successfully and functions as a safety net should Auckland ever experience another prolonged dry period.

The Waitākere Water Treatment plant is being upgraded and when ready, will increase production from 16 million litres to 24 million litres a day. The upgrade to the Huia Water Treatment plant, which currently supplies 20 per cent of Auckland’s water, is still in the early development phases. The proposed upgrade would create an additional 30 million litres a day of water for Auckland.

The **Nihotupu 1 and Huia 1 watermain replacement projects continue** with parts of Titirangi Road now completed and opened to traffic. The **North Harbour no 2 watermain** will service growth in the north

and provide an alternative route for conveying water from Titirangi to Albany, ensuring security of supply and catering for future population growth. Route alignment alternatives are being considered over the next six months to minimise disruption and align with transport project initiatives, such as future motorway crossings. The completed **Hūnua 4 Watermain** is a 31km pipe connecting the reservoirs in Redoubt Road, Manukau, to those in Khyber Pass, Newmarket, providing security of water supply for a growing Auckland.

The **Redoubt Road reservoir expansion** will add two additional reservoirs to the complex, each able to hold 50 million litres. Again, this **will help future-proof Auckland’s water supply** and cater for growth. With over 80 per cent of Auckland’s daily treated water supply passing through the site each day, this is an important part of the water infrastructure network.

Watercare launched its Auckland Water Strategy 2022-2025 during the year. Together with the Water Efficiency Plan 2021-2025, Watercare aims to help Aucklanders be smarter with water use through four key activities: leak detection; bulk supply point flow monitoring; smart meters and water literacy programmes.



Things we are keeping an eye on

Watercare is committed to minimising any detrimental effects of water supply activity and encouraging water conservation. Initiatives are in place to encourage efficient water use. Water resources are managed by Auckland Council through resource consent processes to ensure there is no over-allocation of aquifers and streams.

Significant catchment areas are required to collect water into reservoirs. The construction of large infrastructure projects will have negative effects on the environment. Dams can have downstream impacts on flora and fauna ecosystems. Watercare carefully manages the downstream ecosystems by ensuring they have sufficient water flow.

Watercare mitigates disruption from construction and maintenance by providing early notices to customers and keep outages as short as possible.

Water is a taonga (treasured possession) and we are guided by Māori to be kaitiaki (guardian) for our water resources.



There are more than 440,000 connections to the water network and millions of separate joints. With a network of this size and complexity, leaks are inevitable. Water that is treated and conveyed through the network and lost through leakage results in revenue loss. Using acoustic leak detection technology, Watercare have continued to **proactively sweep through the network of pipes to identify and fix leaks.**

Work continued on the **meter replacement programme** with a focus on **improving the accuracy of both bulk metering and customer meters.** Many domestic meters have been replaced by smart meters, and smart meter loggers had been installed for many commercial customers.

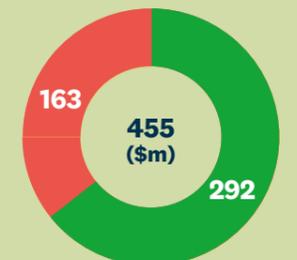
Watercare is moving beyond the straight purchase of water towards greater whakawhanaungatanga (establishing links, working together) with Aucklanders by partnering with commercial, residential and community groups to conserve water and improve education around water efficiency. Their **Water Literacy Strategy** will guide activities such as school education programmes, face-to-face events such as the water efficiency expo for commercial customers, and water efficiency campaigns targeting specific users such as gardeners. These activities help build water literacy, support the Auckland Water Strategy, Water Efficiency Plan, the Māori outcomes plan, and network discharge consent requirements.

How well did we perform against our performance indicators?



■ Achieved ■ Substantially achieved
■ Not achieved ■ Not measured

Our investment



■ Opex ■ Capex

For more detail on the financials, please reference page 122 in Annual Report 2021/2022 Volume 3.

“Mā te Wai rawa e Ora ai te Tangata”
A person must have water to survive

What we achieved

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

	Result against target	Year-on-year change	2022 Target	2022 Result	2021	2020	How did we perform
We provide Aucklanders with a reliable supply of safe water							
The extent to which the local authority's drinking water supply complies with part 4 of the drinking-water standards (bacteria compliance criteria)	●	—	100%	100%	100%	100%	Watercare continued to demonstrate 100 per cent compliance with Drinking Water Standards New Zealand (DWSNZ) Bacterial Compliance Criteria as well as the interim compliance process specified by the new water services regulator Taumata Arowai.
The extent to which the local authority's drinking water supply complies with part 5 of the drinking-water standards (protozoal compliance criteria)	●	—	100%	100%	100%	100%	
Compliance with the New Zealand Drinking Water Standards from its Small Waters 'network' systems measured by the number of non-compliance notices received from the Drinking Water Regulator ¹	●		0	0	New measure	New measure	Our water systems have been operated and maintained in accordance with the New Zealand Drinking Water Standards, as reported in the Ministry of Health (MoH) annual survey.
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) ²	●	▲	≤60 mins	59 mins*	56 mins	50 mins	Watercare met these targets, even though the median response time for each measure was higher than the previous year. COVID-19 has been an ongoing issue this financial year with the drainage team seeing an increase in absences due to isolation requirements set out by the MoH.
Median response time for resolution of urgent call-outs: from the time that the local authority receives notification to the time that service personnel confirm resolution of the fault or interruption (hours) ²	●	▲	≤5 hours	3.1 hours*	2.8 hours	2.9 hours	
Median response time for attendance for non-urgent call-outs: from the time that the local authority receives notification to the time that service personnel reach the site (days) ²	●	▲	≤5 days	1.1 days*	1.0 days	1.7 days	
Median response time for resolution of non-urgent call-outs: from the time that the local authority receives notification to the time that service personnel confirm resolution of the fault or interruption (days) ²	●	▲	≤6 days	1.9 days*	1.3 days	2.1 days	
The total number of complaints received by the local authority about any of the following: a) drinking water clarity b) drinking water taste c) drinking water odour d) drinking water pressure or flow e) continuity of supply f) the local authority's response to any of these issues, expressed per 1000 connections to the local authority's networked reticulation system	●	▼	≤10	8.8	9.0	7.2	Watercare has focussed on improving triaging processes and efficient dispatch from our service providers.
The percentage of real water loss from the local authority's networked reticulation system ³	●	▼	≤13%	11.4%	13.7%	13.2%	Increased customer engagement, improved feedback processes on leak fixes and proactive reporting from customers contributed to the reduction in real losses. Ongoing proactive lead detection surveys and greater scrutiny into the backlog of unresolved leaks leading to faster leak repair times and reduced leak run-times also contributed to meeting the target.
The average consumption of drinking water per day per resident within the territorial authority district (litres) ⁴	●	▼	260 litres	243.9 litres	245.6 litres*	268.6 litres*	The reduction in water consumption is the result of ongoing behaviour change from residential customers following the restrictions first announced in May 2020, as well as proactive efforts by businesses to reduce their water consumption and implement water-efficient processes and systems. The ongoing challenge for us, as the city's public water supplier, is to collaborate with our customers and communities and embed these behaviours over the long-term.

1. Further details can be found at <https://www.taumataarowai.govt.nz/for-water-suppliers/current-drinking-water-standards/>

2. An urgent call-out is one that leads to a complete loss of supply of drinking water. A non-urgent call-out is one where there is still a supply of drinking water.

3. This measure tracks unexplained water losses as a percentage of total water produced. These losses are calculated by deducting water sales volumes and allowable unbilled water usage from the total volume of water produced.

4. A Department of Internal Affairs (DIA) mandatory measure to provide information on whether the water supply system is being managed to ensure demand does not outstrip capacity. Careful management of the demand for water is an important component of integrated water resources management to ensure that demand does not exceed capacity, that water is allocated efficiently, and that productivity is maximised.

Ngā Tikanga Tiaki me te Tuku Wai Para Wastewater treatment and disposal



Watercare also provides safe, reliable wastewater services to Aucklanders. Each day Watercare collects about 405 million litres of wastewater, also known as sewage, and carries it through the public wastewater network to one of 18 treatment plants.

More than 90 per cent of Auckland’s wastewater goes to the plants at Māngere and Rosedale. The treated water is then discharged back into the environment.

There are around 40,000 properties that are not connected to the wastewater network including regional parks and rural public spaces. These properties rely on onsite wastewater systems, like septic tanks, to treat their wastewater and these systems must be properly maintained to prevent risks to human health and the environment.

Watercare was granted an exemption under the Public Health Order by the Ministry of Business, Innovation and Employment (MBIE) to continue tunnelling operations on the Central Interceptor Tunnel and the Northern Interceptor during COVID-19 Alert Level 4. This enabled Watercare to continue work, albeit at a much slower rate of progress. The **Central Interceptor Tunnel** will run for 14.7km making it the

longest wastewater tunnel in New Zealand. It will send wastewater from the existing network to the **Māngere Wastewater Treatment Plant**. Work continued on the Hobsonville and Rosedale sections of the **Northern Interceptor** which will redirect wastewater from the north-west to the Rosedale treatment plant.

Work began on upgrading **sub-regional wastewater servicing in the northeast** to cater for population growth in Warkworth and Snells Beach. Construction on the pump station and a new wastewater treatment plant are underway and construction on the transfer pipeline will begin in September 2022. The project is due for completion in 2025. Watercare is working through the results of public consultation on the sub-regional wastewater servicing – **South-west programme** which will provide wastewater services for Kingseat, Clarks Beach, Glenbrook Beach and Waiuku.



Things we are keeping an eye on

Working on wastewater pipes can be smelly, involve biohazards and chemicals and disrupt people’s lives. Watercare manages its work areas carefully to contain hazardous materials and mitigate disruptions by working with service providers and informing residents early so that they can be prepared. Watercare also ensures all affected work areas are reinstated to their original condition.

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

Watercare integrates environmental considerations into everything it does; this is key to its role as a trusted iwi partner and community organisation. It manages the discharge of treated wastewater carefully to minimise adverse effects and overflows into the environment. Harbours, estuaries, and freshwater ecosystems need to be kept healthy so Aucklanders can continue to enjoy a safe clean environment.

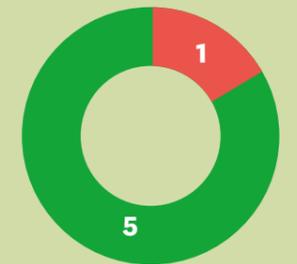
Watercare fulfills its environmental responsibilities by adhering to a regulatory framework. Meeting legal and regulatory obligations are baseline requirement. Assets are subject to many consent conditions and Watercare takes care to comply with regulatory conditions.

Water is a taonga (treasured possession) and we are guided by Māori to be kaitiaki (guardian) for our water resources.



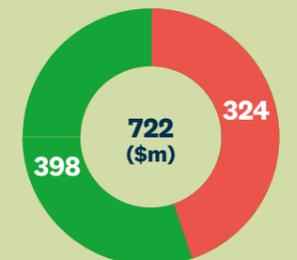
Watercare is progressing its **Western Isthmus water quality improvement programme** with feasibility and investigations in various catchments and ongoing separation field investigations in combined sewer network areas. This 10-year project will reduce both stormwater entering the wastewater network and overflows into the Waitemātā Harbour. It will also remove the permanent health warning status from both Meola Reef and Cox’s Beach and reduce intermittent beach closures.

How well did we perform against our performance indicators?



■ Achieved ■ Substantially achieved
■ Not achieved ■ Not measured

Our investment



■ Opex ■ Capex

For more detail on the financials, please reference page 124 in Annual Report 2021/2022 Volume 3.

“Tiakina te Wai kia Ora ai te Whenua”
Look after the water so the land is healthy

What we achieved

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

	Result against target	Year-on-year change	2022 Target	2022 Result	2021	2020	How did we perform
We collect and treat Auckland's waste water in a safe and sustainable way							
The number of dry weather overflows from the territorial authority's sewerage system, expressed per 1000 sewerage connections to that sewerage system ¹	●	▲	≤5	1.1	0.86	0.55	Dry-weather overflows are generally caused by incorrect disposal of fats, oils and grease; wet-wipes flushed down the wastewater network also lead to blockages in the pipes resulting in wastewater overflows. We continued to educate the public on what not to flush down the toilet, through our social media channels, customer newsletters and the media.
Compliance with the territorial authority's resource consents for discharge from its sewerage system measured by the number of: a) abatement notices b) infringement notices c) enforcement orders d) convictions received by the territorial authority in relation to those resource consents	●	▲	a) 0 b) 0 c) 0 d) 0	a) 1 b) 0 c) 0 d) 0	a) 0 b) 0 c) 0 d) 0	a) 0 b) 0 c) 0 d) 0	Watercare met this target. There was one abatement notice for the Helensville Wastewater Treatment Plant due to concentrated ammonia in the wastewater discharged by the plant. There were no infringement or enforcement notices or convictions for the 2021/2022 year.
Compliance with the territorial authority's resource consents for discharge from its Small Waters onsite wastewater systems measured by the number of: a) abatement notices b) infringement notices c) enforcement orders d) convictions received by the territorial authority in relation to those resource consents	●		a) 0 b) 0 c) 0 d) 0	a) 0 b) 0 c) 0 d) 0	New measure	New measure	Our wastewater systems have been operated and maintained in accordance with resource consent conditions.
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) ²	●	▲	≤60 mins	63 mins*	51 mins	43 mins	Longer times for attendance were due to short-staffed teams that were impacted by COVID-19 and the government's isolation requirements.
Attendance at sewerage overflows resulting from blockages or other faults: median response time for resolution - from the time that the territorial authority receives notification to the time that service personnel confirm resolution of the blockage or other fault (hours) ²	●	▲	≤5hrs	3.7 hours*	2.5 hours	2.4 hours	COVID-19 has been an ongoing issue this last financial year with the drainage team seeing an increase in absences due to isolation requirements set out by the MoH.
The total number of complaints received by the territorial authority about any of the following: a) sewerage odour b) sewerage system faults c) sewerage system blockages d) the territorial authority's response to issues with its sewerage system expressed per 1000 connections to the territorial authority's sewerage system	●	▼	≤50	27.1	29.5	20.1	Watercare has focussed on improving triaging processes and efficient dispatch from our service providers

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

Domenica, a Micro TBM lifts the first pipe into the shaft at Watercare's Central Interceptor project site at May Rd, Mt Roskill.



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 of our waters. We also care for our natural waterways and manage surface water so our stormwater network can serve our city's growing population. We need to ensure our stormwater systems can adapt to climate change with its more frequent and severe storms.

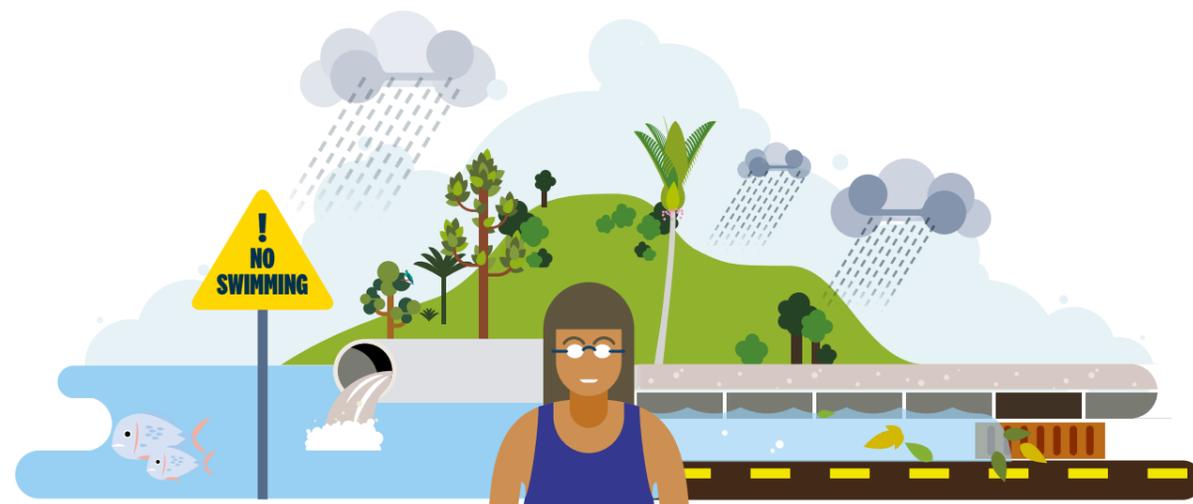
We have programmes in place to reduce contaminants including litter, sediment, and road pollutants. The **Closing the Gap small building sites monitoring programme** inspected 7,100 sites this year, issuing 310 infringements and 1,599 abatements. The **Captain Springs Road** renewal project has replaced the crushed stormwater pipe running through Pikes Point West closed landfill. The **Kaipara Moana Remediation programme**, with 111 landowners committed to fencing/planting projects across the catchment, had 198,000km of fencing installed and 391,000 plants planted to date. Sea Cleaners Trust recovered 557,400L of litter from the shorelines of Northland, Waitematā Harbour, Manukau Harbour and the outer limits of Auckland.

We continued checking stormwater outlets on Safeswim beaches and fixed network issues with the aim of eliminating sources of faecal contaminants discharged from the stormwater network and watercourses at popular swimming spots. The **Safe Networks programme** is key to improving water quality and to safeguarding the health of Auckland's

many beach users. It investigated approximately 19 stormwater catchments, inspected approximately 4,040m of public and private stormwater pipes using CCTV and completed 2,850 private property drainage inspections.

Using funds from the Water Quality Targeted Rate, we completed several separation projects which will help clean up our harbours, beaches and streams. The **Ōwairaka separation** project was completed in June 2022, having separated the combined sewer systems of 50 properties which will reduce wastewater overflows into Oakley Creek. We also completed remedial works on the **Picton Street project** to reduce overflows and contamination in the Waitematā Harbour. Separating wastewater and stormwater networks helps reduce wet weather overflows into the harbour, improves the environment and water quality of streams, and makes beaches safer for swimming.

We manage flood protection and control works within our stormwater management activity. The construction of the **Ports of Auckland Outfall** upgrade commenced in 2021. The project is expected to take two years and will resolve and reduce the flood risk issues in the lower part of the catchment, including the portal to Britomart Station. It will also address the issues associated with the existing culvert, particularly through Ports of Auckland.



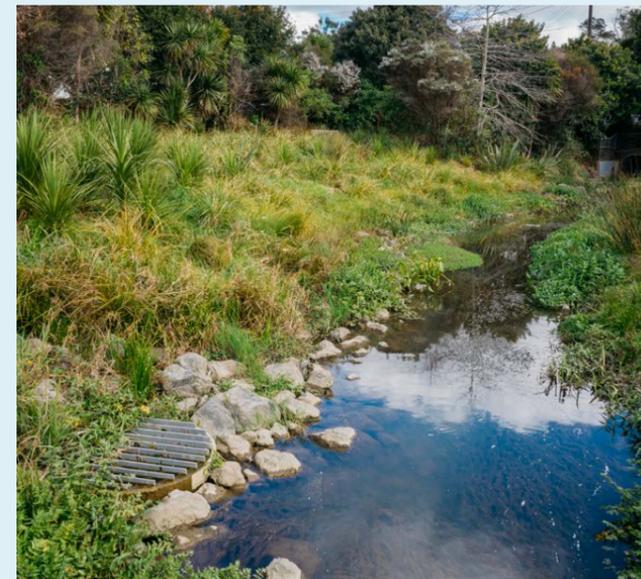
Things we are keeping an eye on

Stormwater, if not treated, can pollute harbours by transporting contaminants and may degrade streams and rivers. In heavy rainfall, flooding and erosion can cause property damage and may affect the environment with associated health risks.

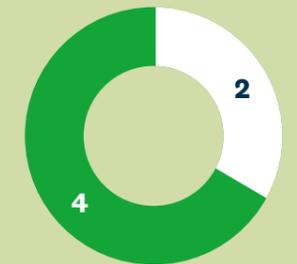
We proactively schedule maintenance and renewal programmes to maximise the life of an asset before we replace it. When maintaining our stormwater networks, caring for our natural waterways, and working to reduce the risk of flooding, we can create carbon emissions and run-off sediments, as well as causing disruption to Aucklanders.

We endeavour to keep Aucklanders informed about planned works and we manage our work areas very carefully to minimise environmental impacts and disruption. We also work closely with developers to ensure efficient infrastructure investments lead to public benefits.

Water is a taonga (treasured possession) and we are guided by Māori to be kaitiaki (guardian) for our water resources.

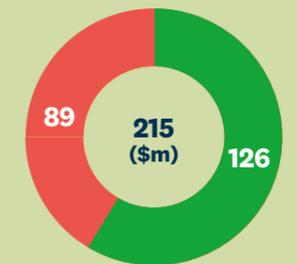


How well did we perform against our performance indicators?



■ Achieved ■ Substantially achieved
■ Not achieved ■ Not measured

Our investment



■ Opex ■ Capex

For more detail on the financials, please reference page 126 in Annual Report 2021/2022 Volume 3.

“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

A month's rain in 10 hours

21 March 2022 was a good example of how our more frequent and more severe storm events are causing problems. That day and the next, our call centre received over 660 requests for service – about 10 per cent of the total for the year.

Auckland received a month's rainfall in 10 hours and in some areas most of this fell within an hour. The average total March rainfall in the North Shore Birkdale area is 83mm; they had 77.5mm of rainfall in a one-hour period. All but 5.5mm of that month's rain fell in one hour on one day.

Our urban catchments on the North Shore and Central Auckland reported major issues, with many areas receiving more than 90mm of rain in less than a six-hour period. A 3.4m high tide at the peak of the rainfall held back the stormwater network and land drainage capacity in the CBD. This event also hit low-lying parts of the road network hard with intersections, underpasses, motorway roads and on- and off-ramps becoming unusable.



What we achieved

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

	Result against target	Year-on-year change	2022 Target	2022 Result	2021	2020	How did we perform
We manage our harbours and waterways through sustainable management of the stormwater network							
Auckland Council stormwater compliance with resource consents for discharge from its stormwater system, measured by the number of: a) abatement notices; and b) infringement notices; and c) enforcement orders; and d) convictions, received in relation those resource consents	●	▼	0	0	a) 0 b) 1 c) 0 d) 0	0	Last year one infringement notice was received, which was issued for Healthy Waters project '19667 Tahī Road flood mitigation - Waiheke Island' on 7 August 2020. The section 9 RMA \$300 infringement was issued to our contractor, Downer, for discharge of sediment contaminated water during a storm event into a nearby water body. The discharge was immediately ceased, and the compliance unit was informed. The contractor remedied to prevent it from happening again in the future. Auckland Council is both the user of consents and the monitor. None were received in 2021/2022.
We manage the stormwater network to minimise the risks of flooding to Aucklanders							
The number of complaints received about the performance of the stormwater system per 1000 properties connected to Auckland Council's stormwater system	●	▲	< 3 per 1000 properties	1.57 per 1000 properties	0.86 per 1000 properties	0.8 per 1000 properties	Faults and blockages often occur following periods of droughts as pipes may become disjointed. These blockages and faults are often not discovered until a rain event occurs. The recent droughts and extreme storm event have impacted on the stormwater network. Close to a quarter of all faults and blockages reported in the 2021/2022 financial year were reported as a result of this event. ²
The percentage of response time during storms to close stormwater manholes within three hours	●	▼	90%	97%	99%	97%	156 manhole emergency requests for service in which a popped/surcharging manhole occurred were completed in the 2021/2022 financial year. Of these, over 50 originated from the 21 March significant storm event. ² In total five popped manhole emergency events were not attended to within the required timeframe and work is underway to learn from these events.
The number of flooding events that occur and the associated number of habitable floors affected per 1000 properties connected to Auckland Council's stormwater network			< 1 per 1000 properties	Not measured	Not measured	Not measured	We can't report effectively or accurately on these measures, as both rely on information from public calls. If a residence is flooded, the council refers the caller to the Fire Service. However, most people call the Fire Service directly and their service records are not precise enough to accurately establish the number of address for flooding incidents. The Department of Internal Affairs (DIA) agrees that the council can't accurately report on these measures. We will work with the DIA to consider options for equivalent and more accurate measures.
The median response time to attend a flooding event, measured from the time that Auckland Council receives notification to the time that service personnel reach the site (hours)			< 2 hours	Not measured	Not measured	Not measured	
We provide safe water quality at beaches and coastal areas for recreation (Auckland swimability Index)							
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) ¹	●	▲	81%	86%	82%	82%	Increases in the swimability index are due to improvement projects carried out between 2019 to 2021, and water quality model refinements carried out in 2020 and 2021. Water quality models are continually refined to ensure the most current water quality sampling data and understanding of beach water quality is informing Safeswim. Funding from the water quality targeted rate continues to fund projects which improve the water quality of Auckland's beaches. An example of this is the safe networks programme which investigates and eliminates sources of faecal contaminants discharging from the stormwater network and watercourses at popular swimming spots. These investigations uncover compliance issues on private properties, faults in the piped network needing to be fixed, and other problems which degrade the water quality of Auckland's harbours and other swimming spots.

1. Recreational activities that bring people physically into contact with water, such as swimming. Safeswim water quality forecasts take account of rainfall, wind, tide, sunlight and beach type. It is built using high-frequency targeted sampling on top of historical monitoring results spanning over 20 years at some sites, and are underpinned by the best available meteorological data reported based on 84 beaches that have been selected as key by Safeswim.

2. On 21 March, Auckland experienced an extreme storm event during which over 600 requests for service were received and parts of Auckland experienced a month's rainfall in 10 hours - in some areas most of this fell within the space of an hour.

Ngā Ratonga Kaunihera ā-Rohe Local council services



Local council services focus on activities governed locally by 21 local boards. This primarily centres on community services and public spaces to enhance community well-being 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. Services range from library and literacy services, arts and culture, sport and recreation, open spaces, community-led action, volunteering, and caring for the environment. Local planning and development activities are focused on street environments, town centres, local environment, and heritage protection. It also includes the business improvement districts which are funded by targeted rates.

The council supports local boards in preparing local board plans and agreements, engagement with mana whenua and Māori, and providing input into regional plans, policies, and strategies.

► **For more information on the performance of each local board**, please see relevant report for your area in Volume 2.



▲ Pasefika Markets found a new home at the Manurewa Netball Centre, bringing the community together and allowing families to test business ideas in the wake of COVID-19.



Things we are keeping an eye on

There are no significant negative effects of this activity and the impact it has on the social, economic, environmental, or cultural well-being of the community. However, there are some negative effects arising from this activity and associated risks when we do not provide this activity for our community. We keep an eye on these risks and potential negative effects to the community.



Our 21 local boards with 149 elected members in total, ensure the diverse needs of our communities are met through tailored work programmes, activities, and events for each area.

We provide a transparent and consistent pricing structure for the hireage and access to council-managed community venues, centres and houses and arts facilities, to ensure people can access safe and affordable spaces to pursue their interests.

Local projects benefit local communities

Puketāpapa and Albert-Eden are adjoining boards committed to supporting strong, diverse and vibrant communities.

Puketāpapa’s monthly community forum gives residents an opportunity to meet their elected members and learn about local projects which range from the Migrant Conservation Volunteers programme and new drinking fountains at local parks to tree protection.

Puketāpapa Local Board Chair Julie Fairey said, “It’s been a challenging term to get projects completed, thanks to COVID-19, so it was great to have a chance to talk with the community about some of the work that board members have enjoyed delivering on the local board plan.”

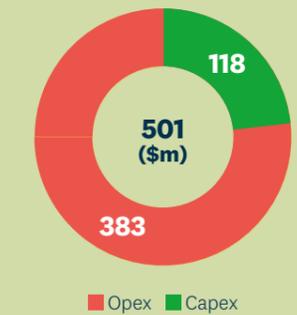
The two boards joined forces for their Local Eco Festival in March 2022. Activities ranged from composting techniques and learning bicycle maintenance to food forests and community gardens.

“A positive impact on the planet benefits us all. So, making it easier to adopt sustainable lifestyles, sharing knowledge and collaborating, is sure to make a difference. I’m glad we are able to make this possible at the local level,” says former Albert-Eden Local Board Chair Lee Corrick.

How well did we perform against our performance indicators?



Our investment



▼
For more detail on the financials, please reference page 128 in Annual Report 2021/2022 Volume 3.

“Hei Pononga mā te Iwi”
To be a servant for the people

Local community services

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

► **For more information on the performance of each local board**, please see relevant report for your area in Volume 2.

What we achieved

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

	Result against target	Year-on-year change	2022 Target	2022 Result	2021	2020	How did we perform
Provide safe, reliable and accessible social infrastructure for Aucklanders that contributes to placemaking and thriving communities							
Percentage of Aucklanders that feel their local town centre is safe - day time	●	▼	80%	67%	71%	79%	During the day time, residents generally felt safe to shop, walk and park their car in town centre areas they were familiar with, but with higher alertness than in the past. Residents felt unsafe during the day due to a perceived increase in crime, lack of police presence, homelessness, begging, drug use, drinking, youth and children not in school and anti-social behaviour.
Percentage of Aucklanders that feel their local town centre is safe - night time	●	▼	44%	29%	36%	39%	Residents felt unsafe during the night time in their local town centre due to a perceived lack of police or security presence, poor lighting in streets & public places, anti-social behaviour of roaming youth, homelessness, begging, drinking, drug use and gang presence. Comments in the residents survey noted that people would feel safer at night with better and increased lighting, more CCTV cameras and regular police patrols.
Utilising the Empowered Communities Approach, we support Aucklanders to create thriving, connected and inclusive communities							
The percentage of Empowered Communities activities that are community led ¹	●	▲	71%	84%	81%	71%	This was driven by strong performance across the majority of local boards, with all but two local boards meeting target, and 10 of the local boards over achieving the target. The continued focus on alignment to the council's core strategy for community wellbeing and Thriving Communities has also contributed to the result.
The percentage of Empowered Communities activities that build capacity and capability to assist local communities to achieve their goals ¹	●	▲	64%	78%	67%	65%	This was driven by strong performance overall, with 13 of the local boards over achieving their target. Several local boards also had a specific focus on building capability, capacity and resilience in the community through increased funding and programmes of work to respond to changes in community needs following COVID-19 outbreaks.
We fund, enable, and deliver services, programmes, and facilities (art facilities, community centres, hire venues, and libraries) that enhance identity, connect people, and support Aucklanders to participate in community and civic life							
The percentage of local community services, programmes and facilities that are community led ²			Set baseline	Not measured ⁷	New measure	New measure	
The percentage of arts, and culture programmes, grants and activities that are community led ³	●	▼	80% ⁵	83%	93%	92%	
The percentage of art facilities, community centres and hire venues network that is community led ⁴	●	▼	57%	56%	57%	57%	
The number of participants for local community services, programmes and facilities			Set baseline	Not measured ⁷	New measure	New measure	
The number of attendees at council-led community events	●	▼	61,900	4,000*	41,183*	44,950*	Henderson Massey Local Board event - Snow in the Park was the only event delivered due to COVID-19 impacts. The annual performance was impacted further because the majority of events occur over summer, where we were in the red setting.
The number of participants in activities at art facilities, community centres and hire venues	●	▼	6.01M	3.16M*	5.43M*	5.46M*	COVID-19 disruptions (closures and gathering restrictions) has greatly affected operating hours and participant numbers. Most facilities were either closed or had greatly reduced hours for about 3.5 months. When facilities started to operate again, a combination of added caution by participants, vaccination passes and other precautionary measures continued to affect bookings and participants. Although participant levels increased, overall recovery has been slow.

Local Community Services measures cont'd over

	Result against target	Year-on-year change	2022 Target	2022 Result	2021	2020	How did we perform
● Achieved ● Substantially achieved ● Not achieved *Impacted by COVID-19							
The number of visits to library facilities	●	▼	8.55M	4.42M*	7.56M*	8.48M*	Library visits have been significantly impacted by COVID-19. However, Auckland Libraries has offered alternative ways to access services without visiting a library, such as e-collections, online resources, Click and Collect services at-the-door, Wifi outside our facilities, research and information services via phone and email, as well as virtual programming. Assuming the COVID-19 outbreak eases next year, the on-going Auckland Libraries benefit campaign and the fine amnesty, as well as re-opening of the borders, visits should slowly recover.
The percentage of customers satisfied with quality of local community services, programmes, and facilities ²			Set baseline	Not measured ⁷	New measure	New measure	
The percentage of attendees satisfied with a nominated local community event			74%	Not measured*	Not measured*	79%	Satisfaction survey methods require physical engagement with event attendees. The promotion of physical distancing to minimise risk at community events meant that satisfaction surveys were unable to be carried out this year.
Percentage of customers satisfied with the quality of library service delivery	●	▼	87%	95%	97%	96%	Auckland Libraries continue to exceed the customer satisfaction target, despite the challenges related to the COVID-19 pandemic.
The number of internet sessions at libraries (unique sessions over public computing or public WIFI networks)	●	▼	4.33M	2.19M*	4.40M*	5.10M*	The COVID-19 pandemic and restrictions have significantly impacted internet sessions. To mitigate COVID-19-related health and safety risks, WiFi availability outside the library was removed at alert levels three and four, and reduced during the red traffic setting. WiFi offering is now back to normal. PC availability is still reduced to allow safe use and will return to normal at the green setting. Assuming the COVID-19 outbreak eases next year, internet sessions should slowly recover as all restrictions are lifted and visitors return.
We provide safe and accessible parks, reserves, beaches, recreation programmes, opportunities and facilities to get Aucklanders more active, more often							
The percentage of park visitors who are satisfied with the overall quality of sportsfields	●	▼	77%	67%*	71%	80%	COVID-19 impacts and lockdowns meant reduced service standards and periods where the grounds were not maintained.
The customers' Net Promoter Score for Pool and Leisure Centres ⁶	●	▼	34	34	41	34	
The percentage of users who are satisfied with the overall quality of local parks	●	▼	74%	65%	67%	75%	Similar to last year, the inaccessibility of some park facilities during the COVID-19 lockdowns impacted satisfaction levels. Continued investment in existing local parks facilities, as well as the delivery of park programmes and services should see an upwards trend.
The percentage of residents who visited a local park in the last 12 months	●	▲	82%	82%	81%	80%	
We showcase Auckland's Māori identity and vibrant Māori culture							
The percentage of local programmes, grants and activities that respond to Māori aspirations	●	▲	26% ⁵	28.2%	25.7%	23.8%	Overall, the main driver was the high number of local board grants and quick response grants that delivered on Māori aspirations, as a result of ongoing focus in this area. Additionally, the community empowerment work programme performed well despite COVID-19 challenges.

1. Empowered Communities activities support the implementation of the Empowered Communities Approach through - facilitation and delivery of activities and programmes that respond to community priorities, provision of funding to community groups and organisations to deliver activities that achieve local board and regional outcomes.
 2. This new measure will be developed to reflect changes to the operating model of the activity described by the following two performance measures
 3. This new measure will be developed to reflect changes to the operating model of the activity described by the following three performance measures
 4. The regional performance is now based on the average of 21 local boards in line with the target which is also calculated as average of 21 local boards.

5. Creative communities scheme grants are funded by central government and are no longer included in this measure. Auckland Council has no control over the applications and approvals of the grants and merely provides an administrative function.
 6. Net promoter score is an index ranging from -100 to 100 that measures the willingness of customers to recommend a product or service to others. Sample weighting is applied at a population base of centre members.
 7. New measure - methodology under review to determine baseline. We are utilising the expertise of kaimahi who work with communities to ensure the definition encompasses the right mahi and is workable from a data capture perspective. A survey has been created to understand how many activities fit the proposed definition and will support creation of a baseline. Once we understand the scope of activities the next step is identifying the baseline targets. We are also looking at how we can utilise existing customer experience programmes to capture customer satisfaction. However, this requires us to understand the activities that need to be included as part of any customer experience survey.

Our people



From lifeguard to auditing

Umarx Umaki's career path is a little different from most.

His 'anga'anga (work) at the council began as a seasonal lifeguard at the Moana-Nui-a-Kiwa Leisure Centre back in 2001. "I was straight out of school and this summer job turned into a career. I became a lead lifeguard and worked my way up to team leader and manager. I moved to Community Facilities in 2017 and then to my current job as Audit Lead in the Business Performance Reporting team," says Umarx.

"I do a lot of travelling, I walk all the beaches, the parks and the bush tracks, and I also audit any Auckland Council-owned buildings."

He was born and bred in Māngere and despite music, singing and dance in his background, he says he can't read music but can sing away like nothing.

"Now when I go to parties and someone wants to start singing Cook Islands music, I pull the ukulele out of my car."



Local environmental management

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

► **For more information on the performance of each local board**, please see relevant report for your area in Volume 2.

What we achieved

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

	Result against target	Year-on-year change	2022 Target	2022 Result	2021	2020	How did we perform
We work with Aucklanders to manage the natural environment and enable low carbon lifestyles to build resilience to the effects of climate change							
The percentage of local environment programmes that have successfully contributed towards local board plan outcomes ¹	●	—	75%	90%	90%*	74%*	We successfully delivered 173 environmental projects for local boards in the 2021/2022 financial year, out of 192 projects in the local board work programmes. 19 projects were not delivered by the end of the financial year. Of these 19 projects, 13 are expected to be delivered by the end of quarter one 2022/2023.
The percentage of local low carbon or sustainability projects that have successfully contributed towards local board plan outcomes	●		70%	82%	New measure	New measure	For the 2021/2022 financial year the sustainability team managed 62 projects from local board funding. These were spread across 17 of the local boards (the remaining local boards did not fund local low carbon or sustainability projects). Of the 62 projects, 51 were successfully delivered in the 2021/2022 financial year. 11 projects were not delivered, of which nine are expected to be delivered by the end of quarter one 2022/2023.
The percentage of local water quality of natural environment improvement projects that have successfully contributed towards local board plan outcomes	●		80%	93%	New measure	New measure	We successfully delivered 108 natural environmental and water quality projects for local boards in the 2021/2022 financial year, out of 116 projects. Of the eight projects not delivered by the end of the financial year, four are expected to be delivered by the end of quarter one 2022/2023.
The percentage of local waste minimisation projects that have successfully contributed towards local board plan outcomes	●		70%	100%	New measure	New measure	For the 2021/2022 financial year we managed 14 projects from local board funding. This was spread across 12 local boards (the remaining local boards did not fund waste minimisation projects). All 14 projects were successfully delivered in the 2021/2022 financial year.

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

Local governance

We support elected representatives across our 21 local boards to make well-informed decisions on local activities. This includes strategic advice and leadership in preparing local board plans and annual local board agreements (budgets) and work programmes. We lead engagement with communities, including mana whenua and Māori. We support their input into regional plans, policies, and strategies, and provide democracy and administrative services. We manage for elected members, to explore, develop, advocate for, and manage issues of communal concern.

► **For more information on the performance of each local board**, please see relevant report for your area in Volume 2.

What we achieved

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

	Result against target	Year-on-year change	2022 Target	2022 Result	2021	2020	How did we perform
We help attract investment, businesses and a skilled workforce to Auckland							
The percentage of Business Associations meeting their Business Improvement District (BID) Partnership Programme obligations	●	—	100%	100%	100%	100%	All of the business associations who participate in the Business Improvement District programme have complied with their BID Policy obligations.

Local planning and development

Local planning and development includes supporting local town centres and communities to thrive by developing town centre plans and development, supporting Business Improvement Districts (BIDs), heritage plans and initiatives and the Young Enterprise Scheme.

► **For more information on the performance of each local board**, please see relevant report for your area in Volume 2.



▲ Hurstmere Road, Takapuna. Takapuna revitalisation Project

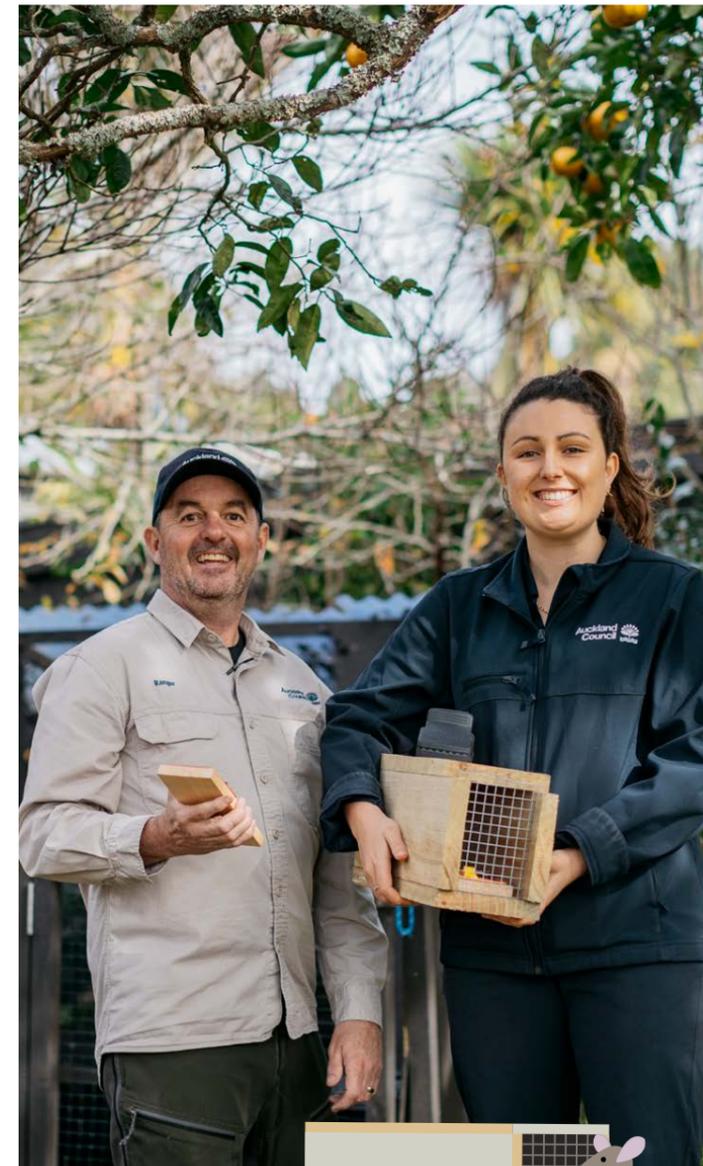
Ngā Ratonga Kaunihera ka Tukuna e ngā Rohe

Regionally delivered council services



These are service-based activities, designed to support strong and healthy communities, create a city with great neighbourhoods, centres, parks and public spaces loved by Aucklanders. We also support the mayor and councillors in governing Auckland and helping Aucklanders participate for the benefit of ratepayers, residents and businesses.

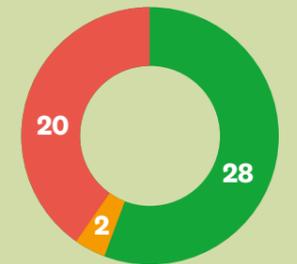
Regionally delivered council services include;



▲ Save Our Backyard Bird Song Campaign

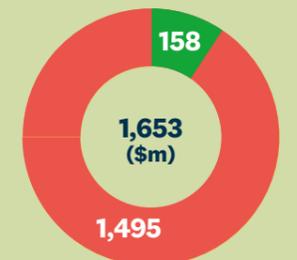


How well did we perform against our performance indicators?



■ Achieved ■ Substantially achieved
■ Not achieved ■ Not measured

Our investment



■ Opex ■ Capex

▼
For more detail on the financials, please reference page 130 in Annual Report 2021/2022 Volume 3.

“Hei Ringa Raupā
mō te Iwi”
To be a worker for the people

▲ Auckland emergency management

Auckland Emergency Management partners with emergency services and other organisations to ensure effective coordination of civil defence and emergency management within Auckland. Our teams actively monitor and prepare to provide information and support the community for any emergencies.

During 2021/2022, COVID-19 lockdowns and restrictions continued to affect public and business activities. The country moved into Alert Level 4 on 17 August 2021, however Auckland remained in lockdown due to the larger number of active cases reported. On top of this, severe weather events affected different parts of the city during the year.

Auckland Emergency Management **educates the public to be more resilient and prepared for emergencies**. We discussed what we learnt from the Papatoetoe tornado event with the **South East Auckland Senior Citizen’s Association** and ran workshops on emergency preparedness. We partnered with GirlGuiding New Zealand and New Zealand Civil Defence with the **Prepared and Ready badge** to build and prepare guides with personal resilience skills for emergencies. The international drill **ShakeOut** reminds people of the right action to take during an earthquake.

The **Papatoetoe tornado event transitioned into the recovery phase** on 1 July 2021. The team continued to guide community support alongside agencies like the Ministries of Social Development and Business Innovation and employment; facilitate the restoration of local amenities in collaboration with the community

and support the repair and reinstatement of damaged housing. While still in Alert Level 4 lockdown, we were hit with severe weather with **flooding in west and north-west Auckland** on 31 August 2021. The team supported the recovery by providing shelter and advice to those affected.

Things we are keeping an eye on

We are aware that the effects of climate change and population growth in Auckland are likely to intensify the risk and impacts of specific disasters in future, such as superstorms and other extreme weather events. This makes it essential for everyone to be prepared, so they can respond effectively before, during and after emergencies.

There are two key strands to our emergency management. The first is tailoring how we communicate with Auckland’s diverse population. The second is working quickly and bringing multiple groups together collaboratively under one lead organisation.

Helping our Chinese community prepare for emergencies

Auckland Emergency Management (AEM) is working with our Chinese community to help increase their disaster readiness. Over 10 percent of Aucklanders identify as Chinese, but there are cultural and language barriers that need to be overcome.

The first project is a children’s storybook in Mandarin. Funded by the National Emergency Management Agency, these storybooks will help children aged 4-7 to prepare for hazardous events. The books will also be printed in Te reo, Hindi and Samoan. These new books mirror the very successful Te hīkoi a Rūaumoko, a storybook using Kahungunu legends and language to teach tamariki what to do after an earthquake when near the coast.

Chinese business leaders will also benefit, with a free conference teaching disaster preparedness in linguistically and culturally appropriate ways. If the conference proves successful, it will become a recurring event with potential to be replicated for other ethnic business communities in Auckland.



What we achieved

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

	Result against target	Year-on-year change	2022 Target	2022 Result	2021	2020	How did we perform
We work with partner agencies and stakeholders to coordinate the response in a hazard event and build resilience in the Auckland community							
The percentage of Aucklanders who are prepared for an emergency	●	▼	65%	66%	69%	71%	
The percentage of Aucklanders that have a good understanding of the types of emergencies that could occur in Auckland	●	▼	75%	74%	82%	83%	This measure shows how well the communities are feeling with being informed and made aware of events from both local and international factors impacting New Zealand. The Ukraine/Russia conflicts direct impacts and the flow on effects with oil price increases, supply chain interruptions and general global economic fragility are being well communicated across various media platforms keeping our public informed and aware of how this may affect Auckland and New Zealand as a whole.



Auckland's COVID-19 timeline

We continued to work closely with the community and the government to keep the public updated about COVID-19 rules and to encourage people to get vaccinated during the COVID-19 resurgence and lockdowns.



Volunteers from Auckland Emergency Management's Response team NZ-RT3 showing the emergency stretcher drill to Girl Guides as part of their Prepared and Ready badge activities.

Investment

Our investments play an integral part in Auckland’s economy and its growth and as such, we seek to have a positive influence on environmental, social, cultural and governance outcomes.

Auckland Council holds 100 per cent of the shares in Ports of Auckland Limited (POAL) and 18.08 per cent of the shares in Auckland International Airport Limited (AIAL). AIAL is listed on the New Zealand Stock Exchange (NZX).

Ports of Auckland Limited performance for 2021/2022

POAL is a key asset which supports Auckland’s long-term growth and wellbeing through its role as a gateway for the flow of imports and exports in and out of Auckland.

POAL’s financial results reflect the challenges of the financial year 2021/2022 including the impacts of COVID-19 and Auckland’s lockdowns, significant disruption to the global supply chain and the decisions by the POAL Board to refocus the business. The net loss after tax of \$10.275 million (2021 - profit \$45.574 million) reflects the cancellation of the project to partially automate the Fergusson Container Terminal which resulted in a write off of \$63.074 million.

Despite the challenges of the financial year 2021/2022, POAL improved their container terminal performance and continued to operate the multi-cargo terminal well, with continually high freight volumes. During the 12 months to 30 June 2022, POAL’s revenue increased 17.2 per cent due to good volume and storage revenues. POAL paid an improved dividend for the 2021/2022 year off the back of improved revenue and strong cost control.

POAL has completed 43 of the 45 recommendations of Construction Health and Safety New Zealand’s independent review of safety at POAL. The two remaining recommendations related to fatigue management and rostering, are being worked on in collaboration with staff and unions and will be completed by the end of 2023.

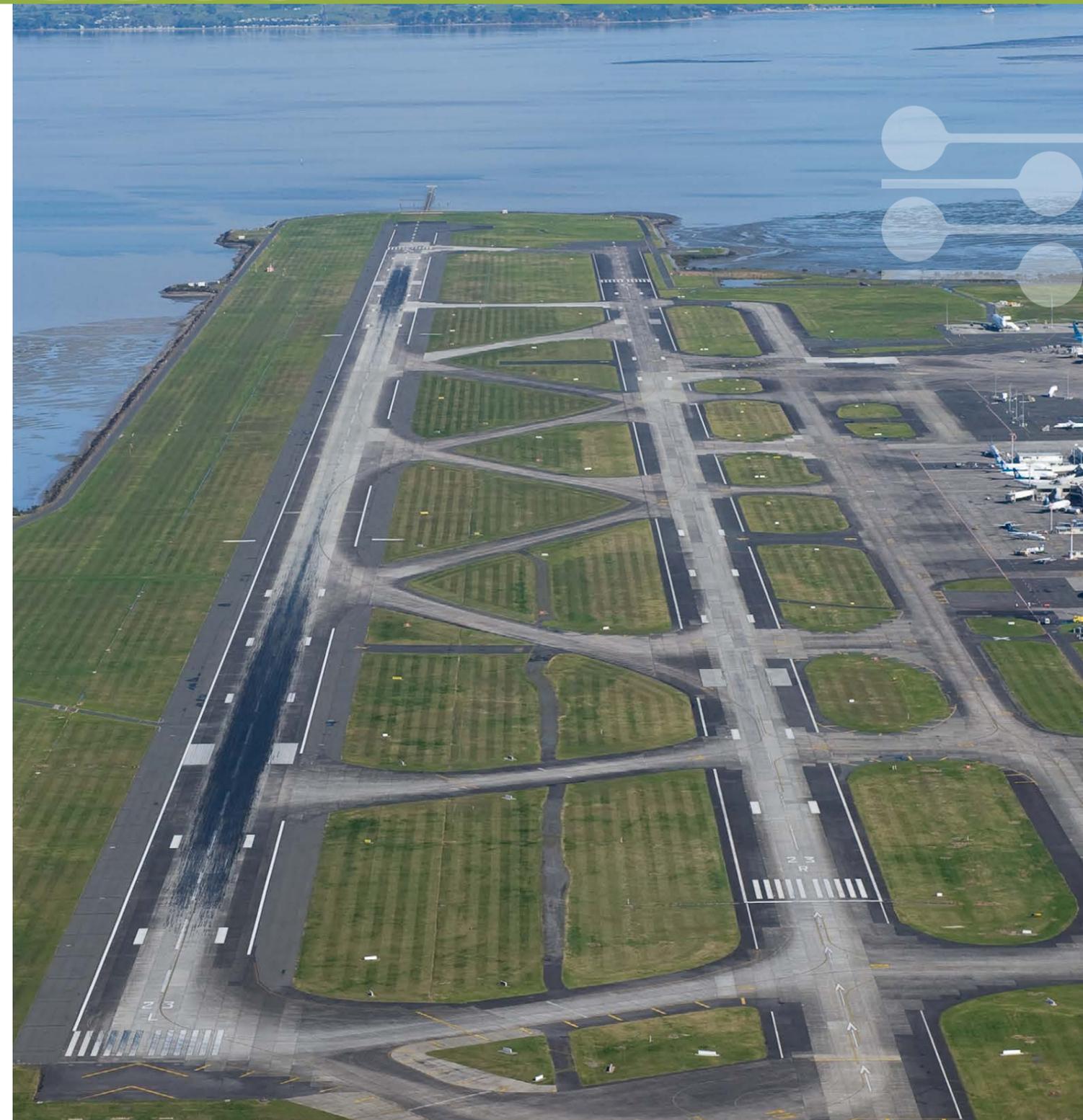
Under new leadership POAL has started to recover their position and build the foundation for their future as a safe and profitable customer-focused organisation that provides an improving return to the council.

Auckland International Airport performance for 2021/2022

As at 30 June 2022, Auckland Council held 266,328,912 shares, worth approximately \$1.91 billion at the closing share price of \$7.18.

COVID-19 caused massive disruption to tourism and the aviation market, including AIAL. Even though the borders are re-opening in phases with an increase in the total passenger volume each month, the passenger volume is still down compared to the pre-COVID-19 equivalent. AIAL suspended dividend payments in 2020/2021 and on 23 February 2022, the directors of Auckland Airport resolved that no interim dividend would be paid.

AIAL is an NZX listed company and provides interim and annual reports each year. Financial statements for the year ended 30 June 2022 can be found at <https://corporate.aucklandairport.co.nz/investors/results-and-reports>



What we achieved

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

Result against target Year-on-year change 2022 Target 2022 Result

We manage the Council’s investment in Ports of Auckland and Auckland International Airport and Auckland Film Studios					2021	2020	How did we perform
The annual growth in Auckland Council’s dividend compared to the Consumer Price Index growth	●	▲	CPI growth (7.3%)	18.80%	-83.60%*	-71.33%*	This result and target is based on dividends received from our investments in Auckland Airport and Ports of Auckland, which are held for commercial purposes. The increase in Auckland Council’s dividend income this year was off a low base and largely attributable to Ports of Auckland’s reintroduction of an interim dividend, the first since prior to COVID-19. Auckland Airport has suspended dividend payments until further notice. The CPI growth for 2021/2022 was 7.3 per cent.

Environmental services

Auckland is known for its fresh air, clear water, green spaces, and rich biodiversity.

Together with iwi, mana whenua, communities, schools, agencies, partners, and landowners, we are working to preserve, protect, and enhance our natural environment so that Auckland is a healthy, vibrant, and resilient place to live for generations.

A survey we conducted with Te Kawerau ā Maki indicated that the **Kauri dieback pathogen is limited to localised areas on the periphery of Waitākere Ranges Regional Park**, and 81 per cent of the Kauri tree population surveyed were considered healthy or had only some signs of stress. We reopened 1.1km of tracks in regional parks, 6km were completed to Kauri dieback standards and 4km of tracks were reopened in local parks. A further 8km of tracks were repaired in the Waitākere Ranges Regional Park.

What we achieved

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

	Result against target	Year-on-year change	2022 Target	2022 Result	2021	2020	How did we perform
We work with Aucklanders to manage the natural environment and enable low carbon lifestyles to build resilience to the effects of climate change							
The proportion of the region under community stewardship for natural environment outcomes	●		60%	60%	New measure	New measure	
The proportion of kauri areas, managed by Council, with site-based mitigation in place to reduce the spread of kauri dieback disease ¹	●		97.7%	97.8%	New measure	New measure	
Kilometres of planned track upgrades, to reduce the risk of spread of kauri dieback, completed and open to the public ²	●		166.5km	140km*	New measure	New measure	The track upgrade programme sustained disruptions to both regional and local parks capital programme delivery due to COVID-19. Disruptions to contractor availability, supply chain and a major storm damage event earlier in the year resulted in the temporary closure of tracks to repair structures and slips.
Number of indigenous plants and animals regionally vulnerable to extinction under active management ³	●		94	87*	New measure	New measure	We have the regional population, state, distribution, and pressures of 87 species which allowed us to actively manage them. COVID-19 delays impacted our ability to understand the population, state, distribution, and pressures of remaining 13 species.
The proportion of rural mainland Auckland under sustained management for possums	●		26%	31%	New measure	New measure	This year we have undertaken additional monitoring in the Hūnua area. It has shown that possum numbers have remained low within the aerial 1080 area of Hūnua for as long or longer than what would be expected following ground control operations. Similarly, possum control in Tāpora meet the threshold and so is now also included for the first time.
The proportion of priority native habitats on regional parks under sustained management for pest plants ⁴	●		45%	51%	New measure	New measure	A pest plant survey in the north-eastern area of the Hūnua Ranges found lower levels of pest plants than expected, meaning that with minor ongoing works we can consider this area under sustained management.
Number of species-led projects being delivered on Hauraki Gulf islands for the purpose of maintaining or achieving eradication of pest plants and pest animals ⁵	●		9	9	New measure	New measure	
Number of native plants planted	●		735,000	611,151*	New measure	New measure	This measure is an aggregation of plants whose natural range includes the Auckland region. COVID-19 impacted the delivery of planting programmes, resulting in cancelled planting days and lower volunteer turnout.
Number of Aucklanders engaged in living low carbon lifestyles	●	▲	65,500	72,749	49,170	48,816	We encouraged people to live low carbon lifestyles through events, campaigns, online tools and community partnerships. Existing projects continue to grow their reach, such as Live Lightly and FutureFit and Social Media campaigns are generating positive engagements. Some in-person community projects were impacted by Covid, for example our Low Carbon Lifestyles programme, which is delivered to residents, at their properties. We have also partnered with Habitat for Humanity to reach 821 Aucklanders living with energy hardship and offer them tools and resources to save on power and warm up their homes. We have engaged seven climate catalysts to run activities targeted at specific audiences including youth, Pacific and South Asian audiences.
The percentage of schools engaging in sustainability education programmes	●	▲	60%	65.5%	56%*	61%*	The Sustainable Schools team worked with Auckland school communities, providing them with professional development and action orientated events for climate change. Despite COVID-19 lockdowns, the results increased from last year due to the team offering a range of online opportunities which allowed delivery to continue, and which some schools found easier to engage with. ⁶
Greenhouse gas emissions Scope 1 & 2 (tonnes, % change vs baseline) ⁷	●		21,691 (-11%)	19,334* (-20%)	New measure	New measure	The 2016/2017 baseline for Auckland Council's scope 1 and 2 greenhouse gas (GHG) emissions was 24,289 tCO ₂ e, with a 11 per cent reduction resulting in a target of 21,691 for 2021/2022. The scope 1 and 2 emissions for 2021/2022 have decreased by 20 per cent compared to the baseline year, mainly driven by a reduction in transport emissions, fugitive emissions (refrigerants), electricity and energy (natural gas use). While improvements in Auckland Council vehicle fleets, rationalisation of council buildings and remote working have played a part in the reduction of transport and building related emissions (energy and electricity), the impacts of COVID-19 have also had some effect, especially in the use of remote working and meetings, and reduced usage of community facilities.

1. Kauri areas refer to kauri forests that council has a mandate to manage, including council parks, Department of Conservation land where a Memorandum of Understanding is in place for the council to manage, and private land deemed high priority for kauri forest management where an agreement has been reached with the landowner. Does not include areas that consist of only a small number of kauri trees or amenity plantings.
 2. These are the total number of kilometres of track upgrades completed and open to the public from the 2018/2019 financial year.
 3. 399 plants, birds, freshwater fish, lizards, frogs, and bats are currently considered "vulnerable to extinction" in the region through a review of national and regional data and expert knowledge (invertebrates, fungi, lichen, and non-vascular plants and marine species have not been assessed and are therefore out of scope for this measure).
 4. Priority native habitats are a minimum suite of sites identified as requiring the restoration and maintenance of ecological integrity in order to maintain the greatest number and most diverse range of Auckland's indigenous ecosystems and sequences. Priority native habitats are otherwise known as Biodiversity Focus Areas. Native habitats are defined as the indigenous ecosystem types described in Singers et al., 2017, Indigenous terrestrial and wetland ecosystems of Auckland.

5. Species-led projects are projects that target single or multiple species. This includes both site level pest control projects and projects that manage pest pathways to prevent species re-invading those islands from which they have been eradicated.
 6. Results are calculated by rating schools on a scale between 0-3 where 0-no contact from schools, 1-one-way communication, 2-low engagement, responds to email and carries out some sustainable activity and 3- highly engaged/collaborative with frequency communication e.g. whole school engagement in sustainability.
 7. Auckland Council's (the council) GHG emissions inventory has been measured in accordance with ISO 14064-1:2018. For 30 June 2022 the council has chosen to set a target for and report on the emissions of the council entity only. This means emissions from activities of joint ventures, council-controlled organisations, subsidiaries, contractors and other external partnerships have been excluded. Only Scope 1 and 2 emissions are included in this measure. The council has taken an operational approach in determining the operational boundary of Scope 1 and 2 emissions.

Footnote 7 continued on following page ►

Scope 1 and 2 emissions include:

- Agriculture (livestock emissions) and fertilizers
- Fugitive emissions and other gases (refrigerants)
- Electricity
- Energy (fuel consumed in heating and cooling council owned or operated facilities)
- Transport (fuel for vehicles used or operated by the council)
- Solid waste disposal sites operated directly by the council.

The following emission sources have been excluded:

- Claris landfill sludge: this has been excluded as this is considered to be negligible due to the volume and type of material.
- Food waste is composted in some of the council's corporate offices. No data is available for this but it is considered to be negligible as most of our compost goes to our worm farms.

The emission factors included in the Measuring Emissions: A guide for organisations published by the Ministry for the Environment (MFE) have been used for the majority of our emissions, except for certain fugitive emissions. Emissions factors are periodically revised by MFE with changes to those factors occasionally being significant.

There are inherent uncertainties in the measurement and reporting of GHG emissions. This is because of uncertainties in the data collected as well as developing scientific knowledge. The methodologies to determine the emissions factors and processes used to calculate or estimate quantities of GHG sources are still evolving, as are GHG reporting standards.

Overall, the council's Scope 1 and 2 emissions for the 2021/2022 financial year have decreased by 20% from our baseline of 2016/2017. This reflects both actions taken to reduce GHG emission and the ongoing effects of COVID-19, which include a greater use of remote working and reduced levels of service in Community Facilities.

We calculated our emissions based on the most up to date emissions factors available from the MFE at the time our inventory was produced. Subsequent to this, MFE released updated figures in August 2022.

MFE's updated emission factors include updates to historical electricity emission factors. As electricity is a significant component of our Scope 1 & 2 emissions, the updated emissions factors will impact our baseline GHG emissions and our 2021/2022 inventory. We have not restated our baseline emissions to ensure consistency with our emission reduction targets. If we had used the updated electricity factors, we estimate our reduction on base year would be 13.5% rather than 20%, which still meets our target for the year.

For our 2022/2023 reporting, our baseline, targets and 2021/2022 inventory reporting will be recalculated using the updated emission factors to reflect the update in the emission factors provided by MFE.

Emissions associated with the council's buildings (combustion of natural gas and electricity), and the council's farms make up the largest portion of the council's Scope 1 and 2 emissions. Energy use in facilities (natural gas and electricity use) has decreased (20% and 33% respectively) against the baseline of 2016/2017 as a result of downsizing our corporate property portfolio from 12 to 4 properties, ongoing investments in energy efficiency measures and the impact of COVID-19 restriction on the use of the council's facilities.

Emissions associated with the council's fleet have decreased by 33 per cent due to investment in hybrid vehicles, reduction in work travel and the removal of over 100 cars from the fleet.

Emissions from the Claris Landfill, which is the only landfill wholly owned and operated by the council, have decreased by 52% due to receiving reduced volumes of waste and a change in the emission factor.

The council had its 2021/2022 GHG inventory independently verified by a third party, Toitū Envirocare. Toitū's verification processes are conducted in accordance with ISO 14064-3:2018 and includes examination of the evidence relevant to the information and data disclosed in the inventory report. It also includes an assessment of the assumptions and judgements made by the council in the preparation of the inventory report.

We upgraded our parks by installing 19 new hygiene stations in our local parks and another 16 in regional parks and added one cleaning station and four bespoke bike cleaning stations.

The most recent Kōkako Management Area census in the Hūnua Ranges showed 229 pairs in May 2022, up from 106 in 2018, making it the second largest mainland population of this bird in New Zealand. This highlights the effectiveness of the pest management programme funded by the Natural Environment Targeted Rate.

Our continued work with the community saw 37 grants awarded to successful applicants through the **Community Coordination and Facilitation Grant** and provided a second round of funding to 17 projects. We also provided supplies for pest animal and weed control for 251 groups.

Our **mainland and freshwater activities** dealt with Low Incidence Pest Plants on 513 sites, **possum control** on 10,000ha of regional parkland, feral goat control in western and southern areas, red deer control in Hūnua and wallaby control. We also actively managed buffer zones throughout Auckland. We visited 492 nurseries, markets, grocery or florist shops, pet stores or online trades to inspect for trade regulation and responsible pet ownership infringements.

Our **island and marine** work saw us addressing the Argentine and Darwin ants on Great Barrier Island, the stoat eradication programmes on Waiheke, 10,000ha of cat-controlled area on Aotea Great Barrier and 6,131ha of 170 species of pest plants on surrounding islands. We also inspected 495 vessel hulls for fouling and marine pests and inspected 365 scheduled vehicle sailings and 21 scheduled passenger sailings with dogs.

We are improving data management and developing digital tools to connect Aucklanders with conservation activities. We received two national awards and four nominations for our Tiaki Tāmaki Makaurau website and our Ruru tool. Tiaki Tāmaki received 200,000 page views and 100,000 unique visitors and Ruru, our conservation information database, was used by 180 contractors and 40 companies in 2021/2022.

A key focus is enabling mana whenua to exercise kaitiakitanga. We have supported Motairehe Marae Limited on Aotea Great Barrier Island with weed and pest animal control. We co-designed the pest free lhumātao with Te Ahiwaru mana whenua to protect and enhance the mauri of its treasured natural environment, and we supported Ngāi Tai ki Tāmaki kaitiaki with restoration of their sacred lands and islands with weed control and replanting. We also supported Ngā Maunga Whakahii o Kaipara kaitiaki rangers in the north with pest control and taonga species monitoring.

Things we are keeping an eye on

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

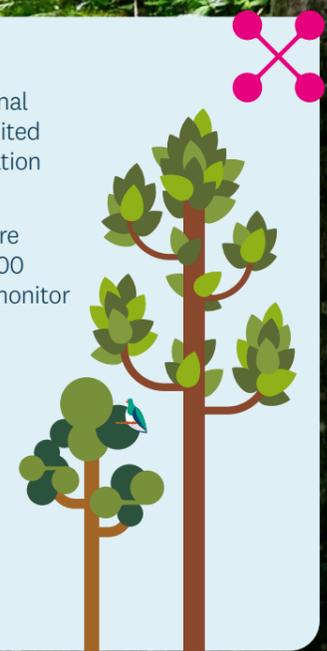
2021 survey shows Waitākere kauri in good health

Our first long-term kauri health monitoring survey in the Waitākere Ranges Regional Park produced some good news. Distribution of the kauri dieback pathogen is limited to localised areas on the periphery of the park and 81 per cent of the kauri population surveyed were considered healthy or had only some signs of stress.

We partnered with Te Kawerau ā Maki, and a team from Manaaki Whenua Landcare Research analysed satellite imagery to identify kauri, giving us an estimated 68,000 trees. From here, we selected trees randomly, with field crews collecting data to monitor symptoms and pathogen presence.

Not only was this the start of a new cycle of surveillance and monitoring, it was also the first location to use the enhanced methodology. This survey gave us a baseline for monitoring, a risk and impact factor assessment, and an evaluation of test performance all of which will help us manage interventions to protect kauri into the future.

► *The full report and summary of findings are available on Knowledge Auckland <https://knowledgeauckland.org.nz/publications/2021-waitakere-ranges-kauri-population-health-monitoring-survey/>*



Regional community services

We plan, manage, and provide community services that build a strong, vibrant and connected community. This includes our regional parks, libraries, cemeteries, arts and cultures events and essential infrastructure.

We encourage Aucklanders to be actively involved in their communities and their natural and urban environments by providing regional grants and partnering opportunities to deliver events, arts, and community activities.

The **development of sport and active recreation facilities** is crucial as we encourage and support Aucklanders to be more physically active. To meet the changing participation preferences of sport and recreation organisations and to address the sport and recreation infrastructure shortfalls, we committed funds such as **Facilities Investment Fund, Facilities Operating Grant** and the **Programming Grants**.

Auckland Council partners with others and provides funding to **overcome inequalities due to access and financial barriers**. The **Empowering Auckland Creative Spaces Sector Project** delivered by Arts Access Aotearoa - Putanga Toi ki Aotearoa mapped, engaged, and connected creative spaces in Auckland to provide easier access to arts. **Active Recreation** partnered with Plunket New Zealand to offer swimming lessons to children under five whose parents have financial difficulties and equip our tamariki (children) with important water safety skills. We worked with Unitec and created a pathway

for sport and recreation students to learn and earn. **Amotai** successfully connected 185 Māori and Pasifika businesses to procurement opportunities to the value of \$92 million with five Amotai businesses being accepted onto the government construction and civil panel for the first time.

To continue library services under COVID-19 restrictions, **Auckland Council Libraries** launched a **contactless Click and Collect service** with over 100,000 items checked out, 150,000 holds placed, and 6,000 'ready to go reads' packs requested. This service remained a popular service offering for customers under the Orange setting.

We used **technology to deliver services against a backdrop of the Omicron outbreak**. During the rates revaluation period, we successfully responded to rates revaluation queries across a range of channels. More than 925,000 interactions took place, with 99 per cent of these interactions via website visits. Online citizenship celebrations helped welcome and connect new residents to New Zealand and we pivoted online delivery of **Music in Parks** to introduce new audiences to emerging talent and support an industry severely impacted by COVID-19.

A challenging time for our arts sector

Our commitment to supporting arts and culture across our region became even more important as the impacts of COVID-19 made themselves known.

Also, the Auckland Regional Amenities Funding Board (ARAFB) distributes grants to organisations that deliver arts, culture, recreational, heritage, rescue and other facilities and services to the Auckland region.

The ARAFB was established by the Auckland Regional Amenities Funding Act 2008.

In accordance with the act, a levy is paid by Auckland Council, collected by the ARAFB, then distributed as grants to specified amenities named in the legislation.

This year, we approved 20 applications for grants totalling \$315,584 through round two of the 2021/2022 Regional Arts and Culture grants programme.

"We saw the widespread cancellation and postponement of arts and culture events and activities under the Red setting of the COVID-19 Protection Framework, and this has been reflected in the applications we received," says Parks, Arts, Community and Events committee chair Councillor Alf Filipaina.

"A lot of the applications were focussed on developing more business capacity as the arts sector looks at improving its ability to deliver under the rapidly changing circumstances of the pandemic," he says.

Projects funded this round include Massive Theatre Company, Indian Ink Theatre Company, Te Tuhi Contemporary Art Trust, Tala Pasifika Productions Ltd, and Manukau Orchestral Society.



Things we are keeping an eye on

Auckland is one of the most diverse cities in the world which means our community services, such as libraries, recreation centres, community halls, parks, and swimming pools, must meet the needs of our diverse population. We closely monitor our grants programme to ensure the funded activities have a positive effect on their communities.

What we achieved

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

	Result against target	Year-on-year change	2022 Target	2022 Result	2021	2020	How did we perform
We manage Auckland's natural environment and help Aucklanders adopt a low carbon lifestyle							
The number of New Zealand native plants grown for revegetation programmes in the Botanic Gardens	●	▲	60,000	60,524	56,178	69,532	
The number of volunteer hours worked in regional parks each year	●	▼	80,000	22,988*	69,117*	51,715*	Due to COVID-19 restrictions and possible hesitation to volunteer, we saw lower than normal volunteer hours recorded, for example, the number of volunteers for winter planting days. More than 300 volunteers have attended in the past, but numbers were limited to preserve social distancing.
We provide library services and programmes that support Aucklanders with reading and literacy and opportunities to participate in community and civic life							
The number of library items checked out (including e-items) (millions)	●	▼	16.4M	13.1M*	16.2M*	13.5M*	The COVID-19 restrictions have significantly impacted this measure, but are closer to target in the last few months. Auckland Libraries have provided customers alternative ways to enjoy our collection and mitigate the effect of COVID-19. This includes e-collection, Ready-to-Go Reads and Click and Collect at-the-door services. These alternatives will remain in place to ensure access to reading content for all Aucklanders.
The number of website sessions for the Auckland Libraries website and library catalogue	●	▲	5.8M	4.50M*	3.85M*	5.03M*	The Auckland Libraries' website is mainly used to consult Libraries information (e.g. opening hours, events) in the past. Even with the new e-collections services, the website had been accessed less as these are accessed through their respective websites or apps. Assuming the COVID-19 outbreak eases next year, we expect to see an increase in the use of library services which might indirectly increase website sessions.
The number of active library members (members who have used their membership account at least once in the past 12 months)	●	▼	395K	341.3K*	389.2K	403K	The COVID-19 pandemic and restrictions have significantly impacted the number of libraries' active members, as well as new registrations. The Auckland Libraries benefits campaign and the overdue fine removal initiative have been implemented, but later than planned due to COVID-19. The Auckland Libraries benefit campaign will continue next year and the fine amnesty was launched on 1 July 2022. Assuming the COVID-19 outbreak eases next year, active members should slowly recover.
We provide safe and accessible parks, reserves, beaches, recreation programmes, opportunities and facilities to get Aucklanders more active, more often							
The percentage of residents participating in sport and recreation at least once per week	●	▲	72%	73%	68%	72%	
The percentage of the public who have used a regional park in the last 12 months	●	—	72%	67%*	67%*	66%*	Continued closures of tracks in the forested area of the Waitākere Ranges Regional Park due to Kauri Dieback disease response measures, along with COVID-19 travel restrictions have likely deterred/prevented new visitors from coming to these areas.
The percentage of regional park visitors satisfied with the overall quality of their visit	●	—	96%	98%	98%*	95%*	
We provide rental services to older tenants and maintain the older persons property portfolio							
Percentage of tenants satisfied with the provision and management of "housing for older people"	●	▼	78%	88%	89%	91%	Tenants' satisfaction has remained stable over the last 12 months. Tenants continue to be positive about their good neighbours, the privacy, location and safety/security of the housing provided.
We showcase Auckland's Māori identity and vibrant Māori culture							
The percentage of regional programmes, grants and activities that respond to Māori aspirations	●	▲	20% ¹	37%	35.8%	48.5%	There was a sharper focus on Māori aspirations and communities that need us most across the regional work programmes. This was achieved despite COVID-19 disruptions. Highlights for the year were new and enhanced approaches to Ngā Toi Māori for arts and culture programmes and activities, Matariki and homelessness initiatives to better deliver on Māori aspirations.

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

Regional governance

We provide support and advice to the Governing Body which consists of the mayor and 20 councillors, and council-controlled organisations (CCOs) to enable effective governance.

We run local elections and ensure committee meetings are smooth and efficient. We also support co-governance entities such as the Tūpuna Maunga Authority and joint committees of the council such as the Hauraki Gulf Forum.

Auckland Council's New Zealand Institute of Economic Research review score for written reports showed an improvement to 7.52 in 2021, our highest score since assessments began in 2012. This is a strong result that positions us well as we look to build further advisory capability across the directorate. Strong capability in this area enables us to provide **high-quality advice to our elected members**, supporting quality outcomes for our communities.

We **encourage the public to engage with the council and have their say about all council decisions**. We held over 40 events and six successful webinars during the consultation phase of the annual budget. The annual budget consultation material was distributed to all libraries, service centres and community partners with 30 interactive displays set up in libraries to encourage people to get involved. More than 11,500 Aucklanders had their say, almost triple the number of responses received in the previous annual budget consultation. We worked with 15 Māori, Pasifika, Asian, ethnic, youth and disability community partners to promote and encourage community engagement for council events.

Technology was used to support work during the different COVID-19 protection framework settings. The Governing Body and committee meetings continued to run efficiently either completely remotely or as hybrid meetings with some attending in person and the remainder online to maintain adequate physical distances between attendees. Remote public participation was enabled online, with Governing Body and committee meetings livestreamed as in previous years.

We began planning for the **2022 local election** in October 2021. This includes activities such as online sessions and Auckland Conversations to promote standing as a candidate. The Auckland Conversations event was very well received.

Things we are keeping an eye on

Our mayor and councillors rely on high-quality, neutral and thorough advice to make critical decisions on behalf of the city.

We want all Aucklanders to have a voice in decision-making. We have an obligation to engage Aucklanders so they can provide input into decisions made by representatives. We consult with a wide range of Aucklanders when key decisions need to be made, run surveys to gather feedback on issues, and use demographic advisory panels to seek feedback from specific communities.

Our policy and services are increasingly being designed and delivered through greater collaboration with users or the broader public. This helps to better understand issues and risks, and to design solutions that are more likely to meet users' needs and achieve other policy objectives.



What we achieved

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

	Result against target	Year-on-year change	2022 Target	2022 Result	2021	2020	How did we perform
We contribute to resilient, sustainable and thriving marae facilities and infrastructure that support marae as hubs for their communities							
The number of mana whenua and mataawaka marae that received support ^{1,3}	●		22	18*	New measure	New measure	The methodology and targets were set prior to being able to predict the impact of COVID-19. The pandemic has slowed down the delivery of the Marae Infrastructure Programme (MIP) and reduced the ability for marae that have Cultural Initiatives Fund (CIF) grants to spend these within a year. If MIP and CIF had run to plan there would have been another five marae added to the total.
We provide opportunities for Aucklanders to contribute to community and civic life							
The percentage of Aucklanders who feel Council provides opportunities for them to have a say in shaping Auckland	●	▲	50%	37%	36%	41%	The result is largely driven by Aucklanders awareness and ability to recall all of the numerous opportunities to have their say over the last 12 months. New initiatives have been planned to engage Aucklanders which would help encourage more participation over the next 12 months, for example, more deliberative democracy approaches and techniques to empower Aucklanders to make decisions and extensive communications to raise public awareness of opportunities to participate.
The percentage of Māori residents who believe that they have adequate opportunities to have their say in decision making	●	▲	50%	39%	34.9%	34%	This target continues to provide opportunities for the council to improve and increase engagement with Māori in Tāmaki Makaurau. The council is adapting to delivering engagement through COVID-19 restrictions and have observed increasing interest for online options. A review of Māori engagement by the council is currently being undertaken and will provide direction on actions to improve.
The number of compliance notices issued by the Privacy Commissioner	●		0	0	New measure	New measure	
The percentage of Local Government Official Information and Meetings Act and Privacy Act decisions made and communicated within statutory timeframes	●	▼	95%	82.3%	88%	86%	Our ability to meet statutory timeframes was affected by key staff turnover, staff absence due to illness and time-consuming complex requests. We have added additional resource and are in the process of training new staff.
We support the Māori led housing and papakainga development through planning and development processes							
The number of Māori organisations and trusts supported to progress Māori housing and papakāinga development	●	▲	20	23	20	18	The Māori Housing Projects are externally led by Māori trusts and organisations. The number of projects the unit supports is determined by the customers' readiness to proceed, limiting our ability to influence. Recently, government has increased targeted support towards Māori Housing initiatives. This has improved the ability for Māori trusts and organisations to progress their projects.

1. Support is in the form of direct funding or assets provided to marae to build capacity of the marae to support Māori community wellbeing, and the focus of the delivery is centred on the marae. There are 33 marae that are eligible to receive this support.
 2. Organisations include Māori community housing providers and incorporated societies. These are groups that council has supported to date in some way e.g. funding or support from Council's Regulatory Services department with the consenting process.

3. Any activity where funding is given to the marae and where the activity builds the capacity of the marae to support Māori community wellbeing and the focus of the delivery is centred on the marae.

Regional planning

We plan for Auckland’s long-term challenges such as climate change and high population growth, while keeping in mind key immediate challenges such as responding to and managing ongoing COVID-19 impacts.

Regional planning services include spatial planning, strategy and research; maintaining, monitoring and improving the Auckland Unitary Plan; natural environment and heritage protection; preparing community and social policies; urban design; infrastructure planning and Community and Social Innovation (southern and western).

While the impacts from COVID-19 continue to play out, the city centre is still forecast to be one of the fastest growing regions in Auckland in terms of household number and employment growth, as well as being Auckland’s educational, civic and entertainment hub.

The Auckland Unitary Plan partially addresses the issue by enabling growth throughout most of Auckland’s existing urban footprint. This is in the form of subdivision, development of previously undeveloped urban land or the redevelopment of existing buildings at higher densities. All of these options will contribute to an increase in Auckland’s housing stock.

We delivered a **significant activation and placemaking programme as part of our support for the city centre’s recovery**, using funding from the City Centre Targeted Rate. Key activities included the **Christmas Light Show where the old chief post office in Te Komititanga – the public square on**

lower Queen Street – was lit up in December 2021. The façade was lit in a display 55 metres wide and 32 metres high. This was a collaboration between Heart of the City, Auckland Council and Commercial Bay.

The **City of Colour** programme featured 50 light and art installations that lit up the Viaduct Harbour, Silo Park, Britomart, Commercial Bay, Te Komititanga, Vulcan Lane, High Street district, Queen Street and other city spaces day and night in May 2022. This event was delivered in partnership with Heart of the City and other city centre partners including SkyCity, Viaduct Harbour Holdings, Britomart Group, Precinct Properties, Karangahape Road Business Association, Eke Panuku and Auckland Live.

The **Matariki Festival** featured the spectacular Pakiata Matariki, a projected light show illuminated the entire front of the old chief post office in Te Komititanga and welcomed more than 8,000 people in the first weekend. Matariki Tūrama (lighting installations on Queen Street) increased foot traffic on Queen Street and received wide acclaim for bringing the story of place to the spotlight.

The City Centre Masterplan ensures the **heart of our city remains a vibrant, bountiful place for everyone**, and the City Centre Targeted Rate is

helping. We completed the **Federal Street Upgrade** from Mayoral Drive to Wellesley Street. This forms part of the city centre’s laneway circuit; it is designed to open up urban spaces and provide routes with good pedestrian access and opportunities to connect, enjoy outdoor areas, and access cycleways in other parts of the city. The **Wai Horotiu Queen Street** project began, delivering changes to pedestrian priority and network changes in parallel with major infrastructure works such as the CRL. The construction for **Myers Park Underpass** started in May 2022, and will provide a beautiful, accessible, safe and prominent entranceway for the park when completed.

Regional planning is also aligning our **infrastructure programme with investment by the Crown**. We worked collaboratively with the Crown to progress funding applications for the **Infrastructure Acceleration Fund** and **Housing Acceleration Fund**.

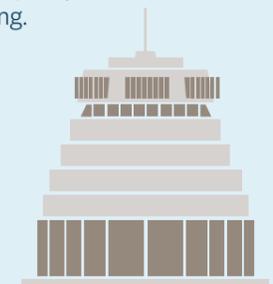
We completed two town centre upgrades projects. The Hurstmere Road upgrade in Takapuna, from the Anzac Street intersection to the Strand intersection. This delivers one-way traffic, improved pedestrian access, outdoor areas and access cycleways through the retail area. We completed parts of the High Street, Ōtāhuhu, project with intersection upgrades, improved pedestrian access and street furniture, and improved pedestrian and new cycleway access from the town centre toward the train station.

Things we are keeping an eye on

If not well managed, population growth can have negative effects on a city with limited open and green spaces, community assets (such as playgrounds, recreation facilities, and libraries) and transport links. We engage with landowners and developers and provide master planning advice to ensure that development is done sustainably and in a way that supports our city’s communities and environmental, economic, and social well-being.

We work with mana whenua on appropriate development opportunities.

We also work with central government and advocate on behalf of Auckland so that legislative changes both recognise the differences that Auckland presents and align with our own outcomes reflected in policy, plans and placemaking.



What we achieved

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

	Result against target	Year-on-year change	2022 Target	2022 Result	2021	2020	How did we perform
We meet all planning legislative requirements							
The percentage of Auckland Unitary plan changes and notices of requirement processed within statutory timeframes	●	—	100%	100%	100%	100%	
The percentage of adopted core strategies, policies and plans incorporating Māori outcomes or developed with Māori participation	●	—	100%	100%	100%	100%	
We provide a coordinated council response to major development and infrastructure programmes, including major housing developments							
The percentage of Development Programme Office programmes that identify and engage with key stakeholders, Mana Whenua and Māori organisations	●	—	95%	100%	100%	100%	
The percentage of City Centre Targeted Rate programme delivered on time and within budget	●	▼	80%	58%*	84%	83%	Target not met due to many COVID-19 created factors such as material supply issues and cost escalations (sourcing of pavers and key components, uncertainty about material availability and pricing), resulting in construction programme delay, procurement and pricing issues, and design issues (such as needing to re-design using alternatives for materials that couldn’t be easily sourced). There are also construction delays due to neighbouring developments flowing on to council developments. Construction projects impacted include Wai Horotiu Queen Street, Myers Park Underpass, Federal Street Stage 2 and Galway Street.

Our people



From temp to superwoman

Jacqueline Hosea joined us as a temp last year and quickly earned the title ‘superwoman’ from a colleague.

She worked at the Te Puke ō Tara Community Centre for the hugely successful Cook Islands Tivaivai (quilt) exhibition. “People like Aupito William Sio (MP for Māngere and Minister for Pacific Peoples, Courts) and Jenny Salesa (MP for Panmure-Ōtāhuhu) came, and to this day our Cook Island groups are still talking about it. I programmed the whole thing, so I’m very proud of that. It’s one of my biggest achievements,” she says.

Jaqueline speaks three Cook Islands dialects and Cook Islands Māori. “One of the great things about my job is interacting with the Cook Islands groups who use the Whare Koa Māngere Community House, so I can speak with them in our language.”

Her anga’anga (work) also includes programming at the Māngere Arts Centre and the Māngere Town Centre Library.



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 responsible for the operational management of 200 closed landfill sites.

The efficient and sustainable management of this household and commercial waste is crucial to a healthy environment for all Aucklanders.

Our zero-waste focus is driving improvements to domestic kerbside refuse and recycling services, food scraps collections and the diversion of inorganic waste, along with our engagement with the community, and support for business initiatives designed to drive down waste.

We maintained kerbside refuse and recycling collections services through COVID-19 challenges and labour market shortages with a hold on some bin exchanges and a stand-down period for inorganic collections.

We partnered with community groups to reach Aucklanders from **all walks of life**. We engaged, informed and inspired 5,824 Aucklanders, and ran 148 community WasteWise initiatives, supported 147 zero waste events, and represented Auckland Council at 23 markets and stalls. Together with our partners, we worked with 795 community groups, households

and businesses. We have a network of 166 waste champions and volunteers contributing more than 5,769 volunteer hours through 23 waste champion events and gatherings. Our community partners appeared in 31 media interviews and articles and wrote 1,776 blog posts and tweets that reached 307,092 Aucklanders. Waste Solutions organised the Zero Waste Awards Tāmaki Makaurau 2021 in partnership with EcoMatters, attended by almost 200 people, with 120 nominations for inspiring zero waste projects. Auckland Council again sponsored the Sustainable Business Network’s Going Circular Award category which was won by Citizen Brewery which brews beer made from bread rescued from supermarkets. This category once again attracted a record number of entries.

Waste Solutions developed submissions to the government’s proposed Emissions Reduction Plan and National Waste Strategy. We reviewed kerbside refuse tonnages and found the pay-as-you-throw kerbside refuse charging method was not driving waste minimisation to the extent anticipated. Our

review showed the best charging model for most Aucklanders was a rates-funded refuse system. We believe this model will present much greater options for the council to influence waste behaviour and reach the greatest number of households, while keeping the cost of the service affordable. The change was confirmed by the Governing Body in June 2022.

The construction of Ecogas’ anaerobic digestion plant in Reporoa, Waikato, and the food scraps consolidation facility in Papakura are on track for our food scraps collection service which is due to begin in April 2023 and will be rolled out in stages across urban Auckland throughout 2023. The end-to-end food process will produce biogas which will be used in greenhouses to produce food and fertiliser.

The Waste Management and Minimisation Plan 2018 sets out a plan to **continue to improve our kerbside rubbish and recycling collections**. We began the initial planning for the upgrade to the Materials Recovery Facility in Onehunga which will significantly increase the volume, type and quality of materials Aucklanders can recover for recycling. This upgrade will be completed in the first quarter of 2022/2023 and will be the largest and most up-to-date facility in New Zealand.

Contamination in kerbside recycling rose from 14 per cent to 16 per cent this year, highlighting the need for the council to improve our education, engagement

and enforcement in this space, and to increase the use of our community network. Contamination is when non-recyclable materials had been mixed with the recycles.

Auckland aspires to be zero-waste to landfill by 2040. Three community recycling centres (CRCs) have been commissioned and operators appointed, with Onehunga due to open August 2022. Onehunga is the first CRC in Auckland to be operated by a Māori/Pasifika social enterprise, a significant milestone for Auckland. We also completed the upgrade of the Waiheke Community Resource Recovery Park and stage one of the Warkworth CRC and final works have begun at the Waiōrea | Western Springs CRC.

We also completed our development plan which outlines the proposed locations and prioritisation of the nine additional CRCs outlined in the revised Resource Recovery Network strategy. Development will be done in two stages with six CRCs established between 2023 to 2027 and the remainder between 2028 and 2031.

We now **design out waste, increase diversion and reuse more materials** thanks to partnerships with industries such as building and construction and developers like Kāinga Ora. We also collaborate on the design of **product stewardship schemes** for electronics, household garden chemicals and textiles.

What we achieved

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

	Result against target	Year-on-year change	2022 Target	2022 Result	2021	2020	How did we perform
We manage the collection and processing of household waste and help Aucklanders minimise waste							
Percentage of council controlled closed landfill discharge consents achieving category one or two compliance rating	●	—	98%	100%	100%	100%	We are meeting all our required targets with regards to discharge consents and the Operations and Maintenance contract is identifying issues and maintaining the assets where necessary.
Percentage of customers satisfied with overall waste collection services	●	▲	75%	79%	74%	78%	
We help Aucklanders minimise waste to landfills							
The total waste to landfill per year (kg per capita)	●	▼	877kg	804kg*	883kg	930kg	Waste sent to landfill has declined from previous year. This may be due to COVID-19 disrupting economic activity in the region, and its associated waste generation, especially in the commercial, and construction and demolition sectors.
The quantity of domestic kerbside refuse per capita per annum (kg)	●	▼	144kg	142kg	148kg	138kg	
The total number of Resource Recovery Facilities ¹	●	—	9	9	9	8	

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

Waste Solutions and Healthy Waters partnered with Site Safe to produce **an environmental passport for building sites**. The online course was launched in April 2022, providing site managers with the knowledge to plan for, and manage, waste onsite. The course will eventually be a requirement for council contractors.

Illegal dumping education, prevention and enforcement continued to be a priority. We delivered 351 successful enforcement actions that included 184 warnings to offenders resulting in them removing their rubbish from the roadside, and 167 fines being issued to other perpetrators. COVID-19 and associated safety precautions affected our enforcement and compliance operations. This meant fewer operations could be run and a lower number of suspects could be interviewed in person. We rolled out an illegal dumping campaign in October 2021 that helped raise the profile of the problem, while delivering a clear message that offenders could expect to be held accountable for their actions. Illegal dumping reports increased by 496 during the year and the tonnage of illegal dumping disposed of also increased. This was higher than the 2020/2021 financial year which had fewer reports of illegal dumping due to COVID-19 lockdowns.



Stepping up recycling in Onehunga

The Onehunga Community Recycling Centre (CRC) is a milestone for Auckland. It's our first purpose built CRC and the first to be operated by a Māori/Pasifika social enterprise – Onehunga Zero Waste.

It will focus on reuse, repair, repurposing, and upcycling, while reducing carbon emissions, and creating local jobs and training opportunities in the process.

Adrian Pettit, Te Ākitai Waiohua Kaitiaki, says, "Our tūpuna (ancestors) practised a finely tuned closed loop that managed the use – and re-use – of resources. Given the effort and energy required to manufacture, acquire and/or cultivate resources, we must follow in their footsteps and walk a similar path."

With Onehunga in action, we now have 10 CRCs operating across Auckland, with new facilities planned for Western Springs and Manurewa. We plan to have 21 CRCs in the next 10 years, so that most Aucklanders will live within a 20-minute drive of a CRC.



Things we are keeping an eye on

As with all major cities, managing waste effectively and sustainably is critical for our health and the environment.

We are working toward zero waste by 2040 by encouraging everyone to minimise their waste. We cannot continue to dump the amount of waste that we do now, so we have programmes to encourage recycling and reuse.

We mainly service domestic waste across the entire lifecycle – from minimisation to collection, sorting, recycling, composting, landfilling and closed landfill management (particularly monitoring gas and liquids escaping from old landfills). When pricing our rubbish collection charges, we factor in the full costs of waste, from collections to disposal.



Third party amenity and grants

We are required by legislation to provide funding to support the ongoing sustainability of the organisations which deliver arts, culture, recreational, heritage, rescue services and other facilities and services to Aucklanders.

In 2021/2022, Auckland Council contributed \$48 million to the Auckland War Memorial Museum and the Museum of Transport and Technology (MOTAT). We also supported Auckland Regional Amenities Funding Board with \$15 million, for the Auckland Philharmonic Orchestra, New Zealand Opera, Auckland Theatre Company, Auckland Arts Festival, Stardome Observatory, Surf Life Saving Northern Region, Auckland Rescue Helicopter Trust, and Drowning Prevention Auckland/Watersafe Auckland Incorporated.

Organisational support

Our operating functions and the day-to-day services provided to Aucklanders are facilitated by the following areas of work:

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

In addition, we provide support to our elected members and help with decision making around regional governance activity.

We **delivered updated property values** in March 2022 after the Valuer-General granted the council a 12-month deferral from 2021 because COVID-19 restrictions made it difficult to carry out a fair and systematic approach for measuring relative property values. Legislation requires revaluation every three years.

We **exceeded our \$90 million savings target for 2021/2022**, including a reduction in operating costs, cost savings through efficiency initiatives, and procurement contract negotiations.

- Tūrama, the stunning lighting and sculptural experience illuminated the city centre as part of *Matariki ki te Manawa – Matariki at the heart* with light shows, markets, music, kapa haka, art, kai and much more during June and July 2022.



Our people



A lesson in managing lockdowns

Principal Solicitor Fleur Aldridge has a can-do attitude. After all, she once taught French to a dog while waiting for a work visa to come through in Monaco.

COVID-19 tested many of us; Fleur rose to the challenge and her mahi was recognised with a Te Pou CEO individual award.

Fleur is our Principal Solicitor for Construction and Infrastructure. She managed COVID-19 issues around contract and site shutdowns at the same time as getting exemptions to continue tunnel boring operations on the Central Interceptor and City Rail Link (CRL).

“My work ranges from construction of the new Auckland Film Studios, the Auckland Art Gallery Toi o Tāmaki and Central Library building upgrades, and new community centres, right down to pathways in council parks,” she says.

Fleur began work as a litigator and moved onto the United Nations and NATO’s (North Atlantic Treaty Organisation) main logistics contractor in Monaco. She’s been with the council for five years.



✓ Regulatory services

We deliver vital consenting, licensing and compliance services that underpin the successful development of Tāmaki Makaurau, enabling our city to grow and thrive safely and sustainably.

Every year, we enable well-built, healthy homes and new places for business, working closely to support Auckland's building and construction sectors.

We ensure cafes, bars, restaurants, public spaces, and pools are safe places everyone can enjoy and that dogs and other animals are a positive part of our communities. We reduce harm from noise and other nuisances, and we are committed to protecting our natural environment now and for future generations.

The **demand for our services has remained high** with 240,000 inspections completed for buildings and building warrants of fitness, engineering, alcohol and environmental health, swimming pools and consent monitoring. In addition, we issued 16,000 resource consents and 20,600 building consents.

While there was a slight reduction in building consent applications, we saw an increase in both resource consent applications and new dwellings. It is also noted consent applications are increasingly more complex. This is particularly evident in the residential sector where there is a significant increase in applications for apartment blocks and terraced housing.

We are **transforming Regulatory Services** over the next three years, so our teams can sustain high service demands and project complexity, meet increasingly sophisticated customer expectations, **and** effectively respond to evolving social, political, economic and environmental pressures. We are doing this through our **Kōkiri Whakamua Strategy 2024**. Our goal is to make services more efficient and more intuitive for customers, delivering better value for Auckland.

We have **improved our online customer services**. Dog licensing registration and renewals and Building Warrant of Fitness submissions are now available via **myAuckland**, an online dashboard enabling Aucklanders to manage their council services and requests in one place. **We have also modified** our technology platform to support the efficient consenting, inspection and certification of **modular housing developments** and **building inspection scheduling** system enhancements, reducing customer wait times from 15 days to three.

We combined the management of the alcohol licensing, environmental health, and street trading functions to provide a **comprehensive hospitality industry offering**, enabling us to deliver hospitality services in a more efficient and user-friendly way.

Our new **Hospitality Support Package** helped businesses turn outdoor spaces into COVID-safe dining environments. The package included fast-tracking new licenses and extensions and remote inspections to help businesses remain compliant.

Things we are keeping an eye on

Regulation is necessary for a city that is sustainable, effective, healthy, and safe. It informs smart urban development and keeps us safe from dodgy food, aggressive animals, and inappropriate behaviours from others. Our goal is to act lawfully, be neutral and consistent, and provide clear advice. When reviewing regulations, we consider the rights and needs of all relevant stakeholders, partners and mana whenua.



Westlight apartment development, Glen Eden ▲

What we achieved

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

	Result against target	Year-on-year change	2022 Target	2022 Result	2021	2020	How did we perform
We make it easy for customers to apply for consents and we process these in a timely and professional way							
The percentage of building consent applications processed within 20 statutory working days ¹	●	▼	100%	71.6%	80.1%	82.1%	Annualised statutory time performance decreased 10.6 per cent compared to financial year 2021/2022. It was below target due to increased lodged volumes and complexity of consent. The challenge has also been compounded by reduced workforce size, contractor scarcity, and COVID-19 enforced restrictions to work and building sites.
The percentage of customers satisfied with the overall quality of building consent service delivery ¹	●	▲	65%	74%	64%	62.1%	Building consents' customer satisfaction exceeded target and improved by 15.6 per cent compared to last year due to a focus on timely responses and transparency in the consent process. There is a strong but lagging correlation between building consent timeliness and customer satisfaction.
The percentage of non-notified resource consent applications processed within 20 statutory days ¹	●	▼	100%	71.2%	77.6%	71.2%	Resource Consents statutory time performance for financial year 2021/2022 YTD has decreased by 8 per cent compared to financial year 2020/2021 YTD. Target wasn't reached due to the record volumes of applications and consents compounded by a reduced workforce size and contractor scarcity. ⁶
The percentage of customers satisfied with overall quality of resource consents service delivery ¹	●	▼	65%	62%	64%	54.5%	
The percentage of notified resource consent applications processed within statutory time frame ²	●	▼	100%	79.2%	82%	78%	Due to the complexity of these large building developments, inputs are required from various asset owners including Watercare, Auckland Transport, Auckland Council's internal specialists and external specialists resulting in lengthy and diverse timeframes.
We help reduce harm from noise and other nuisances							
Percentage of noise calls for service attended within 30 minutes for urban areas or 45 minutes for remote areas	●		Urban: 80% Remote: 80%	Urban: 79.2% Rural: 80.9% Overall: 79.4%	New measure	New measure	This is a new measure and the noise team continues to actively collaborate with our external contractors to meet required response times.
The percentage of compliance with Excessive Noise Direction within 72 hours ³	●		80%	95%	New measure	New measure	The measure exceeded the target largely due to the impacts of COVID-19, which resulted in low complaint volumes.
We register dogs and respond efficiently when animals cause harm or nuisances							
The percentage of cases of non-compliance for menacing dogs that reach compliance within 3 months	●	▼	90% ⁵	27%*	62%*	76%*	Due to staff shortages, limited housing capacity of shelters and veterinarians unable to prioritise desexing throughout the year, we have had to cease seizure of non-compliant menacing dogs hence the low rate of desexing.
We regulate the safe operation of premises selling food and/or alcohol							
The percentage of food premises that receive a D or E grade that are revisited within 20 or 10 working days ⁴	●		95%	89%*	New measure	New measure	We were unable to visit six of the "D" graded premises due to due to the COVID-19 lockdowns restrictions.
The percentage of high-risk alcohol premises that are visited annually	●		100%	33%*	New measure	New measure	We were unable to visit all premises as COVID-19 lockdown restrictions resulted in premises being closed for part of the year and staff numbers were also impacted
Percentage of licensees satisfied with the food and alcohol licensing service	●		85%	88%	New measure	New measure	

1. The time it takes to process consents is measured according to MBIE and IANZ guidelines as to the correct application of the Building Act 2004 and the Resource Management Act 1991 about when timing starts and stops.

2. The statutory timeframe differs depending on the nature of the notified resource consent. The applicable statutory timeframes relating to this measure are included in Part 6 of the Resource Management Act 1991.

3. An Excessive Noise Direction directs the occupier of the place from which the sound is being emitted, or any other person who appears to be responsible for causing the excessive noise, to immediately reduce the noise to a reasonable level within 72 hours.

4. 20 working days for premises that receive a D grade, and 10 working days for premises that receive a E grade.

5. This target was formulated around the central government's 'Text to desex' programme, which has been discontinued.

6. We have been unable to rely on the system data for non-notified resource consents this financial year. To determine our non-notified resource consent result for 2021/2022, we have recalculated the consent processing time manually, based on a representative sample of consent documentation and other evidence. The statistical samples provide us with a 95 per cent level of confidence that the results reported are accurate.

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.

Eke Panuku Development Auckland Limited (Eke Panuku), delivers urban regeneration across the city, creating vibrant, liveable places with high-quality housing, 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) is New Zealand’s largest producer of cultural, entertainment, sporting and wildlife experiences, and the largest regional economic development agency in the country.

Auckland Transport’s and Watercare’s work is summarised in pages 56 to 75 of this report.



▲ Ormiston development



Things we are keeping an eye on

Town centre developments require the private sector to invest to support urban regeneration. We take a strategic approach when seeking development partners, keeping the property market conditions in mind. Large urban developments can cause negative impacts on local residents and businesses, such as travel and business disruption, noise during construction, or changes in land use and activity. We provide targeted information to affected residents and businesses and organise special activities to ensure town centres remain lively and safe when being redeveloped.

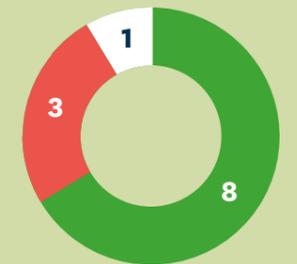
We also carry out placemaking to ensure town centres are vibrant and safe and we make sure communities have opportunities to provide input as centres change over time. We ensure that developments provide a range of different homes, at different price points in the market, to retain diversity in communities.

We want all Aucklanders (not just those who can afford it) to have the opportunity to be involved in arts, cultural, and community activities and events. We provide a large range of free community events so everyone can be involved.

Large scale events can disrupt residents and businesses. To minimise health and safety risks and traffic congestion, we also use traffic management systems and partner with Auckland Transport to provide free public transport to and from large concerts and sports events held in our stadia.

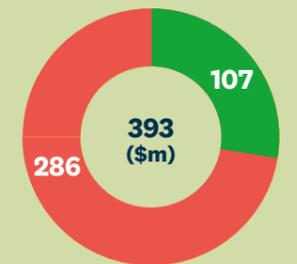
We continue to monitor and manage the impact of COVID-19, central government policies and legislative changes.

How well did we perform against our performance indicators?



■ Achieved ■ Substantially achieved
■ Not achieved ■ Not measured

Our investment



■ Opex ■ Capex

For more detail on the financials, please reference page 132 in Annual Report 2021/2022 Volume 3.



Auckland development

Eke Panuku Development Auckland facilitates Auckland’s economic growth through urban regeneration by focusing on building sustainable and well-functioning urban environments and thriving, resilient communities.

Eke Panuku signed several agreements with developers this year. Takapuna Central is a mixed-use development over five sites surrounding Waiwharariki | Anzac Square. This will be the centrepiece of the wider regeneration of Takapuna’s town centre.

A development partner will deliver **300 build-to-rent homes** on the remaining land beside the Toku Puia car park. In central Avondale, the Marutūāhu-Ockham Group – a group of five mana whenua iwi and Ockham Residential – will develop around **750 new sustainable six-star rated apartments and community spaces**.

Other Avondale projects included improving the streetscape and strengthening the connection between the town centre and the train station, and acquisition of properties to help facilitate a new community facility at Avondale Town Square, with construction scheduled to start in late 2023. Eke Panuku’s own projects for the town square and open spaces around the new community facility will start

about the same time.

Properties in Old Papatoetoe, Howick and Whangaparāoa were sold for housing. Developers will build 29 houses at 91 Cambridge Terrace, Old Papatoetoe, and 29 terraced houses at 34 Moore Street, Howick. The developer of 20 residential sites at Whangaparāoa is planning a low impact residential development.

There is a new roadmap to restore the **environment and communities of Te Puhinui** to health. Te Whakaoranga o Te Puhinui – Puhinui Regeneration signals a new collaborative way of working, led by indigenous knowledge. The Puhinui catchment includes the Auckland Botanic Gardens and Tōtara Park, central Manukau, Wiri, and parts of Homai and Puhinui. Signatories include Auckland Council, Te Waiohū iwi (Ngaati Tamaoho Waiohū, Ngaati Te Ata and Te Ākitai Waiohū), Kāinga Ora, Eke Panuku, and the Ōtara-Papatoetoe and Manurewa Local Boards.

There is a growing need for more safe and affordable housing for seniors. A site in Greenslade Crescent, Northcote, was leased for redevelopment into a five-story building 52 **accessible, one-bedroom homes for seniors**. A commercial car park in Osterley Way was sold to deliver 123 **homes for people over 55**. Auckland Council’s equity share in the ‘Own Your Own Home’ scheme was approved for sale, following years of declining interest from older Aucklanders and a review indicating the scheme to not be fit for purpose or providing value for money. The sale will allow a socially-minded organisation to take over the scheme, who would be better placed to invest in, and provide housing for older Aucklanders, while committing to uphold the original intent of the scheme for those existing homeowners.

Eke Panuku **created new public spaces**, including two full sized basketball courts, a multi court, and space for large-scale events with the removal of the America’s Cup infrastructure and incorporation of the bases.

Stage two of Tiramarama Way, a pedestrian and cycle-only public laneway within Wynyard Quarter, was completed in June 2022. It provides a unique

pedestrian link from Beaumont Street in the west through to Halsey Street in the east.

Westhaven Marina had a busy year. It was **awarded a 4 Gold Anchor international accreditation** by the Marina Industries Association. The AA Pier is complete, with 48 berths opening in November 2021 to cater for growing demand. It is now fully leased and occupied. **Much-needed maintenance dredging** moved 30,000m² of material to create a new reclamation which was used for temporary parking over the summer.

Emirates Team New Zealand signed a new lease agreement, relocating from the Viaduct Events Centre to Wynyard Wharf. The events centre is expected to reopen in 2023.

Eke Panuku adopted a set of **sustainable procurement targets** which included supplier diversity and waste minimisation requirements that will help deliver on the council’s objective of zero waste by 2040. All projects will use soft-strip and deconstruction methods and all Eke Panuku-led events will apply zero waste principles.

What we achieved

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

	Result against target	Year-on-year change	2022 Target	2022 Result	2021	2020	How did we perform
We make the waterfront and town centres dynamic, culturally-rich, safe and sustainable places for Aucklanders and visitors to enjoy							
Net new dwellings (housing units) ¹	●		350	358	New measure	New measure	
Commercial / Retail gross floor area (GFA) or net lettable area (square meter) ⁴			0	N/A	New measure	New measure	
Capital project milestones approved by the board achieved ²	●		80%	81%	New measure	New measure	
We manage and maintain Council’s properties, assets and services to optimise financial returns							
Annual property portfolio net operating budget result agreed with the council achieved	●		\$21.9M	\$27.1M	New measure	New measure	The increase in actual revenue versus target was due to additional rental income from AT properties due to the delay in capital projects which allowed us to rent the properties for longer, back dated rent reviews in the year, income generated from properties not expected to be still in the portfolio or new to the property portfolio. This was partly offset by additional COVID-19 relief given to tenants and savings in repairs and maintenance costs and costs for Healthy Homes was less than expected in year.
The monthly average occupancy rate for tenantable properties ³	●	▼	Commercial 85% Residential 95%	Commercial 93.4% Residential 97.9%	96.3%	96.9%	The higher commercial occupancy rate is due to assistance from government subsidy and the COVID-19 Hardship relief provided by Eke Panuku Board.

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

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

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

4. Although the LTP target is zero, the intention was that this would not be measured given no projects were intended to be completed during 2021/2022 given the development partners timing of commercial projects.

Pokémon GO-style mātauranga fun in Manukau

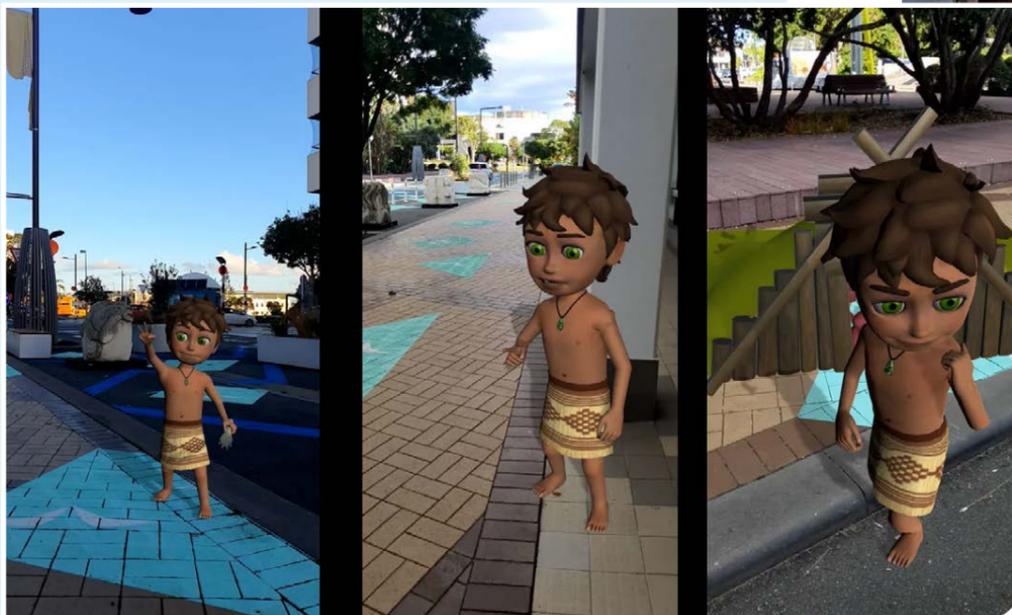


“Kia ora, ko Manu ahau! Hoake tāua ki te pokapū o te tāone o Manukau, ka ako ai tāua i ngā hītori me te ahurea Māori me te whai anō kia ngahau.”

“Kia ora, I’m Manu! Come down to Manukau town centre and learn all about Māori history and culture with having lots of fun.”

The *Journeys of Manu* app explores the rich tāhuhu kōrero (history) and ahurea tuakiri (cultural identity) of Manukau town centre using augmented reality (AR) and physical activity. Manu is a digital Māori taitamaiti (child) whose bilingual skills and passion for mātauranga Māori (Māori knowledge) make him highly informative company. Manu appears when the app is used to scan our sculptures made of Oamaru limestone by local sculptors.

“We’re thrilled to be honouring the strong Māori identity of Manukau and can’t wait to see tamariki learning more about their heritage in such a fun way,” says Richard Davison of Eke Panuku.



▲ Images from the *Journeys of Manu* app.

Wynyard Quarter residential development ►



Economic growth and visitor economy

Tātaki Auckland Unlimited (TAU) is the umbrella organisation comprising Tātaki Auckland Unlimited Limited (TAUL) and Tātaki Auckland Unlimited Trust (TAUT). Tātaki Auckland Unlimited Limited (TAUL) (formerly Auckland Unlimited Limited) supports the council’s vision of creating a world-class city and deliver great value for money by supporting the growth of a vibrant and competitive economy, with a particular focus on supporting business and investment attraction, business growth, innovation and skills as well as supporting sustainable growth of the visitor economy.

TAUL was heavily involved in helping **mitigate the impact of COVID-19 on the Auckland economy**. It worked closely with Auckland business leaders and the government through Activate Tāmaki Makaurau, approving more than 6,500 business advice applications and more than 6,800 implementation grant applications for support from more than 1,170 suppliers. These included more than 1,200 applications from Māori businesses and more than 1,200 applications from Pacific businesses.

TAUL delivered the government’s \$25 million Reactivate Tāmaki Makaurau package encouraging locals to support Auckland tourism and events operators. More than 225,000 Aucklanders registered for the Explore Tāmaki Makaurau programme with about \$7.5 million of vouchers redeemed with more than 100 businesses. The Local Activation Fund granted more than \$7.5 million to local community events, while the Discount Scheme approved more than \$1.7 million for discounted and free entry to facilities for Aucklanders.

TAUL also developed phase two of the Auckland is Calling and the Stay Auckland Now campaigns to support Auckland’s **tourism, hospitality and accommodation sectors**. Targets included domestic travellers and visitors from Australia. TAUL also partnered with Auckland Airport and Destination Queenstown to accelerate the return of North American travellers.

TAUL secured \$30 million of government funding for a **major expansion of the council-owned Auckland Film Studios**. The project includes two new sound stages plus workshops and offices which will create a world-class studio capable of housing multiple productions simultaneously. COVID-19 also affected location and studio work. While two major productions announced unexpected departures, Netflix confirmed it would return for a new season of Sweet Tooth.

COVID-19 restrictions forced the **Diwali and Lantern Festivals to move online** where they generated strong engagement. The Pasifika Festival was cancelled and Te Matatini postponed for a year. Taste of Pasifika was held in June at Queens Wharf.

A second Iconic Auckland Eats was announced in November 2021.

TAUL’s event planning will ensure Auckland continues to **host global events**. Auckland hosted two key matches for the ICC Women’s World Cup 2022 while future events include the Rally New Zealand and Supercars events in September and October 2022. The FIFA Women’s World Cup 2023 confirmed a line-up of nine matches to be held between July and August 2023.

A core focus of TAUL is **to support the development in innovation expertise** with a key part through the innovation precincts network which now includes the thriving GridAKL campus, GridMNK, and Click Studios. The network had a total of 192 businesses and 892 individuals on site on average during the year. Excellent progress was made on establishing the Tāmaki Innovation Hub - a key deliverable in the Tāmaki Employment Precinct Strategy, which officially opened just after the reporting year finished.

What we achieved

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

	Result against target	Year-on-year change	2022 Target	2022 Result	2021	2020	How did we perform
We support the sustainable growth of the Auckland visitor economy through destination management and marketing, major events, business events and international education attraction and support programmes							
The contribution to regional GDP from major events and business events attracted or supported	●	▲	\$34.0M	\$30.2M*	\$14.3M*	\$33.7M*	Our result improved from last year mainly due to our hosting of the 2022 ICC Women's Cricket World Cup, even though 23 major events in our portfolio were cancelled and a further 17 were postponed due to COVID-19.
We deliver information, advice, programmes and initiatives to support the creation of high value jobs for all Aucklanders							
Number of businesses that have been through an Auckland Unlimited programme or benefited from an Auckland Unlimited intervention ¹	●	▲	3,000	11,976	7,357*	4,315*	Tātaki Auckland Unlimited’s successfully administered Activate Tāmaki Makaurau, Auckland business support package and the Reactivate Tāmaki Makaurau programme, which between them supported over 10,000 client and service provider businesses. These were new one-off programmes run this year. The result is likely to be significantly lower for next year.
Number of Māori businesses that have been through an Auckland Unlimited programme or benefited from an Auckland Unlimited intervention ¹	●	▲	150	1,080	665*	333*	This result is primarily due to Tātaki Auckland Unlimited’s administration of the Activate Tāmaki Makaurau, Auckland business support package and the Reactivate Tāmaki Makaurau programme, which between them supported over 900 Māori businesses. These were new one-off programmes run this year. The result is likely to be significantly lower for next year.

1. Intervention is a programme or service delivered by Tātaki Auckland Unlimited. The targets reflect Tātaki Auckland Unlimited’s emerging strategy which is likely to result in the delivery of fewer larger interventions.

Case study - Digital delivers for public events



TAUL responded to the rollercoaster ride of COVID-19 restrictions in 2021-2022 by asking one question: can we make that event digital? In most cases, the answer was “Yes”.

The Auckland Diwali Festival usually focuses on live events for some 20 days – but not in 2021. Festival activities from cooking demonstrations to craft and dance moved online for this 20th anniversary event.

The Auckland Lantern Festival featured a virtual lantern trail, TAU created the Auckland Live Pick & Mix programme for families. Auckland Live Education kits were developed for schoolchildren across the country to access performing arts-focused learning content.

COVID-19 restrictions also saw the November 2021 APEC summit move from a 1700 in-person event at Te Pokapū | Aotea Centre to an ambitious and fully digital event across 11 time zones, with New Zealand delegates joining from their homes.



Regional facilities

Tātaki Auckland Unlimited Trust (TAUT) (formerly Regional Facilities Auckland Trust) is a CCO responsible for providing and developing Auckland’s arts, culture, heritage, leisure, sport, and entertainment venues.

These venues include:

- Aotea Centre (Aotea Square)
- Toi o Tāmaki | Auckland Art Gallery
- Auckland Town Hall
- Auckland Zoo
- Bruce Mason Centre
- the Civic Theatre
- Mt Smart Stadium
- North Harbour Stadium
- Western Springs Stadium
- Queens Wharf including the Cloud and Shed 10
- New Zealand Maritime Museum
- Viaduct Events Centre.

Completion of the South-East Asia Jungle Track continued **Auckland Zoo’s development** as an active world-class wildlife conservation facility. A new boardwalk over the Central Lake is due to open in summer. The zoo completed its fourth consecutive year of **Toitū carbon zero certification** – achieving a 36 per cent permanent **reduction in greenhouse gas emissions** since the 2016 baseline year.

The Toi o Tāmaki | Auckland Art Gallery also hosted Mary Quant: Fashion Revolutionary and **the Heavenly Beings** exhibit of icons of the Christian Orthodox drawn from across the world.

The Red setting didn’t deter Auckland Live from **delivering successful events such as Michelangelo** –

A Different View using digital enhancement to support audience engagement and outreach. Other events included the Auckland Live Pick & Mix for families, Auckland Live Education kits for schools, and the APEC Summit which moved from an in-person event Te Pokapū | Aotea Centre to being fully digital for 1,700 people across multiple countries.

The **bilingual wayfinding and signage project** continued in the Te Pokapū | Aotea Centre, the Civic and Auckland Town Hall, demonstrating TAUT’s commitment to supporting Te reo Māori across Tāmaki Makaurau.

Memorable events were delivered at Auckland stadiums despite COVID-19 restrictions. In September 2021, Mount Smart Stadium became the new home base of the **Super Rugby team Moana Pasifika**, with the team playing matches there during the season. The stadium also hosted the donation event by Aotearoa Tonga Relief Committee which was collecting donations to support Tonga’s response

to the volcanic eruption in January. As at year end, 51 containers had been shipped to Tonga. In November 2021, Mount Smart Stadium hosted a three-day **Pacific peoples-friendly Mega Vax Pacific vaccination event, contributing** to the government’s 90 per cent fully vaccinated target. Western Springs Stadium hosted L.A.B. in January 2022 at Outer fields – the only stadium concert for 2021/2022 Summer Concert season.

New Zealand Maritime Museum’s **Aramoana Ocean Roads Waka programme** benefits more than 1,200 Māori, Pacific, and south Auckland students and their whānau each year. It was made possible with funding from Foundation North. Refurbishment of the Edmiston Gallery at the museum was completed in December 2021 with the first exhibition – **I Am Island and Sea** – opening in January 2022.

What we achieved

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

	Result against target	Year-on-year change	2022 Target	2022 Result	2021	2020	How did we perform
We deliver arts, wildlife, collections, sports and events that provide experiences that are engaging and embraced by Aucklanders							
The number of people who are issued tickets to attend Auckland Live, Auckland Zoo, Auckland Art Gallery, NZ Maritime Museum and Auckland Stadiums venues and events	●		1.44M	751,857*	New measure	New measure	COVID-19 restrictions caused major disruptions to our operations, with Auckland Live venues, Auckland Zoo, Auckland Art Gallery, the NZ Maritime Museum and Auckland Stadiums either completely closed or operating under restrictions on visitor/attendee numbers for much of the year. While visitor numbers returned towards the end of the year, as restrictions eased, this did not make up for lost numbers earlier in the year.
The net promoter score for Auckland Unlimited’s audiences and participants ¹	●	▼	20	54	53*	45*	Our net promoter score has remained very similar to last year and above the target. Performance was strong across the Auckland Zoo, Auckland Art Gallery and the NZ Maritime Museum.
The percentage of operating expenses funded through non-rates revenues	●	▼	44%	33%*	50%*	52%*	Venue closures due to COVID-19 and restrictions on visitor/attendee numbers resulted in lost revenue and target not being met.
The number of programmes contributing to the visibility and presence of Māori in Auckland, Tamaki Makaurau	●	▼	20	101	127	44	This year’s result is down from last year (when Auckland Art Gallery ran the very successful Toi Tu Toi Ora programme), but exceeds the target driven by strong results at Auckland Zoo and the Auckland Art Gallery. The finalisation of Te Mahere Aronga, our Tātaki Auckland Unlimited Māori outcomes plan signals an ongoing and increasing focus on delivering programmes that contribute to the visibility and presence of Māori in Auckland, across the organisation.

1. Net promoter score is an index ranging from -100 to 100 that measures the willingness of customers to recommend a product or service to others.

Case Study - Visit South-East Asia without a passport



Auckland Zoo's orangutans and siamangs are getting into the swing of things some 25 metres up in the air in a globally unique habitat. They're using our new South-East Asia Jungle Track and its new high canopy climbing pathways that encourage them to behave and move as they would in the wild.

This new habitat marks the first phase of our \$60 million South-East Asia Jungle Track, the most ambitious project in our 100-year history. It has completely transformed a large part of the zoo.

The project includes Te Puna - our new wharekai and function venue - where visitors are just metres from these agile primates. Our Sumatran tigers, Asian small-clawed otters, Sunda gharial (crocodiles), fish, and other reptiles also have new habitats.

The track won the 2021 Zoo and Aquarium Association (ZAA) large scale development habitat award which recognises innovative habitat design that advances animal care and welfare, the visitor experience, conservation, education, research, and sustainability.





Wāhanga tuarima:
He pārongo atu anō
**Section 4:
Additional
information**



Te pūrongo aroturuki ā-tau mō te Mahere mō Tāmaki Makaurau Auckland Plan annual monitoring report

Effective monitoring is fundamental to successful implementation. The monitoring framework measures progress towards the strategic direction through:

- three-yearly Progress Report against the plan’s outcomes. The report supplements the annual scorecards and provides a more detailed analysis of trends for each outcome, drawing on a range of other reports and data sets. The report identifies areas where progress has been made alongside opportunities where we can make greater progress. The first three-yearly progress report was completed in February 2020. The report supports the continued focus on the plan’s key challenges of high population growth, shared prosperity, and

environmental degradation. This is reinforced by emerging themes across all the outcomes of ongoing equity challenges, our response to climate change and the importance of community resilience in a rapidly changing future. The 17 opportunities for greater progress were adopted by council as the basis for alignment with the 10-year Budget and other decision-making.

- annual Monitoring Report against the plan’s 33 outcome measures (annual scorecard and the annual development strategy monitoring report). The following table provides a summary of measures for which performance has been measured this year.

Auckland Plan Outcome Measures

▲ Positive trend — Little or no change ▼ Negative trend

	Latest Result	Trend	Data Source
Belonging and Participation All Aucklanders will be part of and contribute to society, access opportunities, and have the chance to develop to their full potential.			
Aucklanders’ sense of community in their neighbourhood Proportion of respondents to the Quality of Life Survey who strongly agree or agree feeling a sense of community in their local neighbourhood ¹	47% (Sept 2022)	—	Quality of Life Survey
Aucklanders’ quality of life Proportion of respondents to the Quality of Life Survey who rated their overall quality of life positively ¹	82% (Sept 2022)	▼	Quality of Life Survey
Aucklanders’ health Proportion of respondents to the Quality of Life Survey who rated their physical and mental health positively ¹	70% Physical health 65% Mental health (Sept 2022)	▼	Quality of Life Survey
Treaty of Waitangi awareness and understanding Respondents to the Council’s Resident Survey who rate their knowledge of te Tiriti o Waitangi (the Treaty of Waitangi) either very well or a fair amount (%)	45% (June 2022)	—	Auckland Council - Residents survey
Māori Identity and Wellbeing A thriving Māori identity is Auckland’s point of difference in the world - it advances prosperity for Māori and benefits all Aucklanders.			
Māori in employment, education and training Proportion of Māori youth in education, employment or training ²	79% (Dec 2021)	—	Household Labour Force Survey
Māori decision making Number of co-governance/co-management arrangements	9 co-governed/co-managed arrangements in place (2021)	—	Auckland Council



Homes and Places

Aucklanders live in secure, healthy, and affordable homes, and have access to a range of inclusive public places.

New dwellings consented Number of dwellings consented by location and type	21,609 (June 2022)	▲	Stats NZ Building Consent Data
New dwellings completed Number of dwellings issued with Code of Compliance Certificate	12,947 (June 2022)	▲	Stats NZ and Auckland Council Code of Compliance Certificate data
Housing costs as a percentage of household income Ratio of housing costs to disposable household income (%)	22.4% (June 2021)	—	Household Economic Survey
Resident satisfaction with built environment at a neighbourhood level Respondents to the Quality of Life Survey who agree they feel a sense of pride in their local area ¹	56% (Sept 2022)	▼	Quality of Life Survey



Transport and Access

Aucklanders will be able to get where they want to go more easily, safely and sustainably.

Delay from congestion Congestion in the arterial network in the AM peak period (%)	Average annual congestion rate of 21% (Dec 2021)	—	Auckland Transport
Use of public transport, walking and cycling a) Annual number of public transport boardings (millions) b) Annual number of cycle movements past selected count sites	50.4 million (Dec 2021) 3.25 million (Dec 2021)	▼	Auckland Transport
Deaths and injuries from transport network Annual number of serious and fatal injuries	531 serious injuries 59 fatalities (Dec 2021)	▼	Auckland Transport



Environment and Cultural Heritage

Aucklanders preserve, protect and care for the natural environment as our shared cultural heritage for its intrinsic value, and for the benefit of present and future generations.

Treasuring of the environment Domestic kerbside (tonnes per annum)	193,714 (June 2022)	▼	Auckland Council
Active management of priority native habitats a) The proportion of rural mainland Auckland under sustained management for possums b) Proportion of priority native habitats on regional parks under active management for pest plants c) Number of native plants planted	31% (June 2022) 51% (June 2022) 611,151 (June 2022)	▲	Auckland Council
Active management of threatened native plant and animal species a) Proportion of plant and animal species regionally vulnerable to extinction under active management b) Number of species-led projects being delivered on Hauraki Gulf islands for the purpose of maintaining or achieving eradication of pest plants and pest animals	21.8% (June 2022) 9 (June 2022)	▲	Auckland Council
Marine and fresh water quality a) Stream water quality (Water Quality Index - scale 1-100) b) Coastal water quality (Coastal Water Quality Index - scale 1-100) c) Proportion of time Safeswim reference beaches are suitable for contact recreation ³	Native - 88 Exotic - 70.3 Rural - 60.6 Urban - 51.7 (Dec 2020) Open coast - 82.4 Estuary - 60.4 Tidal Creek - 55.5 (Dec 2020) 86.2% (June 2022)	—	Auckland Council

Air quality and greenhouse gas emissions a) Concentration of air pollutants (NO ₂ µg/m ³)	Glen Eden – 4.8 Henderson – 7.2 Patumahoe – 2.7 Penrose – 13.6 Queen Street – 30.5 Takapuna – 12.5 (Dec 2021)	▲	Auckland Council
b) Concentration of fine particulate matter (PM _{2.5} µg/m ³)	Patumahoe – 4.6 Penrose – 5.5 Queen Street – 7.6 Takapuna – 6.5 (Dec 2021)	—	Auckland Council
Statutory protection of environment and cultural heritage a) Total area (ha) of scheduled Significant Ecological Areas	Terrestrial – 79,123 Marine – 100,732 (June 2022)	—	Auckland Council
b) Number of scheduled sites of significance to Mana Whenua	109 (June 2022)	▲	Auckland Council

Opportunity and Prosperity
Auckland is prosperous with many opportunities and delivers a better standard of living for everyone.

Labour Productivity Real GDP per filled job (\$)	\$132,931 (Mar 2021)	▲	Auckland Economic Profile
Aucklanders' average wages Median weekly wages (\$)	\$1,214 (June 2022)	▲	Household Labour Force Survey
Employment in advanced industries Number of people employed in knowledge intensive industries	0.9% growth (versus -0.2% growth in total employment) (Feb 2021)	—	Auckland Economic Profile
Zoned industrial land Zoned industrial land (ha)	6,320 hectares (Feb 2022)	—	Auckland Unitary Plan
Level of unemployment Unemployment level (%) ⁴	3.9% (Dec 2021)	▲	Household Labour Force Survey
Internet usage based on income Proportion of respondents under 65 years of age using the internet by household income bracket (%)	99% (users) 1% (non-users) (May 2021)	▲	World Internet Project New Zealand (WIPNZ)
Educational achievement of young people Percentage of those aged 20-24 with a Level 4 qualification or above (%)	39% (Dec 2021)	—	Household Labour Force Survey

- Sourced from the 2022 Quality of Life Survey, a collaborative research project among nine urban councils in New Zealand, including Auckland. In 2022, a total of 12,700 potential respondents from the Auckland area were randomly selected from the Electoral Roll and invited to participate. A total of 2612 Auckland residents aged 18 years and older completed the survey. The response rate for Auckland was approx 17% (excluding those who could not participate in the survey due to death / having moved residence / no such address). All sample surveys are subject to sampling error. Based on a total sample size of 2612 respondents, the results are subject to a maximum sampling error of plus or minus 2.0% at the 95% confidence level. In 2022, people under the age of 50 years could only complete the survey online unless they proactively requested a hard copy questionnaire. Those aged 50 years and over were automatically sent a hard copy to complete, if they had not completed the survey three weeks after a follow-up reminder. This was a methodology change from the 2020 survey.
- The 2021 calendar year data is reported for education, employment and training to be consistent with our baseline set to end of the calendar year.
- Safeswim water quality forecasts take account of rainfall, wind, tide, sunlight and beach type. It is built using high-frequency targeted sampling on top of historical monitoring results spanning over 20 years at some sites, and are underpinned by the best available meteorological data. This is measured in the summer swimming season from 1 November to 30 April.
- We have reported unemployment as at December 2021 as a rolling annual average from the Household Labour Force Survey.

Data and Trend Analysis

The results and trends reflect the data and information available at the time of writing this report. To identify trends, data has been analysed as far back as possible and there is variation in the time series of each measure. Where changes in percentages from year to year are reported as having increased or decreased, it should be noted that these are not necessarily statistically significant and require further time series to determine a real trend. There have been data constraints, largely due to data availability, that has translated to a lack of identified trends or results in some of the outcome areas. In some cases, an overall positive trend has been disrupted due to COVID-19.



He urupare mai i ngā tāngata o Tāmaki Makaurau

Feedback from Aucklanders

We seek feedback and input from Aucklanders on a wide range of issues to add value to the decisions that we make. On major issues, we seek feedback through Have Your Say events and other consultation processes. We also have nine advisory panels representing special interest groups, and we

pass major issues through these panels to seek the broadest possible community input into decisions.

Many of the performance measures used throughout this annual report are based on surveys of Aucklanders. These surveys are summarised below:

Survey name	Purpose	Frequency	Type	Sample size	Margin of error	Customer Satisfaction Score
Auckland Residents' Survey	To measure residents' use of, and satisfaction, with council services	▶ Annual	Mix of online and phone questionnaires	4,117	± 1.5%	Public transport 91.6% Library service 95% Regional parks 98% Waste collection 79%
Leisure Net Promoter Score	To measure pools and leisure centres' customer loyalty and satisfaction, based on customers' likelihood to recommend the facility to others	▶ Continuous	Online questionnaire	4,428	± 2.22%	+34 ¹
Customer Experience Monitor Survey	To measure the satisfaction of customers applying for a resource consent/building consent, food/alcohol licence, or who enquired about noise control, resource/building consents	▶ Continuous	Online questionnaire	Alcohol 1,518 Food 1,152 Building Consent 3,838 Resource Consent 413 Noise Control 3,821	± 1.63% ± 2% ± 1.4% ± 4.7% ± 1.5%	Alcohol Licensing 88% Environmental Health (Food Licensing) 87% Building Consent 74% Resource Consent 62% Noise Control 38%
Quality of Life Survey	To measure residents' perceptions across a range of measures that impact on New Zealanders' quality of life	▶ Biannual	Online and paper questionnaires	2,612 for Auckland (6,906 across New Zealand)	± 1.9% for Auckland (1.2% for New Zealand)	Net Good 82% for Auckland (83% for New Zealand) Net Poor 5% for Auckland (5% for New Zealand)

1. How to calculate NPS score: tally up the responses and subtracting the percentage of detractors from the percentage of promoters. For example, if 60% of respondents are promoters, 10% are detractors, and 30% are passives, your NPS would be 60-10=50.

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

Service performance judgements and assumptions

In the preparation of the forecast Statement of Service Performance in this 10-year Budget, Auckland Council has made the following judgments in the selection of our service performance measures:

- We have reflected on the extent to which the levels of service we plan to provide to the community were best captured by performance measures.
- Consideration has been given to the views expressed by our residents and ratepayers, local boards and their communities. This includes feedback relevant to the levels of service and performance measures received throughout the LTP consultation process.
- We have ensured that the performance measures adequately inform progress towards delivering the outcomes in the Auckland Plan

Under the Local Government Act 2002 we are mandated to provide standard performance measures so that the public may compare the level of service provided in relation to the following group of activities: water supply, sewerage and the treatment and disposal of sewage, stormwater drainage, flood protection and control works and the provision of roads and footpaths. We are also required to demonstrate regulatory compliance for statutory measures (such as percentage of both building consents and resource consents applications processed within 20 statutory days).

Further to the above judgements being made in the selection of performance measures, we also apply judgements in the measurement, aggregation, and presentation of service performance information.

As part of setting funding levels the group has considered the impact on services and their related performance measures. Despite funding pressures across the group, management has determined it is possible to continue to provide services at current levels and the related performance measures do not need to be adjusted for funding reasons.

Material judgements have been applied as follows:

Surveys

To measure the quality of our outputs, we use customer surveys to cover perceptual related research on customers, citizens and community. This helps us to assess the quality of the service provided (e.g. Auckland Council Customer Experience Monitor).

This is distinct from our other “satisfaction” surveys which are related to customer interactions with council services rather than wider perceptions (e.g. satisfaction with our Regulatory Services). We also use general population surveys to track the attitudes and perceptions of Aucklanders more broadly (e.g. Quality of Life survey), which enables a comparison across councils of the impacts on residents' quality of life.

- These surveys are designed by in-house or external research experts, based on best practice in survey design. They have also been designed to measure changes in perception of service delivery over time. For example, questions are written so they are clearly understood by participants and neutral in tone; and response options are designed so they are balanced, do not lead participants to respond in a certain way and cover all possible responses a participant may wish to provide. Where neutrality is important, these surveys are independently run (e.g. Customer Experience Monitor) and the analysis from these surveys are used to improve our processes and informs future service level improvements. We balance our measure of service delivery with supplemented direct measures of the quality of our service, which measures the direct observation of the service delivery, this type of measurement is more objective and easily quantifiable.

- Survey sampling (i.e. recruitment of participants) is conducted in a way that maximises the representativeness of respondents, and post-survey weighting is often used to further ensure results are representative of the population of interest. Statistical significance testing is used where appropriate to assist in identifying meaningful results. Where there is uncertainty in survey results due, for example to sampling error, this is often quantified and stated alongside the results. To minimise the risk of under representative sampling, best practice market research techniques are used across the spectrum of research including statistical weighting of the sampled population to ensure census level representation, the use of stand-down periods to ensure we are not causing survey fatigue or “over-survey” and surveys being designed to ensure minimal drop-out rates. In addition, questionnaires are regularly reviewed to ensure best practice and fit for purpose, and where appropriate

industry leading experts (e.g. The University of Auckland) are used to review processes.

To determine the number of performance measures to monitor and report on, and the level of aggregation (for example, whether to report on customer satisfaction for each recreation facility or one combined result across all the recreation facilities), we have considered the information needs of our communities, the costs and benefits of these, practical feasibility, and the requirement to provide performance information across the full breadth of services that the council provides. The frequency of each survey differs in line with the specific performance measures. For example, interaction-based customer surveys are more frequent given the service is on-going and there are consistent interactions. These are where we want to be continuously learning about and improving (for example our customer experience monitor which not only measure satisfaction with services but also diagnoses operational level actions such as friendliness of staff or how responsive staff have been)? The surveys that measure broader perceptions over a longer period of time such as the annual residents survey are only administered annually. This allows for a point in time measure of the current perceptions that Aucklanders have.

External implications for statements about performance

There are conditions that affect the service performance results and may result in a variation from the anticipated or forecasted results. These are ones which are outside the control of the group. Examples of this are, but not limited to changes in government policy in New Zealand, changes in international travel restriction, global and domestic economic conditions and international policy that may impact areas such as recruitment, availability of material and supplies (for example, materials required for critical infrastructure), volatility in international financial markets and other unforeseen considerations.

Ngā whakahaere i raro i te mana o Te Kaunihera

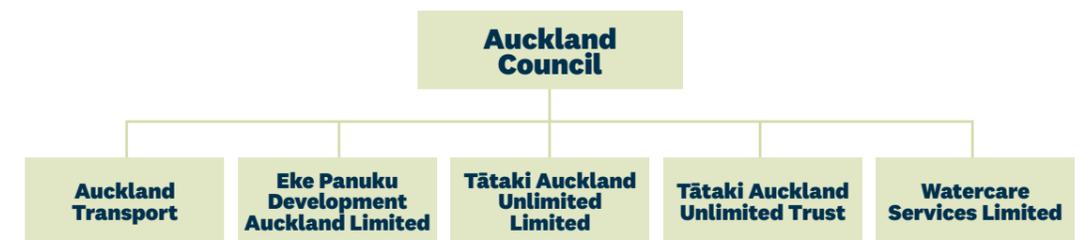
Council-controlled organisations

Overview

Council-controlled organisations (CCOs) are organisations in which Auckland Council (the council) controls 50 per cent or more of the votes or has the right to appoint 50 per cent (or more) of the directors or trustees.

A substantive CCO is a CCO that is either wholly owned or wholly controlled by the council and is either responsible for the delivery of a significant service or activity on behalf of the council or owns or manages assets with a value of more than \$10 million, excluding entities exempted from CCO status.

The council has five substantive CCOs – and is the sole shareholder/owner for all five:



While each CCO has its own specific objectives, the Local Government Act 2002 identifies the principal objective of all CCOs. In summary, this is to:

- achieve the objectives of its shareholders, both commercial and non-commercial as specified in the statement of intent;
- be a good employer;
- exhibit a sense of social and environmental responsibility by having regard to the interests of the community in which it operates and by endeavouring to accommodate or encourage these when able to do so; and
- if the council-controlled organisation is a council-controlled trading organisation, conduct its affairs in accordance with sound business practice.

The council's vision is for Auckland to be a world-class city where talent wants to live. The CCOs have a key role to play in this vision. The council expects CCOs to contribute to achieving the following outcomes from the 10-year Budget 2021-2031:

- a fair, safe and healthy Auckland;
- a green Auckland;
- an Auckland of prosperity and opportunity;
- a well-connected and accessible Auckland;
- a beautiful Auckland that is loved by its people;
- a culturally rich and creative Auckland; and
- a Māori identity that is Auckland's point of difference in the world.

The key performance targets and other measures of the CCOs, together with the nature and scope of activities provided were consistent with the information set out in the 10-year Budget 2021-2031.

No issues arose with regard to ownership or control of CCOs this financial year.



Overview

Auckland Transport is responsible for managing the region's transport system. It provides transport services to Auckland's residents and visitors and is guardian of more than \$27 billion worth of publicly held assets including roads and footpaths and delivering public transport services and street parking.

Auckland Transport was legally constituted under part 4 of the Local Government (Auckland Council) Act 2009 on 1 November 2010. Auckland Transport is a body corporate with perpetual succession. For the purposes of the Local Government Act 2002, Auckland Council must be treated as if it were the sole shareholder of Auckland Transport.

Objectives and contribution to 10-year budget

Auckland Transport's objectives and contribution to the 10-year budget are aligned with the Transport and Access Outcome of the 10-year budget, the Government Policy Statement on land transport, and the recommendations of the 2018 Auckland Transport Alignment Project.

Auckland Transport's approach to contribute to the Auckland Plan outcomes is to:

- help people travel safely
- improve access to frequent and attractive public transport
- encourage walking and cycling
- make best use of existing networks
- support growth, urban redevelopment, and regeneration
- manage the impacts of the transport system on the environment
- ensure value for money.

Auckland Transport also has a key focus on its customers, and work to improve the customer experience of the transport system. It will supplement this with a major focus on how it engages with Auckland's communities, especially when making major investments which can entail disruption to networks while work is done.

To make the most of the available funding and resources, Auckland Transport is committed to continuous review and improvement of its operations and will work with the Waka Kotahi NZ Transport Agency to seek to optimise the funding of its programme, both capital and operating.

Activities

The activities of Auckland Transport are centred on delivering transport services, such as:

- construction and maintenance of roads, footpaths, and streetscape amenities
- providing public transport facilities and services, including bus, rail and ferry services, and their associated infrastructure
- operating traffic signal networks
- providing parking facilities and enforcement
- establishing and promoting road safety and school travel initiatives.
- A range of maritime functions administered by the Harbourmaster.
- Manage and operate the aerodromes on Great Barrier Island.

For information on the above activities, actual performance, key performance targets and other measures set out in the 10-year Budget 2021-2031 see the Groups of Activities section.

Directors

Adrienne Young-Cooper (Chairperson) — Mark Darrow (appointed 1 November 2021) — Nicole Rosie (Waka Kotahi Representative) — Wayne Donnelly (Deputy Chairperson) — Dr Jim Mather — Abbie Reynolds — Kylie Clegg — Darren Linton — Thomas Parker — Mary-Jane Daly (ceased 31 October 2021)



Overview

Eke Panuku Development Auckland Limited (Eke Panuku) purposes include facilitating regeneration of town centres and managing a significant property portfolio on behalf of council. Urban regeneration optimises and integrates good public transport outcomes, efficient and sustainable infrastructure and quality public services and amenities.

Objectives and contribution to 10-year budget

Homes and places

- Lead urban regeneration and development programmes, planning for and facilitating thriving town centres.
- Create quality public spaces that are inclusive, accessible and contribute to urban living and civic life.
- Facilitate new, well designed, sustainable homes that meet changing needs and preferences, working with Kāinga Ora, iwi groups, community housing providers (CHPs) and private partners.

Belonging and participation

- Implement inclusive placemaking, that ensures local people play a strong collaborative role in the building of their public places. This helps create the kinds of places where people feel a strong relationship and commitment to their communities.
- Improve the function of town centres to create a heart for a local community that is vibrant, attractive and accessible to all (via design, planning and project delivery).
- Engage local communities on local projects and urban change (increasing participation and sense of pride).

Opportunity and prosperity

- Partner with Tātaki Auckland Unlimited and others to integrate economic outcomes and to provide opportunities for business and employment growth in the regeneration of town centres.
- Provide opportunities for Māori and Pacifica businesses and social enterprises through sustainable procurement.
- Create commercial and strategic value from council surplus sites.
- Provide funding for the LTP through the operating surplus from the property portfolio and marinas

Māori identity and wellbeing

- Enable commercial opportunities and capacity building for iwi to grow intergenerational wealth.
- Reflect mana whenua mātauranga and Māori design principles in public realm projects to showcase Māori identity.
- Support te reo Māori to flourish and celebrate Māori culture.

Environment and cultural heritage

- Facilitate quality urban development in town centres, to support a quality, compact urban form and more sustainable transport modes.
- Facilitate energy and water efficient homes, and waste minimisation in developments and events.
- Ensure new development reflects the character and indigenous stories of an area or place, through place-led design.

Activities

Eke Panuku activities cover five broad areas:

- Place-led regeneration and development of the council's agreed urban locations by making the most of Auckland Council owned land and working with the council, other council-controlled organisations, the crown and infrastructure providers to facilitate urban regeneration.
- Selling Auckland Council's surplus property, and where appropriate, reviewing council's service property for optimisation and redevelopment opportunities.
- Managing council's assets/property including commercial, residential and marina infrastructure, or redevelopment incorporating a service delivery function.
- Undertaking other property-related services such as strategic property advice, acquisitions and disposals.
- Ensuring that its capital and operating expenditure, policies and plans (including locally-specific development plans) are directed towards achieving these objectives and priorities.

For information on the above activities, actual performance, key performance targets and other measures set out in the 10-year Budget 2021-2031 see the Groups of Activities section.

Directors

Paul Majurey (Chairperson) — David Kennedy (Deputy Chair) — Kenina Court — Steve Evans — Richard Leggat (ceased 31 October 2021) — Jennifer Kerr — Susan Huria — John Coop



Tātaki Auckland Unlimited Limited's (TAUL)

Overview

Tātaki Auckland Unlimited Limited's (TAUL) role is to support the council's vision of creating a world-class city and deliver great value for money by supporting the growth of a vibrant and competitive economy, with a particular focus on supporting business and investment attraction, business growth, innovation and skills as well as supporting sustainable growth of the visitor economy.

Objectives and contribution to 10-year budget

TAUL is to give effect to the objectives and priorities of Auckland Council in the 10-year budget, and the Auckland Council Economic Development Action Plan 2021-2024, and in particular by:

Opportunities and prosperity

- Creating the conditions for a resilient economy, innovation, and employment growth, and raising productivity.
- Attracting and retaining skills, talent and investment.
- Developing skills and talent for the changing nature of work and life-long achievement.

Māori identity and wellbeing

- Promoting Māori success, innovation and enterprise.
- Showcasing Auckland's Māori identity and vibrant Māori culture.

TAUL is to contribute to other relevant outcomes in the 10-year budget, including:

- belonging and participation In doing so, TAUL is to:
- advance Māori employment and create the environment for Māori business and iwi organisations to be a powerhouse in Auckland's economy
- leverage Auckland's position to support growth in exports and a competitive New Zealand economy
- increase ongoing learning and training in new and emerging areas, with a focus on those most in need.

Activities

TAUL's activities focus on economic growth and growing the visitor economy, and include the following:

- sustainably growing the value of Auckland's visitor economy by partnering to implement the Destination Auckland 2025 strategy with a focus on destination marketing and management, major events, business events (meetings and conventions) and international student attraction and retention.
- working with central government, corporates, education providers, and the Auckland Council Group to support local economic and employment outcomes across Auckland, including a focus on less prosperous areas of Auckland.
- supporting Auckland businesses to grow by connecting them to support that builds their capability, enhances export performance and helps them prepare for technological change and disruption.
- supporting jobs and skills matching initiatives to assist Aucklanders who are not currently in the workforce or who are underemployed.
- working with partners to develop and deliver initiatives that promote Māori Economic Development, with a focus on building an eco-system of support for Māori businesses.
- continuing the development and implementation of the Wynyard Quarter Innovation Precinct, focusing on the management and strategic leasing of the GridAKL buildings, with the objective of growing businesses, creating jobs and building Auckland's culture of innovation and entrepreneurship.
- promoting Auckland as a global destination for business and investment with a focus on target places and sectors of interest.

For information on the above activities, actual performance, key performance targets and other measures set out in the 10-year Budget 2021-2031 see the Groups of Activities section.

Directors

Mark Franklin (Chairperson) — Daniel Te Whenua Walker — Jennifer Rolfe — Jennah Wootten (Deputy Chairperson) — Hinurewa te Hau (appointed 1 July 2021) — Hongyu (Carol) Cheng — Fabian Partigiani — Alastair Carruthers (appointed 1 July 2021) — Evan Davies (ceased 31 October 2021)



Tātaki Auckland Unlimited Trust (TAUT)

Overview

Tātaki Auckland Unlimited Trust (TAUT) is responsible for providing a regional approach to running and developing Auckland's arts, culture, heritage, leisure, sport and entertainment venues including Aotea Centre, Aotea Square, Auckland Art Gallery Toi o Tāmaki, Auckland Town Hall, Auckland Zoo, Bruce Mason Centre, The Civic, Mt Smart Stadium, North Harbour Stadium, Queens Wharf, Western Springs Stadium and New Zealand Maritime Museum.

Objectives and contribution to 10-year budget

The objectives of TAUT include:

- engage Auckland's communities through programmes, events and exhibitions
- reach Auckland's communities, by providing events all Aucklanders can attend
- provide for future generations of Aucklanders by ensuring collections and infrastructure support rich experiences.

These objectives shall be facilitated through TAUT's management of assets and the funding decisions and ensuring that as an organisation it is sustainable.

Activities

TAUT activities include the following:

- act as a regional voice for arts, culture, heritage, leisure, sports and entertainment issues
- advocate, co-ordinate and contribute to council's strategic thinking for investing in new collections and arts, cultural, heritage, leisure, sport and entertainment facilities for Auckland
- develop, with a regional perspective, a range of fit-for-purpose arts, cultural, heritage, leisure, sport, entertainment and events venues that are attractive to the residents and businesses of the region, and to its visitors
- plan for and implement regionally identified projects
- nurture region-wide arts, cultural and heritage activities and organisations
- secure Auckland-exclusive international musicals, rock concerts, sporting events and art exhibitions to drive out of town visitation and investment in Auckland's economy.

For information on the above activities, actual performance, key performance targets and other measures set out in the 10-year Budget 2021-2031 see the Groups of Activities section.

Trustee

Tātaki Auckland Unlimited Limited is the trustee of Tātaki Auckland Unlimited Trust



Overview

Watercare Services Limited (Watercare) is a lifeline utility providing water and wastewater services to 1.7 million people in Auckland. These services are vital for life, keep people safe and help communities to flourish.

Watercare supplies reliable, high-quality drinking water to homes and businesses in the Auckland region and collects, treats and discharges their wastewater in environmentally responsible ways.

Watercare manages water and wastewater assets worth more than \$10 billion and plans and builds infrastructure to ensure it supports growth today and into the future.

Its activities and programmes are funded through user charges.

Objectives and contribution to 10-year budget

Watercare is to manage water resources and wastewater systems to contribute to:

- building resilience to natural hazards
- realising a compact city
- optimising, integrating and aligning water service provision and planning
- treasuring our coastline, harbours, islands and marine areas
- sustainably managing natural resources
- supporting rural settlements, living and communities
- improving the education, health and safety of Aucklanders
- growing a business friendly and well-functioning city
- enabling iwi to participate in the co-management of natural resources
- tackling climate change and increasing energy resilience.

Activities

Watercare's activities include:

- collection, treatment and distribution of drinking water to the people of Auckland
- collection, treatment and disposal of wastewater for the people of Auckland
- transfer, treatment and disposal of trade waste
- provision of laboratory services in support of Watercare's business activities and the business community.

For information on the above activities, actual performance, key performance targets and other measures set out in the 10-year Budget 2021-2031 see the Groups of Activities section.

Directors

Margaret Devlin (Chairperson) — Hinerangi Raumati-Tu'ua — Graham Darlow — Dr Nicola Crauford — Frances Valintine — Julian Smith (appointed 1 January 2022) — Brendon Green — Dave Chambers

Te papakupu whāiti Glossary of terms

Activity or service

The services the council provides to the community. This includes things like running buses, collecting rubbish and maintaining parks

Annual Plan, Annual Budget or Emergency Budget

The plan that sets out what the council seeks to achieve in a financial year, the services we will provide, how much money will be spent and where that money will come from. The annual budget for 2020/2021 is referred to as our Emergency Budget because of the need to respond to a significant financial challenge for that year.

Asset

An item of value, usually something of a physical nature that you can reach out and touch, that will last for more than one year. Infrastructure assets are physical items such as roads, pipes and council buildings that are needed to provide basic services

AT

Auckland Transport, the organisation that delivers transport service on behalf of the council

ATAP

The Auckland Transport Alignment Project, a collaborative project between Auckland Council and Central Government to align strategic transport priorities for the Auckland region

Auckland Council or the council

The local government of Auckland established on 1 November 2010. The council is made up of the Governing Body, 21 local boards, and the council organisation (operational staff)

BID

Business improvement district

Capital investment, capital expenditure or capital programme

Building (or buying) assets such as roads, pipes and buildings that are used to provide services to Aucklanders. Capital expenditure refers to assets that council spends money on directly, while capital investment also includes money that is spent via third parties on projects such as the City Rail Link

Centres

Localities identified as urban centres which include the city centre and fringe, metropolitan centres, town centres and local centres. Centres are typically higher density, compact mixed-use environments with high quality public transport links and provide a wide range of community, recreational, social, and other activities

Council-controlled organisation (CCO)

A company (or other type of organisation) that is at least 50 per cent owned by the council or for which the council has at least 50 per cent control through voting rights or the right to appoint directors. These organisations each have their own board of directors (or equivalent) and their own staff who manage day-to-day operations

Council Group

Auckland Council and the council-controlled organisations, along with the council's investments in Ports of Auckland and Auckland Airport

Deferral

Delaying the building or buying of assets until a later time

Facilities

Buildings or other structures used to provide services to Aucklanders

Financial year

The year from 1 July to 30 June the following year. The council budgets and sets rates based on these dates rather than calendar years which end on 31 December

General rates

Ratepayers across Auckland pay to fund general services

Governing Body

The Governing Body is made up of the mayor and 20 councillors. It shares its responsibility for decision-making with the local boards. The Governing Body focuses on the big picture and on Auckland-wide strategic decisions. Because each ward may vary in population, some wards have more than one councillor

Grants and subsidies

Money that someone pays to the council to cover (or help cover) the cost of providing a service to Aucklanders. Sometimes grants also refers to money the council pays to a community organisation to provide services to Aucklanders, rather than council providing those services directly

Hapū

Kinship group, clan, tribe, subtribe - section of a large kinship group

Household

One or more people usually resident in the same dwelling, who share living facilities. A household can contain one or more families or no families at all. A household that does not contain a family nucleus could contain unrelated people, related people, or could simply be a person living alone

Infrastructure

The fixed, long-lived structures that facilitate the production of goods and services and underpin many aspects of quality of life. Infrastructure refers to physical networks, principally transport, water, energy, and communications

Iwi

Groups of whānau or hapū related through a common ancestor

Kaitiaki

Guardians of the environment

Kaitiakitanga

Guardianship, including stewardship; processes and practices for looking after the environment, guardianship that is rooted in tradition

Local boards

There are 21 local boards which share responsibility for decision-making with the Governing Body. They represent their local communities and make decisions on local issues, activities, and facilities

Local Board Agreement

An annual agreement between the Governing Body and each local board, setting out how the council will, in that year, reflect the priorities and preferences in its local board plan for the year in respect of various things, including the local activities to be provided in the local board area

Local Board Plan

A plan that reflects the priorities and preferences of the communities within the local board area in respect of the level and nature of local activities to be provided by the council over the next three years

Local Government Act 2002 (LGA 2002)

Legislation that defines the powers and responsibilities of territorial local authorities, such as Auckland Council

Long-term Plan or the LTP (Also known as the 10-year Budget) or the Recovery Budget

This document sets out the council's vision, activities, projects, policies, and budgets for a 10-year period. The Recovery Budget is the 10-year budget for 2021-2031

Mana whenua

Iwi, the people of the land who have mana or customary authority. Their historical, cultural, and genealogical heritage are attached to the land and sea

Mataawaka

Māori who live in Auckland but do not whakapapa to mana whenua

Mātauranga Māori

Māori wisdom. In a traditional context, this means the knowledge, comprehension or understanding of everything visible or invisible that exists across the universe

Maunga

Mountain, mount, peak; Auckland's volcanic cones

Mauri

Mauri is the pure state of an object or substance. Sometimes referred to as the 'life force', mauri is contingent upon all things being in balance or in harmony

Operating expenditure

Money that the council spends on providing services in the current financial year, as opposed to building things that will provide services for years to come. It also includes paying grants spending money on staff and contractors to do process building consents, open libraries, run buses and maintain parks. It also includes things like paying grants to community organisations and paying interest on money the council has borrowed

Pā

Fortified Māori settlements, villages, and towns

Eke Panuku Development Auckland Limited

Eke Panuku Development Auckland Limited (Eke Panuku), the organisation that provides property management and development services to the council and Aucklanders

Papakāinga

A location including meeting facilities, homes, vegetable gardens, a cemetery and other things required to sustain a whānau, hapū or iwi. Known previously as unfortified Māori settlements, villages, and towns

Rangatahi

Younger generation, youth

Rangatira

Chief

Rangatiratanga

Chiefly authority. A state of being. It is expressed in who we are, and how we do things; ability to make decisions for the benefit of their people and the community in general; confers not only status but also responsibility to ensure that the natural world and its resources are maintained into the future; recognises iwi and hapū right to manage resources or kaitiakitanga over the ancestral lands and waters. The Māori version of article 2 of the Treaty uses the word "rangātiratanga" in promising to uphold the authority that tribes had always had over their lands and taonga

Rates

A tax against the property to help fund services and assets that the council provides

Revenue or income

Money that the council receives (or is due to receive) to pay for the cost of providing services to Auckland. Cash revenue specifically refers to the money received during the year, and excludes things like postponed rates which will be received later

RLTP

The Regional Land Transport Plan provides the blue print for Transport in Auckland over the next decade

RFT

Regional Fuel Tax

Savings

Reducing the amount of money that the council pays out in a particular financial year. This could refer to being more efficient (paying less money to get the same service) or to saving money by delivering less services to the community. It also sometime refers to spending money later than we previously planned

Taonga

A treasured item, which may be tangible or intangible

Tāmaki Makaurau

The Māori name for Auckland

Targeted rates

A rate that is paid by only a particular group of ratepayers or is used to fund only a particular set of activities. This is used when the council wants to make sure that those ratepayers who benefit from an activity pay for it (as opposed to spreading the cost across all ratepayers) or where the council wants to make sure that money collected for a particular purpose is only spent for that purpose

Tātaki Auckland Unlimited Limited (formerly known as Auckland Unlimited Limited)

The organisation that manages Auckland Zoo and the Auckland Art Gallery along with venues used for conventions, shows, concerts and major sporting events. Tātaki Auckland Unlimited also delivers major events for council and provides tourism promotion and economic development services on the council's behalf.

Te Tiriti o Waitangi / The Treaty of Waitangi

The written principles on which the British and Māori agreed to find a nation state and build a government

The Auckland Plan 2050

Our long-term spatial plan for Auckland looks ahead to 2050. It considers how we will address our key challenges of high population growth, shared prosperity, and environmental degradation

Tikanga

Customary lore and practice

Transport

Local roading, parking and public transport services provided for Aucklanders. These services are usually provided by Auckland Transport, except for the City Rail Link project which is delivered separately in partnership with central government.

Unitary Plan

The Auckland Unitary Plan is the planning rule book that sets out what can be built and where. It's essential for protecting what makes our city special while unlocking housing and economic growth and strengthening our community

Waka

Canoe, vehicle, conveyance

Waka Kotahi NZ Transport Agency (NZTA)

Plans and delivers sustainable transport networks across New Zealand, in Auckland and has responsibility for maintaining the state highway network roads

Waste

Generally refers to household and business rubbish, along with recycling and food scraps which can be reused for other purposes.

Watercare

Watercare Services Limited, the organisation that provides water supply and waste water services to Aucklanders



Te huarahi whakapā mai ki te kaunihera

How to us

Online

aucklandcouncil.govt.nz/contactus

Phone

09 301 0101

Post

Auckland Council, Private Bag 92300, Auckland 1142

Locations that offer council services

Bledisloe Lane (CBD)

Bledisloe House, Ground Floor, 24 Wellesley Street, Auckland CBD

Aotea / Great Barrier Island

75 Hector Sanderson Road, Claris, Great Barrier Island

Helensville

49 Commercial Road, Helensville

Henderson

1 Smythe Road, Henderson

Kumeū Library

296 Main Road (SH16), Kumeū

Manukau

Ground floor, Kotuku House, 4 Osterley Way, Manukau

Ōrewa

50 Centreway Road, Ōrewa

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 Island

10 Belgium Street, Ostend, Waiheke Island

Warkworth

1 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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