

Te Rīpoata ā-Tau 2020/2021  
o Te Kaunihera o Tāmaki Makaurau

# Auckland Council

## Annual Report 2020/2021



Volume  
**1**

Te Wāhanga 1: He Tirohanga Whānui  
me te Whakahaere Ratonga

**Volume 1: Overview and Service Performance**

## Mihi

Noho mai rā Tāmaki Makaurau,  
 moana waipiata,  
 maunga kākārīki.  
 Mai i ngā wai kaukau o ngā tūpuna,  
 ki ngā puke kawē i ngā reo o te tini,  
 i puta ai te kī mōu.  
 Tū ana he maunga,  
 takoto ana he raora,  
 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 mai k i tō uma.  
 Tāmaki Makaurau  
 he tāone ūmanga kurupounamu koe;  
 tukua tō rongō kia rere i te ao.

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

# Te Rārangi Kaupapa Contents

Nau mai ki ngā kōrero mō mātou  
**Welcome to our story** ..... 5

Tauākī āheitanga me te kawenga  
**Statement of compliance and responsibility** ..... 7

Nā te Koromatua  
**From the Mayor** ..... 8

Nā te Tumu Whakarae  
**From the Chief Executive** ..... 10

Te Wehenga 1: Te tirohanga whānui ki tā mātou whakahaere mahi  
**Section 1: Overview of our performance**

Our plan for the year ..... 14

Auckland Council Group’s favourable results pave the way for recovery ..... 16

Tā mātou mahere mō te tau ..... 20

Ka wātea te huarahi ki te haumanutanga nā ngā hua pai kua puta i Te Rōpū o Te Kaunihera o Tāmaki Makaurau ..... 22

Introduction to themes/groups of activities ..... 26

Highlights by theme ..... 27

Te Wehenga 2: Ngā wāhi matua e arotahingia ana e mātou  
**Section 2: Our key areas of focus**

Our staff – health, safety and wellbeing are a high priority ..... 36

Material issues – Responding to growth ..... 38

Material issues – Housing ..... 39

Material issues – Transport ..... 40

Material issues – Water ..... 42

Climate change ..... 44

Leading and influencing better outcomes for and with Māori ..... 48

Te Wehenga 3: Te huarahi e tāpae hua ai mātou ki ngā tāngata o Tāmaki Makaurau  
**Section 3: How we deliver value for Aucklanders**

Our value creation model ..... 56

Our structure ..... 58

Governing Body members ..... 60

Auckland Council Executive Leadership Team ..... 61

Council Controlled Organisations ..... 61

Auckland Plan outcomes ..... 62

How it fits together ..... 63

Te Wehenga 4: Te whakahaere mahi a ngā Rōpū Kawe Mahi  
**Section 4: Performance by Groups of Activities**

Introduction to Groups of Activities ..... 66

Roads and Footpaths ..... 68

Public Transport/Travel Demand Management ..... 76

Water Supply ..... 84

Wastewater Treatment and Disposal ..... 92

Stormwater Management ..... 98

Local Council Services ..... 106

Regionally Delivered Council Services ..... 116

Council Controlled Services ..... 144

Te Wehenga 5: He pārongo atu anō  
**Section 5: Additional information**

Auckland Plan annual monitoring report ..... 158

Feedback from Aucklanders ..... 162

Glossary of terms ..... 163

How to contact the council ..... 166

## Nau mai ki ngā kōrero mō mātou Welcome to our story

Auckland is an amazing city – diverse, vibrant, naturally beautiful and featuring iconic landmarks. Across the Auckland Council Group, we have a team of passionate, dedicated staff working hard to meet your needs through delivering essential services and investing in the future of our city.

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 includes some of the critical infrastructure projects and the services we delivered for Auckland to be the world-class city that New Zealand needs it to be.

It covers the period from 1 July 2020 to 30 June 2021 and reports against the amended 10-year Budget 2018-2028 (Long-term Plan 2018-2028). The report fulfils our obligations under the Local Government Act 2002 to report our past year’s highlights, performance results and budget.

The **Overview section** contains a summary of our high-level financial and service performance information followed by an update on our strategic plans and priorities such as the Auckland Plan, Māori Outcomes, our response to climate change and how we are addressing key issues relating to growth, transport, housing and water. It also contains information on our structure – our Governing Body, Executive Leadership Team (ELT) and our staff.

The **Groups of Activities (GoA) section** is a statement of service performance against our eight Groups of Activities (one or more related activities provided by, or on behalf of, the group) as outlined in the 10-year Budget. For each GoA, we provide an update on the key projects that help us contribute to the six community outcomes as outlined in the Auckland Plan 2050, followed by a report against our performance measures and funding impact statements that sets out the sources and application of the operating and capital funding for the GoA.

## Finding your way around the volumes:

1

**Volume 1: Overview and Service Performance**

An overview of the group covering financial and non-financial performance of the group.



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.



3

**Volume 3: Financial Statements**

The financial statements of the Auckland Council Group and Auckland Council for the year ended 30 June 2021.



4

**Volume 4: Climate change risk**

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 27 September 2021.

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 2021 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  
27 September 2021

**Jim Stabback**  
Chief Executive  
27 September 2021

Nā te Koromatua

## From the Mayor

Auckland Council has continued with its prudent and responsible approach to managing its finances, while investing heavily in the infrastructure and services that Auckland needs to succeed.

A focus on reducing costs and improving operating efficiencies has put the council in a strong position to lead the recovery from the initial impacts of the COVID-19 crisis. While the financial and economic damage caused by the pandemic has been less severe than initially anticipated, significant risks remain, as evidenced by the return to Alert Level 4 lockdown in August 2021. With the possibility that further lockdowns may be required in response to the emergence of new and potentially more virulent strains of the virus, council's priority must be to maintain its fiscally prudent approach while continuing to provide essential services and invest in critical infrastructure.

The Annual Report 2020/2021 shows the Auckland Council Group continuing to deliver on its record capital investment programme, with an overall spend of \$2.5 billion, despite COVID-19 lockdowns and supply chain challenges. This investment is focused on tackling the environmental, housing and transport challenges that Auckland will continue to face as our population surpasses 2 million by 2030.

The City Rail Link continues to make progress, with the tunnel boring machine Dame Whina Cooper starting work in May 2021 on the tunnel from Mt Eden to the site of the future Aotea Station in central Auckland. When complete, the City Rail Link will transform Tāmaki Makaurau's transport system, carrying up to 54,000 people an hour once network upgrades are made and moving the equivalent capacity of three Auckland Harbour Bridges or 16 extra traffic lanes into and through the city at peak times. Work on the Puhinui Interchange also made strong progress throughout the financial year. The completed interchange is already making it easier, faster and more convenient for people to travel to and from the airport and its growing employment precinct.

Other significant city-shaping projects completed over the past year include the Quay Street upgrade, which

made the area substantially more people-friendly and accessible to cyclists and pedestrians; Te Wānanga, the new coastal public space on the waterfront; Te Komitanga, a public square on lower Queen Street, and the upgrade of Karangahape Road.

Our work to improve the water quality of Auckland's beaches, harbours and streams and significantly reduce wastewater overflows continues, reaching a

**“Auckland Council will maintain its ability to respond quickly to new challenges, while continuing to invest in the important infrastructure and services the city needs”**

key milestone with the launch of the tunnel boring machine for the \$1.2 billion Central Interceptor project. This is the biggest wastewater project in New Zealand's history and when complete in 2025 will stop over 80 per cent of wastewater overflows from the Western Isthmus, helping to create a legacy of clean, safe, healthy beaches for future generations to enjoy.

Auckland Council and Watercare's drought response delivered both new and upgraded water treatment plants—including the Waikato 50 plant. Once the final projects are complete, our six drought response projects will have increased our peak water treatment capacity by 106 million litres a day.

The Water Quality and Natural Environment targeted rates continue to support strong investment to

protect our natural environment. We have reopened more than 42km of tracks through Kauri forests after making them safe, continued with animal pest control programmes, and increased and extended habitat restoration and protection programmes for native species.

In keeping with council's commitment to managing the impacts of climate change, in July 2020 we adopted Te Tāruke-ā-Tāwhiri: Auckland's Climate Plan. Emergency Budget funding to replace boilers and decarbonise our car fleet has helped council stay on track to cut our operational emissions by 50 per cent by 2030. We also continue to work with central government, iwi, the community and businesses to reduce regional emissions and adapt to and manage the impacts of global heating.

The COVID-19 crisis had little apparent effect on building consent activity, with a record 18,891 consents for new dwellings issued in the year ended June 2021. This shows the positive impact of the Auckland Unitary Plan, which is helping to deliver a more compact, well-designed city.

Despite the ongoing challenges of the pandemic, Auckland Council maintained a measured approach to financial management. We achieved our goal set out in the Emergency Budget to deliver \$120 million of savings, and with further annual savings of \$90 million locked in the council has become a leaner and more efficient organisation that is better able to deliver value for money to ratepayers. This is reflected in credit ratings with S&P Global Ratings and Moody's Investor Services of AA and Aa2 respectively, both with a “stable” outlook. Net borrowings increased by a moderate \$474 million to \$10.4 billion, resulting in a debt-to-revenue ratio of 258 per cent—within the group's 290 per cent policy limit.

New Zealand's strong health response to COVID-19 saw the country record 169 days without a case in the community in 2021. Business and industry—although impacted by global supply chain issues and the closed border—were able to continue largely without

restrictions. These factors, combined with internal efficiency gains, our strong savings programme and central government support meant that the impact of COVID-19 on council's finances was less severe than initially projected.

However, the August community outbreak of the more transmissible delta variant and subsequent Level 4 lockdown is a strong reminder of how uncertain the outlook remains, for Auckland, New Zealand and the world. Auckland Council's response will be to maintain its ability to respond quickly to new challenges, while continuing to invest in the important infrastructure and services the city needs. This approach will best position us to meet any new challenges that COVID-19 may pose, while ensuring that we continue to deliver on our vision for a world-class and inclusive city.



**Hon Phil Goff, CNZM, JP**  
Mayor of Auckland



<https://ourauckland.aucklandcouncil.govt.nz/news/2021/05/exciting-step-for-crl-as-tunnel-boring-machine-launched/>  
<https://www.scoop.co.nz/stories/AK2107/S00559/giant-tunnel-boring-machine-starts-digging-watercares-12b-central-interceptor.htm>

# Nā te Tumu Whakarae From the Chief Executive

## Kia ora koutou katoa

Te Kaunihera o Tāmaki Makaurau – Auckland Council and group had a sound year given the challenges. In presenting our Auckland Council Group’s Annual Report for the Emergency Budget 2020/2021 we acknowledge that COVID-19 and one of the most significant droughts in Auckland’s history, raised some unique issues. Responding to these challenges and issues also provided an opportunity for innovation and to think differently about the way we serve Aucklanders to better meet their needs.

The Emergency Budget decisions required us to:

- deliver a capital investment programme of over \$2.5 billion,
- reinstate \$40 million of transport capital expenditure, including safety funding,
- maintain investment in initiatives to reduce our climate emissions, improve water quality, and support environmental programmes,
- increase renewals investment for community facilities and parks and maintain library opening hours,
- achieve a target of \$120 million in operational savings

We delivered well against these requirements and achieved the savings target at year end.

We spent \$1.1 billion developing and upgrading our roading and public transport assets. The new Puhinui Station Interchange is an impressive example of this work providing faster, more frequent, and easier connections to Auckland Airport.

Reducing carbon emissions remained a focus. The Auckland bus fleet added 28 electric buses, a total of 33 low emission buses now in use. Eke Panuku raised the bar for commercial developments requiring all developments to meet the 5 Star Green



Star rating. Of our 122 thousand streetlights in the network, over 104 thousand have moved to energy efficient LED reducing CO<sub>2</sub> emissions by over 1500 tonnes. While this is a good start, we know there is more to do.

Clean water is critical to our people and the environment. We invested \$881 million ensuring we could provide enough water for commercial and residential use, treat wastewater efficiently, manage stormwater and reduce overflows into our waterways and harbours. To manage Auckland’s response to the drought, we introduced water restrictions for residential and commercial water users. Aucklanders responded well saving a total of 18 billion litres. Alongside these measures we invested to bring three water treatment plants into service including the former water treatment plant at Papakura - Hays Creek dam. The completion of Hays Creek added an additional 6 million litres of processing capacity per day.

As well as the large infrastructure projects, we delivered some important local community-based services. Our newest community facility, Te Paataka Koorero o Takaanini – Takaanini Community Hub.

opened in March. The community hub follows a new model, providing a combination of services together in one place including community and event function spaces, library, and council information services.

We saw changing behaviour in customer use during the last year with an ongoing shift to digital channels. The use of Libraries’ e-Collections continued to increase (+10 per cent on the previous year) and total issues for e-items accounted for 21 per cent (3.3 million) of total issues. During COVID Alert Levels 3 and 4, libraries were an example of shifting services online such as children’s story time, to support those at home. Libraries also partnered with the Digital Inclusion Alliance Aotearoa and the Skinny Jump programme to provide more affordable Wi-Fi connections at home for communities in need. This became particularly relevant during COVID-19 lockdowns.

COVID-19 also saw us target services to where they were needed most. This included grants of \$2.9m as part of the Manaaki fund. Support focused on Māori led response and initiatives for whānau Māori and tamariki wellbeing, Māori employment and business, and sustainable solutions for Māori communities, with a special focus on essential needs. During the resurgence of COVID-19 we also provided welfare support, alongside the Ministry of Social Development, including thousands of phone calls to older adults and supporting City Mission with over 5000 food packages.

We delivered some important events and exhibitions. Auckland Art Gallery - Toi o Tāmaki hosted a major exhibition of contemporary Māori art from 1950s to present day featuring more than 300 works by 111 artists. The groundbreaking Toi Tū Toi Ora – Contemporary Māori art curated works through a Māori worldview and hosted over 140,000 gallerygoers, making it the largest visitor exhibition since 1989.

As a council group, and alongside our colleagues in the council-controlled organisations, we are committed to advancing social, cultural, environmental, and

economic wellbeing. To do that well we need to understand where we are performing well and where we need to focus and leverage our effort. Effective implementation of the “Review of Auckland Council’s council-controlled organisations” released in July 2020 provides an important focus for us all.

I would like to acknowledge the significant contributions that the council group has made in achieving a strong result.

**Jim Stabback**  
Chief Executive

## “Ko tā te Rangatira he Ranga Tira”

*A leader’s role is to weave people together*



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

## Section 1: Overview of our performance



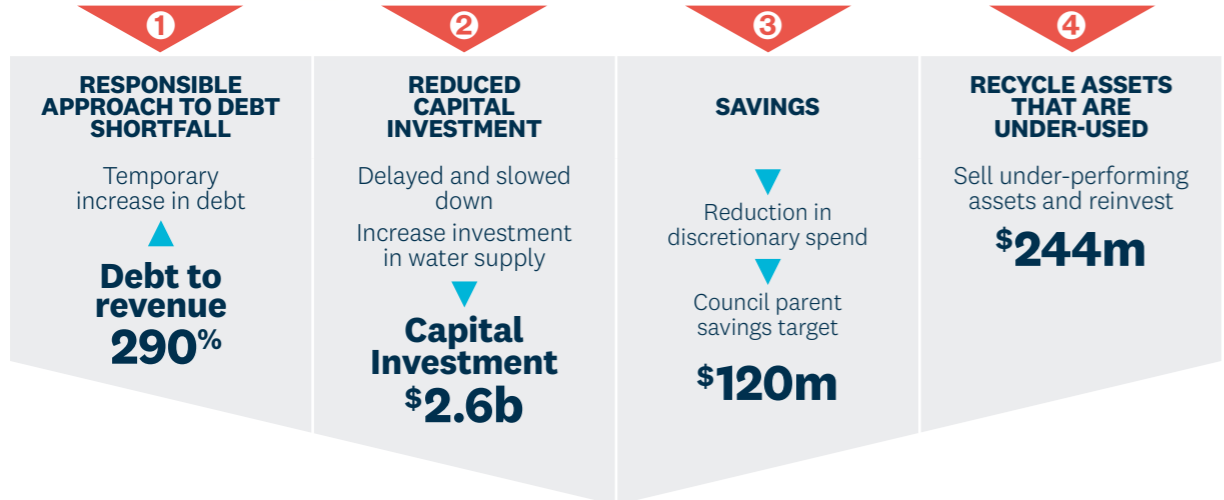
Tā mātou mahere o te tau

# Our plan for the year

When setting our budget for the year, we anticipated significant negative impacts from COVID-19 and the drought. We prepared our Emergency Budget which despite these factors, committed us to continuing our investment in our growing city, building vital infrastructure and maintaining essential services and activities.



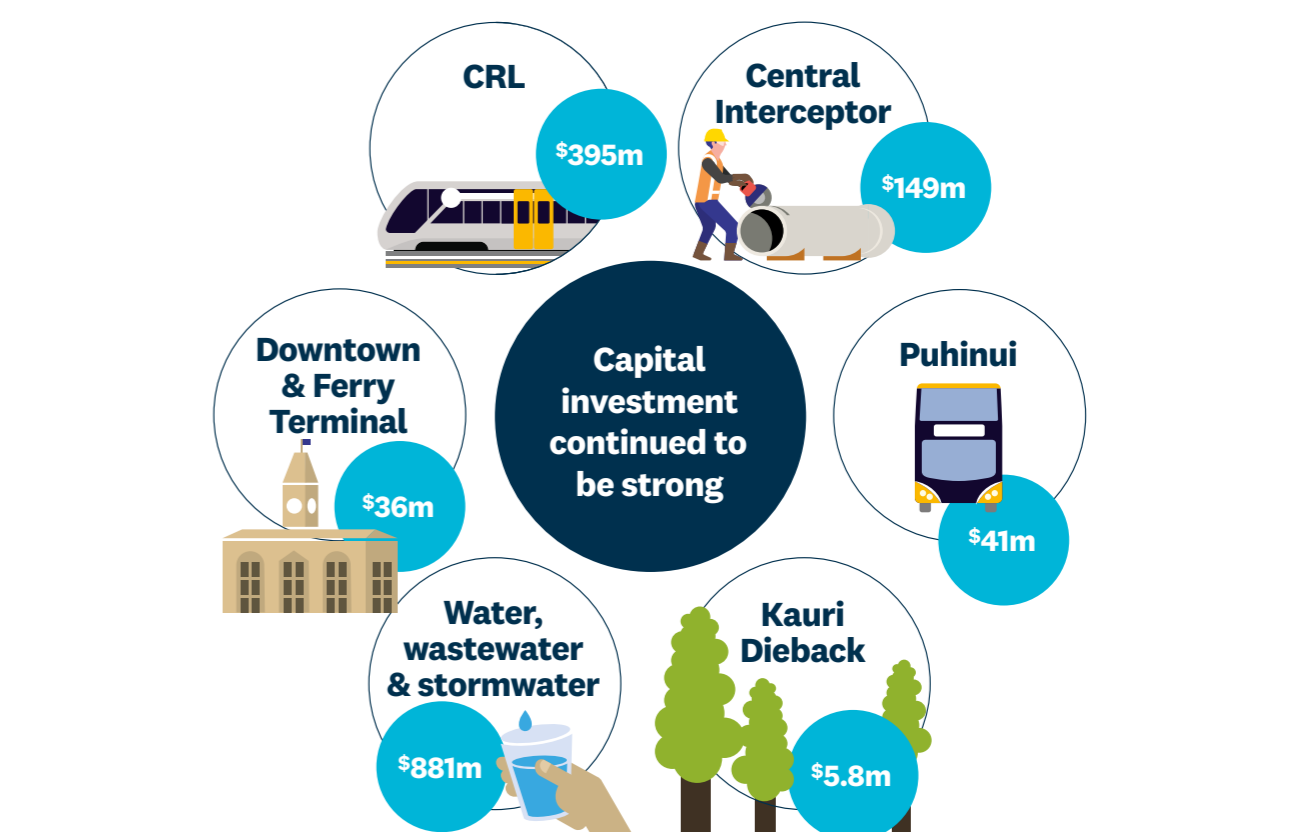
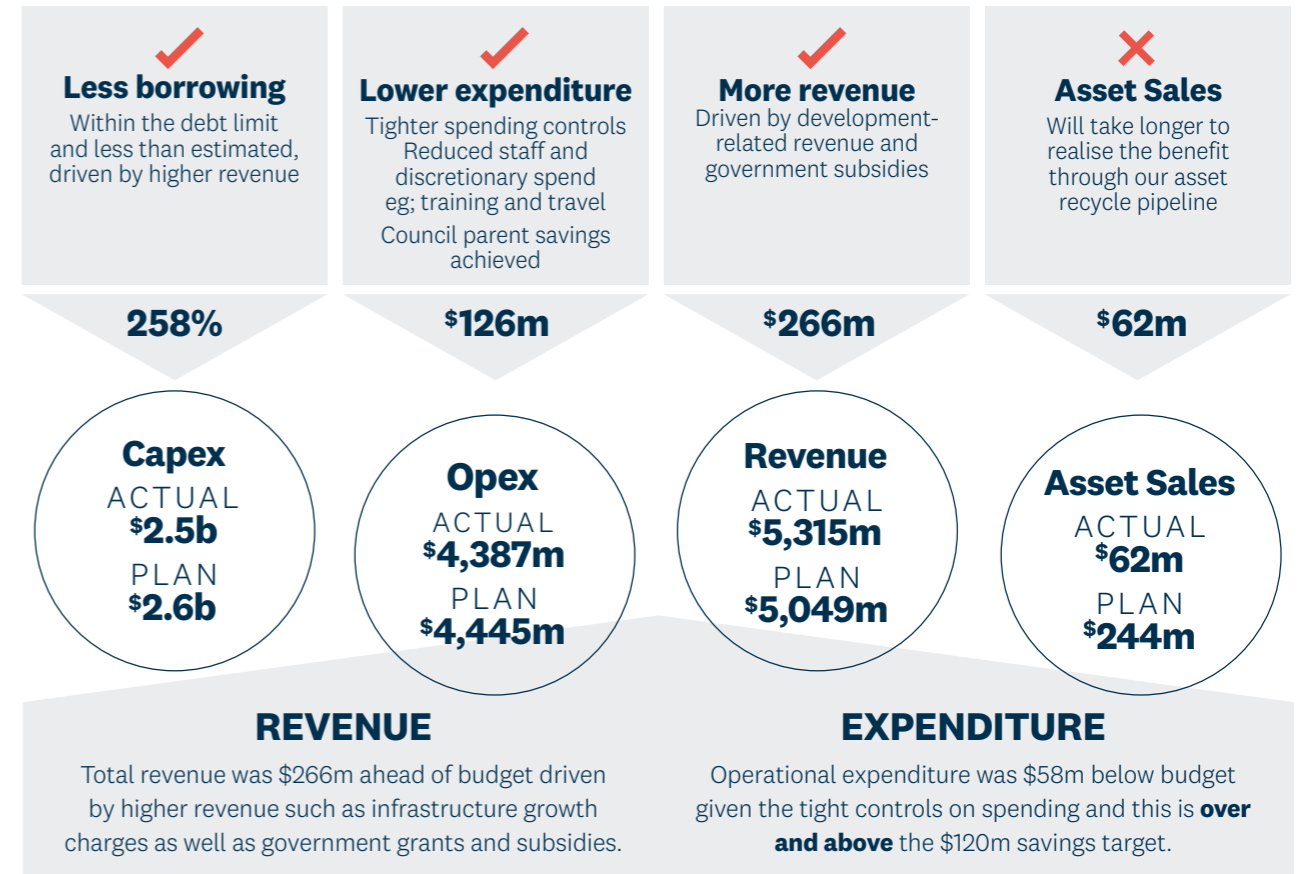
## OUR PLANNED RESPONSE TO THESE CHALLENGES



Assisted with funding from grants and subsidies, trusts and government assistance.

## The outcome

In a year of uncertainty, our results turned out to be much better than we had anticipated, however, far from what we would have achieved without the effects of COVID-19. Amongst our challenges were closed borders and a wariness by public of face-to-face contact. Despite this, development activity was strong and unemployment levels were better than we had expected.





Ka wātea te huarahi ki te haumanutanga nā ngā hua pai kua puta i Te Rōpū o Te Kaunihera o Tāmaki Makaurau

## Auckland Council Group’s favourable results pave the way for recovery

During the year we remained committed to building critical infrastructure, supporting the economy, as well as managing our response to the on-going impacts of COVID-19 and the drought.

It was also vital we supported our communities with the greatest need, delivered on our commitment to Māori, protected our natural environment and responded to climate change. Aucklanders also relied on us to make sure we carried on providing essential services.

We also had to ensure we kept a close eye on managing our finances and maintain our prudent and sustainable approach.

### Capital investment

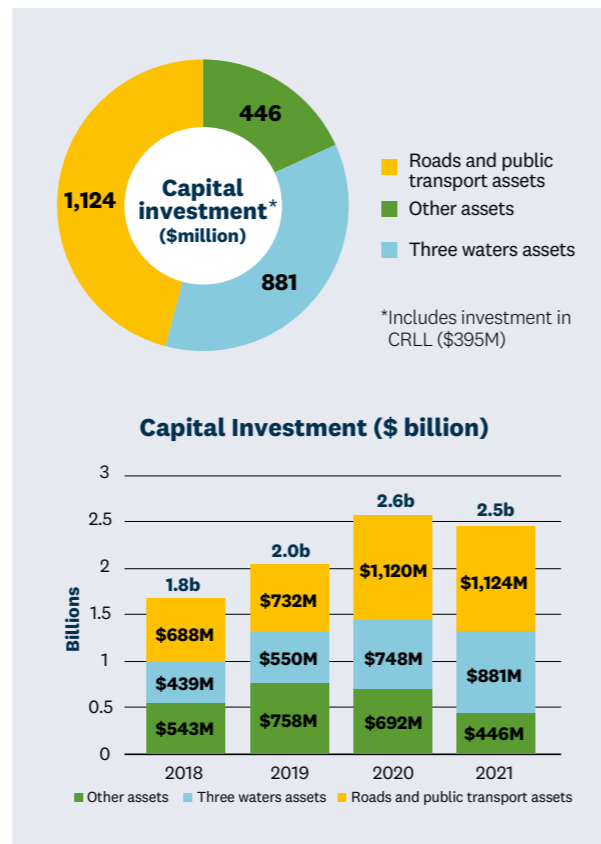
We had another year of significant investment in critical infrastructure despite supply chain constraints and labour shortages. This year’s near-record \$2.5 billion investment focused on improving and developing our roading and public transport assets, increasing our supply of treating wastewater efficiently, managing stormwater and reducing wastewater overflows into our waterways and harbours.

We also made sure we looked after the community venues and facilities Aucklanders enjoy everyday including our parks, libraries, sports, cultural and recreation facilities.

Examples of these are:

- Our drought response with the expansion of the city’s water supply with the additional Waikato Water Treatment Plant, the Hickeys Spring bore in Pukekohe and Hays Creek Dam
- Central Interceptor
- City Rail Link
- Te Ngau o Horotiu (Downtown Ferry Basin Redevelopment)
- Upgrade to our parks, community venues and active recreational facilities
- Transformation of areas such as Devonport, Takapuna and Flat Bush

\* Investment in new tug and pilot boats to improve the speed and safety of the berthing of ships.



### Prudent approach to debt

We use debt to fund investment. This allows us to reduce the burden by spreading the costs of new assets across the generations that will benefit from it.

The group’s net debt as at 30 June 2021 was \$10.4 billion, an increase of \$474 million, which is a moderate increase considering our overall increase in assets grew from \$56 billion to \$60.8 billion, an increase of \$4.8 billion with our net debt to total assets remaining consistent at 17 per cent.



### Credit ratings

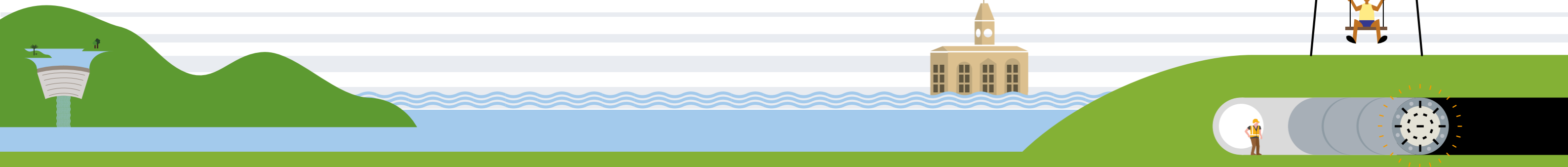
Despite the difficulties faced this year, we maintained a measured approach to managing our finances. This is reflected in our credit ratings from S&P Global Ratings and Moody’s Investor Services which are “AA” and “Aa2” respectively, both on a “Stable” outlook. These are some of the highest credit ratings in New Zealand. The benefit of this is better accessibility to lower interest rates and makes us more attractive to investors.

### Our award winning green bond



Our \$500 million 30 year green bond, maturing in September 2050, is the longest ever bond issued in NZ.

Received the KangaNews Awards 2020 “New Zealand Dollar Rates Bond Deal of the Year” and the “New Zealand Sustainable Deal of the Year”, and the Institute of Finance Professionals New Zealand (INFINZ) “NZ Debt Market Issue of the Year” for 2021.



## Revenue

We fund our services and activities through a mix of rates and non-rates sources such as user charges, subsidies and dividends from investments. This reduces our reliance on rates.

Our revenue was higher than projected in our Emergency Budget due to

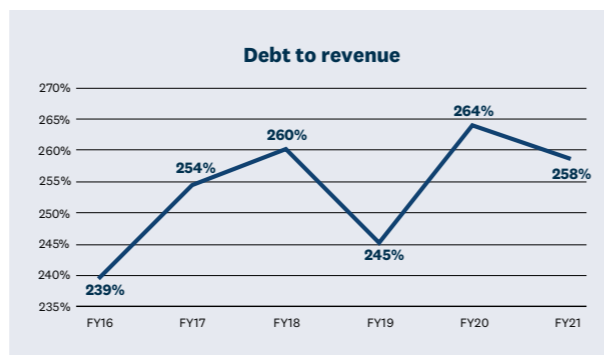
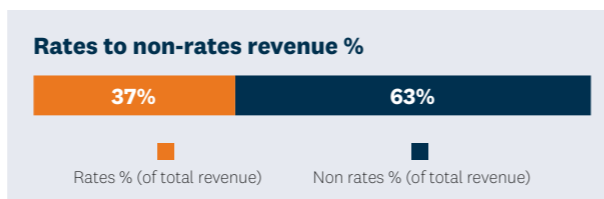
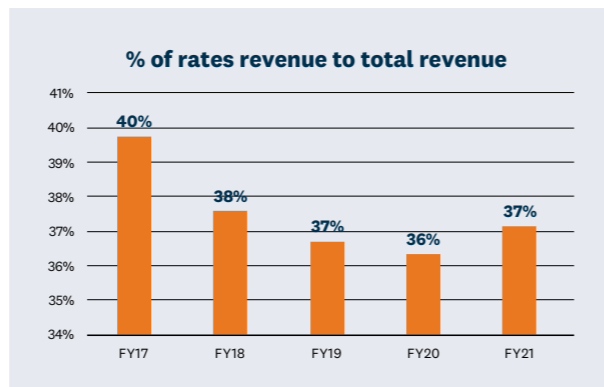
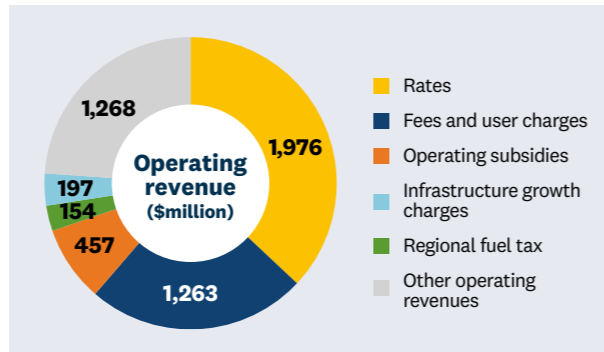
- regulatory revenue associated with increased volumes and complexity of building consents
- infrastructure growth charges for water and wastewater
- increased government subsidies from Waka Kotahi for public transport fare top-ups
- higher rates revenue given low uptake of rates postponement scheme

This was partly offset by lower revenue given lower public transport patronage and parking revenue due to COVID-19.

Due to the impact on the tourism sector we suspended the Accommodation Provider Targeted Rate (APTR) and the visitor attraction activity that it funds.

The general rates revenue increased compared to the prior year due to the average rates increase of 3.5 per cent and a growth in the ratepayer base.

This year we also received shovel ready funding from government agencies.



## Debt to revenue

Amongst other things our credit rating relies on our ability to stay within prudent financial ratio limits. Due to the impacts of COVID-19, we expected to borrow more and have less revenue. This was reflected in our anticipated higher debt to revenue ratio which we agreed to temporarily raise from 270 per cent to 290 per cent, at the time we adopted the Emergency Budget.

Primarily due to the positive revenue result, our debt to revenue ratio for the year was lower at 258 per cent.

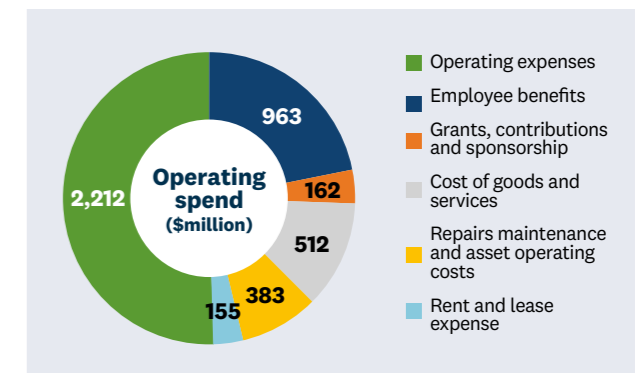
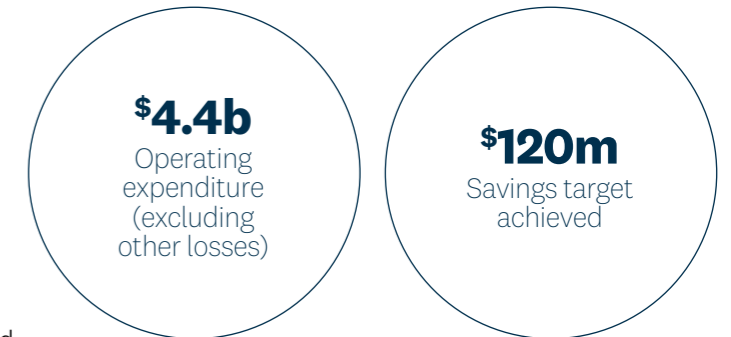


## Operating expenditure

Operating expenditure is what we spend to keep the city running like maintaining our facilities, parks and venues and back-office support.

Our tight controls on spending means we achieved our \$120m savings target with strict control on discretionary spend with reductions in travel and professional services.

We planned to reduce our staffing numbers by around 500 given the cancellation of shows and events, facilities closures and organisational change to achieve process efficiency. However, the increased activity in regulatory, our response to the drought and demand for other frontline services meant our staffing levels didn't reduce to the levels indicated in the Emergency Budget, which meant our full time equivalent employees reduced by 208.



## Looking ahead

The 10-year Budget 2021-2031 we adopted in June 2021 is our Recovery Budget for Auckland. It includes a record \$31.8 billion of investment focused on building and maintaining vital infrastructure and continue to provide the essential services that make Auckland a great place to live, work and play. This level of spending will also provide significant stimulus to Auckland's economy and help create jobs.

Our continued partnership with government and other agencies is critical to help deliver the infrastructure that our growing city needs.

We need to continue to work with central government and other agencies, who have been instrumental in providing support. These partnerships are vital as we identify new ways to fund the critical infrastructure and enable growth. This task is huge and one we cannot do alone.

Looking ahead, it is clear COVID-19 will continue to have an impact. There are still many unknowns and associated risks. We need to prepare for future events.

We must remain prudent in managing our finances to give us headroom for future shocks. It is important we continue to pave the way for recovery and invest in the critical areas of transport, housing, water, our climate and continue delivering services for our communities.

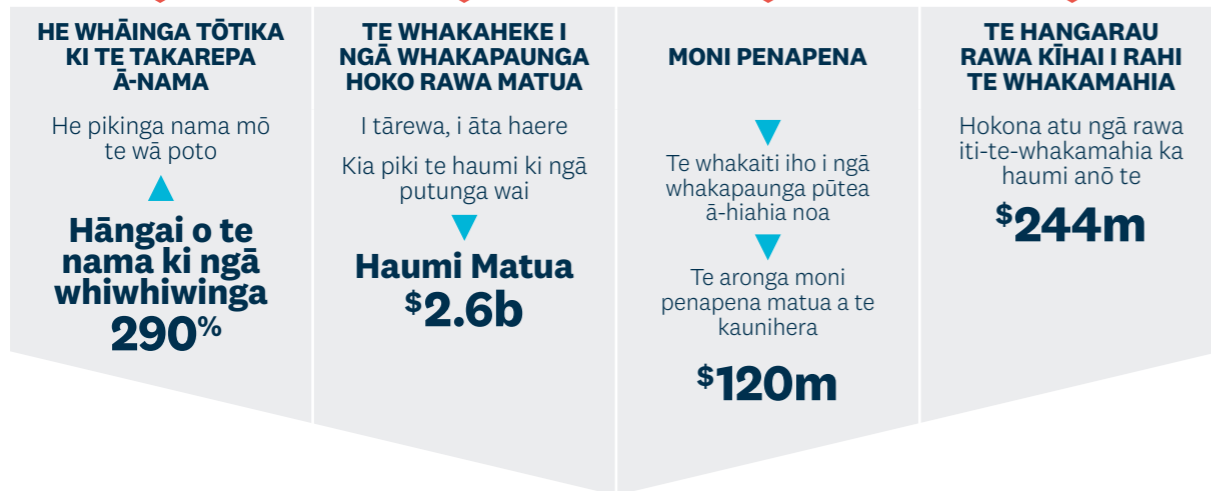
**It is important we continue to pave the way for recovery and invest in the critical areas of transport, housing, water, our climate and continue delivering services for our communities.**

# Tā mātou mahere mō te tau

I a mātou e whakarite ana i tā mātou pūtea mō te tau, i whakatika atu mātou mō ngā pāturinga a te KOWHEORI-19 me te tauraki. Ka whakaritea tā mātou Tahua Pūtea Mate Ohotata ahakoa ēnei mea, e mau tonu ai tā mātou haumi e tupu tonu ai tō tātou tāone nui, te hanga kaupapa whakahaere me te tiaki i ngā ratonga me ngā mahi tōtika tonu.



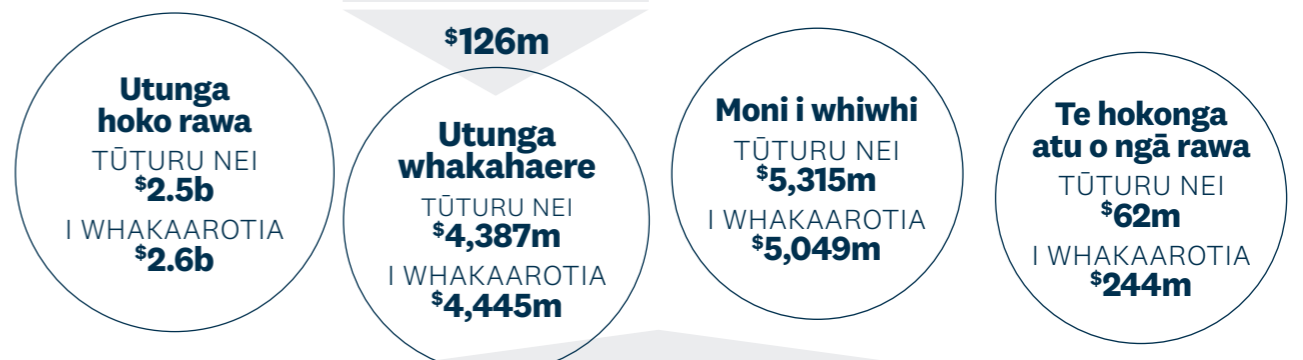
## TĀ MĀTOU URUPARE KI ĒNEI WERO



Mea āwhina ki ngā tahua moni tuku, āpiti, poari kaitiaki, taunaki a te kāwanatanga.

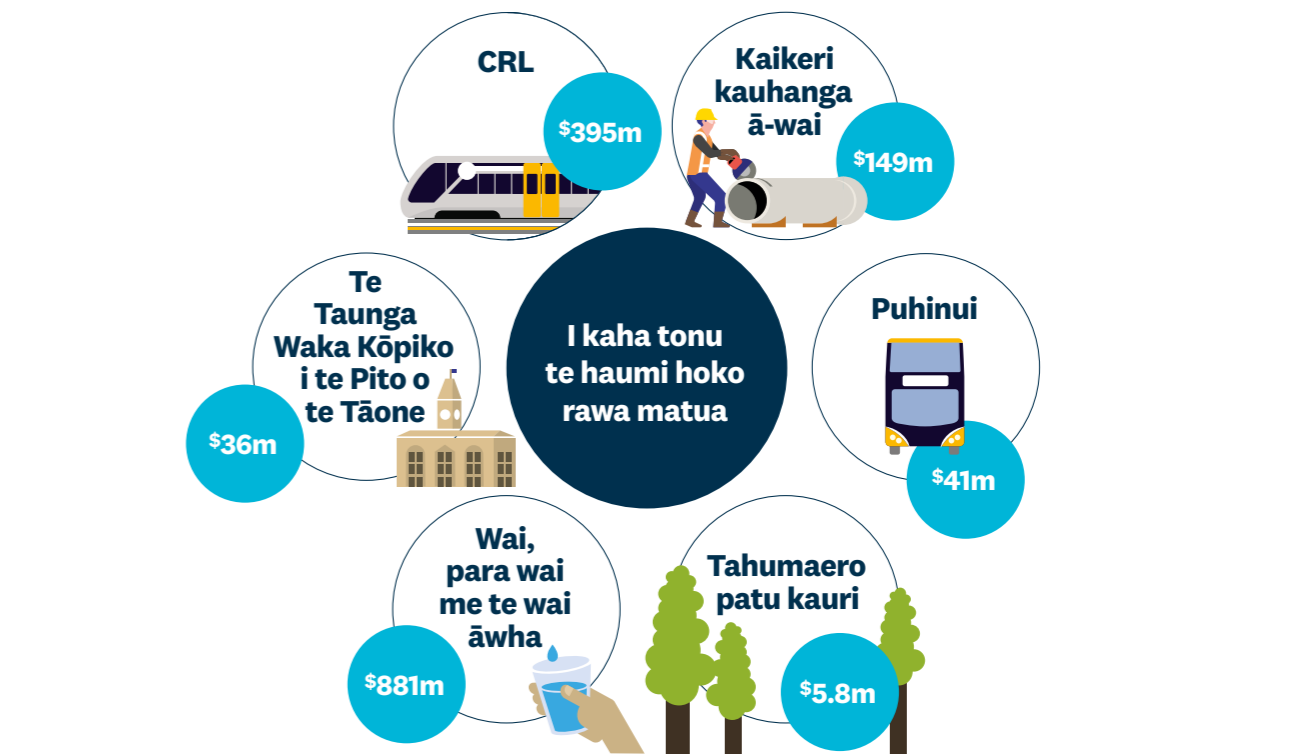
## Ngā hua

I tēnei tau mōrearea, ko te hua i puta ki a mātou he pai noa atu i tā mātou i pōhēhē ai. Heoi anō, kei raro noa mai tē taea e mātou mei kore mō ngā raupatu a te KOWHEORI-19. I waenga i ngā whakamātautau i mua i a mātou ko te katinga o ngā pae urunga mai, me te whakamatāra a te iwi tūmatanui ki te tūtaki kanohi-ki-te-kanohi. Ahakoa tēnei, i kaha ngā mahi whakawhanake, i pai ake hoki ngā paerewa kore mahi i ēra i pōhēhē ai mātou.



**WHIWHINGA MONI**  
 He \$266m te pikinga katoa o ngā whiwhinga moni pērā i ngā utu kaupapa whakahaere me ngā pūtea tuku me te tautoko a te kāwanatanga.

**NGĀ UTUNGA**  
 He \$58m ki raro i te tahua pūtea nā te kiki o ngā tikanga tiaki utunga me te mea i tua kē atu hoki i te \$120m i whakaritea hei aronga mō ngā mahi penapena.



I ea i te ratonga tiaki mahi turituri he <b>42%</b> o ngā amuamu	<b>79</b> te itinga iho o ngā mate aituā me ngā wharanga i ngā rori o te takiwā	<b>16.2m</b> ngā mea i haria i ngā whare pukapuka (tae atu ki ngā mea ā-matihiko)	<b>36%</b> o te hunga kāinga e whakapono ana kei te whai wāhi rātou ki ngā whakataua a te Kaunihera o Tāmaki Makaurau	I whakaatuhia e Watercare i eke i a ia <b>100%</b> o ngā taumata pae wai inu
--	---	---	---	--

# Ka wātea te huarahi ki te haumanutanga nā ngā hua pai kua puta i Te Rōpū o Te Kaunihera o Tāmaki Makaurau

I roto i te tau nei i mau tonu mātou ki te hanga i ngā kaupapa whakahaere i tino aronuitia, tautoko i te ōhanga tae atu ki te tiaki i ā tātou tohe ki ngā tukinga a te KOWHEORI-19 me te tauraki.

He mahi tūturu tonu a mātou ki te tautoko i ō tātou hapori he nui tonu ngā hiahia, kia mau hoki ki ā mātou oati ki te ao Māori, tiaki i te taiao me te tohe tonu i ngā takahurihanga ā-huarere. Me te aro tonu hoki o te iwi o Tāmaki Makaurau kia mau tonu i a mātou ngā mahi a ngā ratonga motuhake.

I meinga hoki mātou kia mau te titiro ki ā mātou whakahaere tahua pūtea kia mataara, kia taea tonu te kawē.

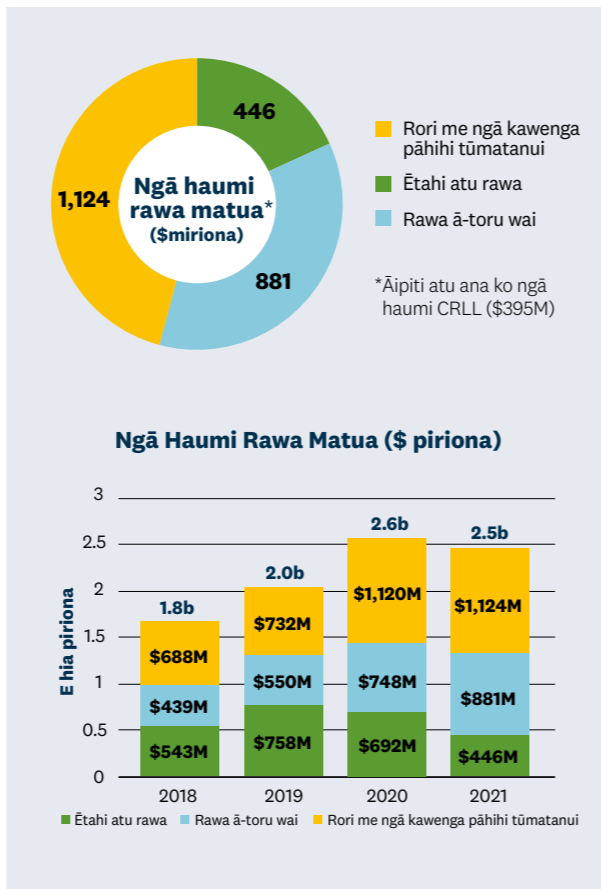
## Ngā tāpaenga rawa matua

He tau hiranga anō tēnei i rahi tonu ai ngā tāpaenga kaupapa whakahaere whai take ahakoa te kiki o ngā ara putunga me te kitea o te kaimahi. Ko te taumata whiwhinga \$2.5 piriona tahua haumi i tēnei tau i aronui ki te whakapai me te whanake i ō tātou rori, ngā kawenga pāhihi tūmatanui, whakarahi me te tiaki i ngā punanga para wai, te whakahaere i ngā kawenga wai āwha me te aukati i te pakaru noa o te para wai ki ō tātou awa me ngā wahapū.

I mahi nui hoki mātou ki te tiaki pai i ngā wāhi me ngā papa urunga ā-hapori e manawanuitia nei e te rahi o Tāmaki Makaurau mai i ngā papa rēhia, whare pukapuka, wāhi hākinakina, whakaurunga ahurea, tākaro hoki.

Ētahi taurira o ēnei:

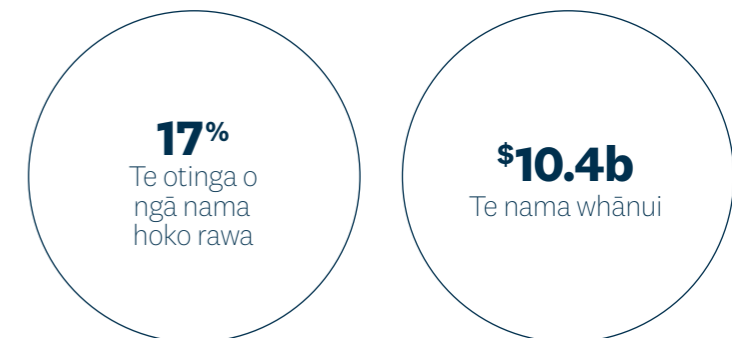
- Ko tā mātou whakautu ki te tauraki me te whakarahi ake i ngā putunga wai o te tāone nui me te tāpīringa mai o te Pūnaha Tiaki Wai o Waikato, te Poka Punawai a Hickey i Pukekohe me te Pāpuni i te Manga Wai a Hays.
- Te Kaikeri Kauhanga Matua
- Te Hononga Rere Raro Whenua
- Te Ngau o Horotiu (Downtown Ferry Basin Redevelopment)
- Te whakapai ake i ngā papa rēhia, papa hapori, urunga ngangahau hapori hoki
- Te panoni i te āhua o ngā wāhi pērā i a Devonport, Takapuna me Flat Bush
- Te hoko waka tō, waka ārahi hou hoki kia pai ake te tere me te āhuru o te here i ngā kaupuke



## He whāinga e tūpato ai te kōwhiri nama

Mā te nama ka āhei tā mātou utu haumi. He mea e māmā ai te hora i ngā kawenga utu hoko rawa ki ngā whakatupuranga ka whiwhi ki ōna hua.

Ko te tōpūtanga o te nama ki taua hunga i te 30 o Hune 2021 he \$10.4 piriona, he \$474 miriona te pikinga, he pikinga iti noa tērā ina tirohia te pikinga puta noa o ā tātou rawa mai i te \$56 piriona ki te \$60.8 piriona, he \$4.8 piriona te whakapiki me te noho tonu o te otinga o tā tātou nama ki te 17 ōrau.



## Raraunga utu nama

Ahakoa ngā uaua o tēnei tau, i mau tonu ā mātou tikanga āta ine i te whakahaere i ngā mahi penapena pūtea. Ko te hua ka kitea i roto i te raraunga utu nama mai i a S&P Global Ratings me Moody's Investor Services "AA" me te "Aa2" tā tēnā me tēnā, he tohu e "Au" ana te noho. Koia ēnei ko ētahi o ngā raraunga tiketike rawa i Aotearoa. Ko tōna hua he āhei atu ki ngā reiti iti iho te utu me te kī he hunga tōtika tātou hei tirohanga mā te kaihaumi.

## Ā tātou tohu ā-here kākāriki whakarei



Ā tātou here ā-kākāriki \$500 miriona mō te 30 tau, ka hua ā te 30 o Hepetema 2050, koia te momo here roa rawa kua whakaritea i Aotearoa nei.

I whakawhiwhia ki te Tohu a KangaNews 2020 "Te Kaupapa ā-Here Reiti ā-Tāra Aotearoa o te Tau" me te "Kaupapa Manawaroa o Aotearoa o te Tau" me tā te Institute of Finance Professionals New Zealand (INFINZ) "Te Ōha Nama o Aotearoa mō te Tau" 2021.



## Whiwhinga moni

Ko te utu ratonga me ā mātou mahi e ahu mai ana i te ranunga utu reiti me ērā ehara i te reiti, pērā i te utu a te hunga whaipānga, tahua āpiti, moni i hua mai i ngā haumi. Mā tēnei ka heke tō mātou whirinaki ki te tahua reiti.

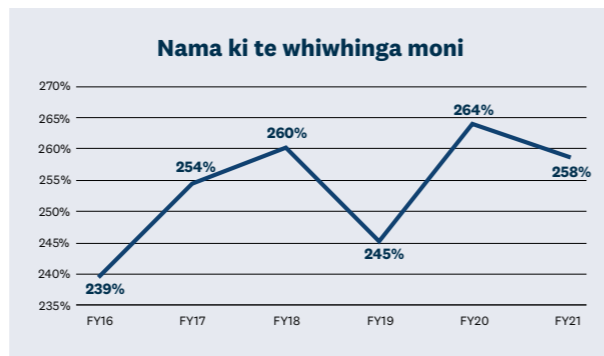
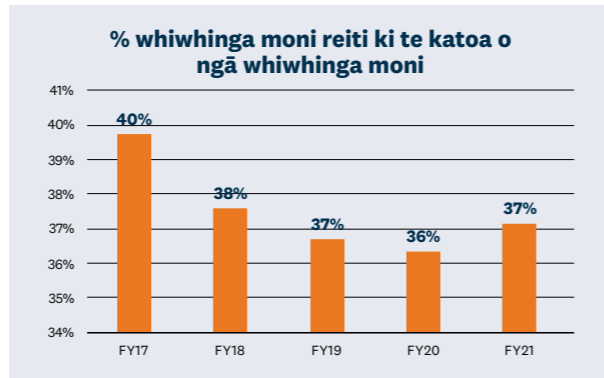
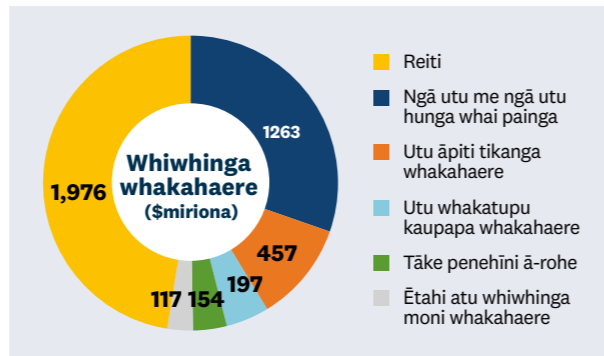
I rahi ake te whiwhinga moni i whakaarotia i roto i tā mātou Tahua Pūtea Mate Ohotata nā;

- ngā whiwhinga moni i whaipānga ki te pikinga me te whiwhiwhinga o ngā whakaaetanga hanga whare.
- te piki o ngā utu tikanga whakahaere mō te wai me te para wai.
- te pikinga ake o ngā utu āpiti a te kāwanatanga mai i a Waka Kotahi hei puru i ngā utu mahi kawē pāhihi tūmatanui.
- te rahi o ngā whiwhinga moni reiti i te iti iho o ngā tono whakatārewa utunga reiti

I aukatia tēnei i te hekenga o ngā whiwhinga mai i te iti iho o te pāhihi kawēngā tūmatanui me te hunga i whakamahi i ngā taunga waka nā te KOWHEORI-19.

Nā ngā raupatu o ngā mahi tāpoi ka whakatārewahia e mātou te Reiti e Aro ana ki ngā Kaiwhakahaere Wāhi Noho (APTR) me ngā mahi taunaki manuhiri i te utua e ia.

I piki hoki ngā whiwhinga reiti whānui i tērā o te tau kua hori, nā te pikinga 3.5% o ngā reiti puta noa me te rahi ake o te papa hunga utu reiti. I whiwhi pūtea taunaki mahi kua rite kē mō te whiu a te hāwara mai i ngā tari kāwanatanga.



## Hāngai o nga nama ki nga whiwhinga moni

I tua atu i te aha nei ko tō mātou noho tūpatu tonu i raro i te maru o ā mātou tikanga tiaki pūtea. Nā ngā whiu a te mate KOWHEORI-19, i mōhio mātou ki tērā piki o ngā nama me te heke o ngā ara whiwhi moni. I kitea tēnei i roto i ā mātou whakarite kia piki te raraunga ā-nama ki runga ake i tērā o ngā whiwhinga ka hua. Koia mātou i whakaae ai kia hīkina mō te wā poto taua paerewa mai i te 270 ōrau ki te 290 ōrau, i te wā i whakaritea ai e mātou te Tahua Pūtea Mate Ohotata.



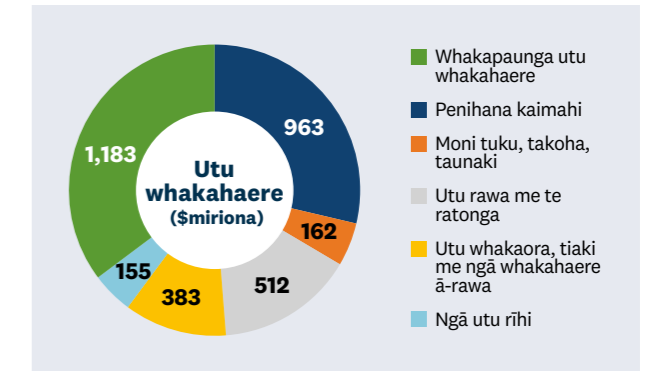
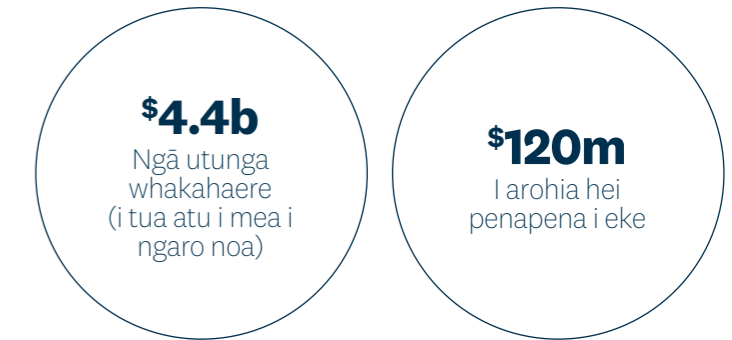
Nā te pai ake o ngā whiwhinga i hua mai, ko te hāngai o te nama ki ngā whiwhinga moni i taka iho i tēnei tau ki te 258 ōrau.

## Utunga mahi whakahaere

Ko ngā utunga mahi whakahaere ko ngā utu e whakapautia e mātou e āhei tonu ai te tiaki i ngā kaupapa pērā i ā tātou whakaurunga, papa rēhia, wāhi tūtakinga me ngā mahi tautoko ā-tari.

I te kiki o ō mātou āta whakapau pūtea i eke ai te \$120m i whakaritea e mātou hei tohu o te mau ki ngā here utu whakapau hiahia noa, i tapahia ai te hāereere me ngā utu ratonga ā-mātanga.

I aro mātou ki te aukati kaimahi mā te 500 i te korenga o ētahi whakaari me ētahi tauwhāinga, te katinga wāhi urunga, me ngā panoni ā-tari i kakama ake ai aua whakahaere. Heoi, nā te pikinga a ngā mahi whai ture, ā mātou toko i te tauraki me te kaha ake o te whiu i ētahi ratonga matua, kīhai i heke te pae kaimahi ki tērā i tohua i roto i te Tahua Pūtea Mate Ohotata, he 208 noa te iti iho.



## Te aro whakamua

Tō mātou mahi tahi tonu me te kāwanatanga me ētahi atu tari, he mea tōtika tonu e whiwhi ai a Tāmaki Makaurau ki ngā tikanga whakahaere e arohia ana.

Me haere tonu ēnei mahi me te kāwanatanga matua me ērā tari i whai wāhi ki te tautoko mai. He mea tūturu ēnei hononga ka kimi ana mātou i ētahi ara hou e hāngai, e tupu tonu ai ēnei kaupapa whakahaere. He mahi nui tonu tēnei e kore e taea e mātou anake te kawē.

Ka aro whakamua ana, e kitea ana ka haere tonu ngā whiu a te KOWHEORI-19. He nui tonu ngā mea kāhore i te mōhiohia me ngā raru te tūpono noa mai. Me whakarite tonu tātou mō ētahi mea kei te ahu tonu mai.

Me tūpatu tonu tā tātou penapena i ā tātou tahua pūtea me te whakawātea arohangā ki ngā raru te tau tonu mai.

He mea nui tō mātou para tonu i te huarahi ki te oranga me te tohu pūtea hei tiaki i ngā mahi whai take pērā i ngā mahi kawekawe, hanga whare, wai, te huarere, te tautoko ratonga ki ō tātou hapori.








**He mea nui tō mātou para tonu i te huarahi ki te oranga me te tohu pūtea hei tiaki i ngā mahi whai take pērā i ngā mahi kawekawe, hanga whare, wai, te huarere, te tautoko ratonga ki ō tātou hapori.**

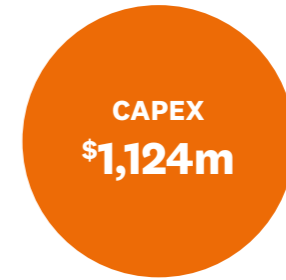
# Introduction to themes/groups of activities

The following section summarises each of the groups of activities that comprise the council's service delivery by theme.

Each of these themes includes a high-level overview of the value we create towards our Auckland Plan outcomes, key projects, financial information and a selection of results extracted from the Statement of

Service Performance (SSP) reporting. More detailed information by groups of activities can be found on pages 64 - 155.

THEME	GROUP OF ACTIVITY	DELIVERED BY
<b>Transport</b> 	Roads and footpaths Public transport	<b>Auckland Transport</b> An Auckland Council Organisation
	Public transport	<b>CityRailLink</b>
<b>Water</b> 	Water supply Wastewater	<b>Watercare</b> An Auckland Council Organisation
	Stormwater	
<b>Parks and community</b> 	Regionally delivered council services	<b>Auckland Council</b> Te Kaunihera o Tāmaki Makaurau
	Local council services	
<b>Environmental management and regulation</b> 	Regionally delivered council services	<b>Auckland Council</b> Te Kaunihera o Tāmaki Makaurau
	Local council services	
<b>Council Support</b> 	Regionally delivered council services	
<b>City centre and local development</b> 	Regionally delivered council services	<b>Panuku Development Auckland</b> An Auckland Council Organisation
	Council controlled services	
<b>Economic and cultural development</b> 	Council controlled services	<b>Auckland Unlimited</b>



Te pūnaha waka kawekawe

## Transport


Auckland Transport is responsible for building and managing our network of local and arterial roads, footpaths, cycleways, bridges, carparks and culverts. They also provide public transport services across the rail, bus and ferry networks.

### We create value by

improving our infrastructure and public transport network to benefit Aucklanders and minimise our environmental impacts

### What we delivered

**Murphys Road**  
transformation from a rural district road into a four-lane urban arterial.

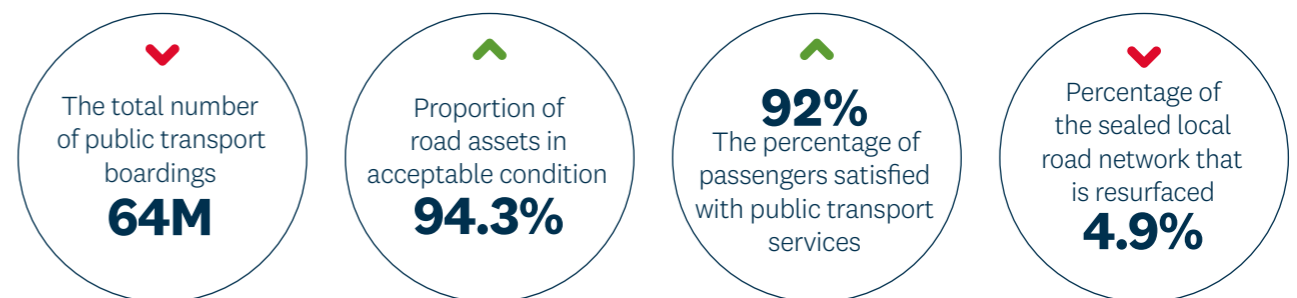


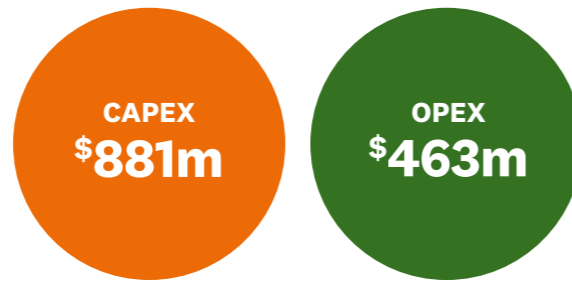
**Hibiscus Coast Bus Station**  
in Silverdale



**Extended bus hours**  
on key corridors reducing journey times

A **digital solution** to automatically determine if a student qualifies for a concession





Te rere o te wai, te wai para, me te wai āwhā

## Water supply, wastewater and stormwater

Watercare Services Ltd is responsible for delivering high quality drinking water to households and businesses, and the removal and safe discharge of wastewater.

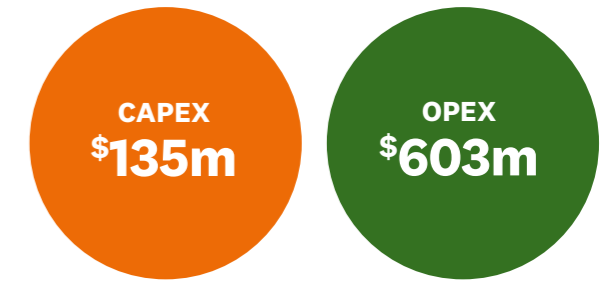
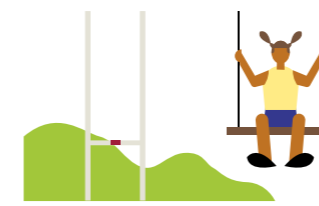
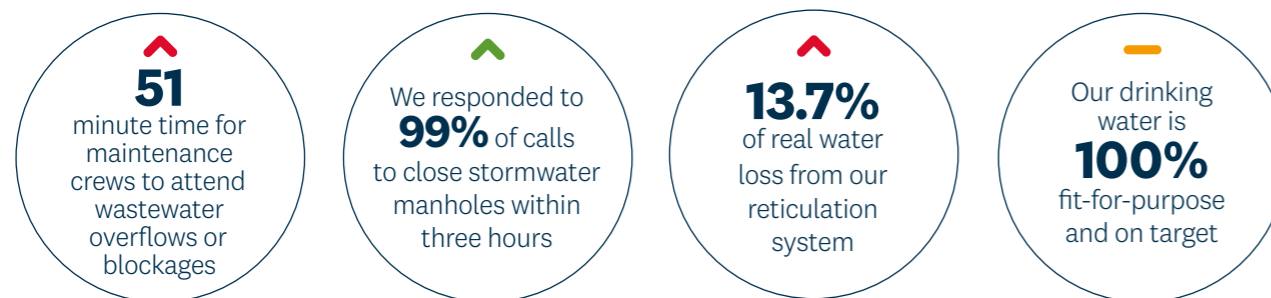
They build and maintain significant infrastructure assets to provide these services. The Healthy Waters department of Council builds and maintains the infrastructure and services that manage the stormwater runoff entering our streams and harbours.

### We create value by

future proofing our water supply and maintaining resilient infrastructure to provide safe and reliable water services for Aucklanders.

### What we delivered

- Waikato 50**  
Water Treatment Plant was built in record time providing an additional 50 million litres a day
- Reinstatement of the **Hickey's Spring bores** and Hays Creek Dam  
With new water treatment plants in Pukekohe and Papakura
- Rosedale Wastewater Treatment Plant**  
upgrade and solar panel installation
- Ōkahu Bay stormwater separation**  
project reducing sewage overflows in to the Waitematā Harbour



## Ngā Papa Rēhia me te Hapori Parks and community

Auckland has a significant network of parks, libraries, swimming pools, recreation centres, arts and culture facilities and other community spaces.

Council builds and maintains these facilities and provides a wide range of activities and events to communities. Council also works to maintain coastal assets and prevent beach erosion. We also support a number of co-governance entities, including Tūpuna Maunga o Tāmaki Makaurau Authority.

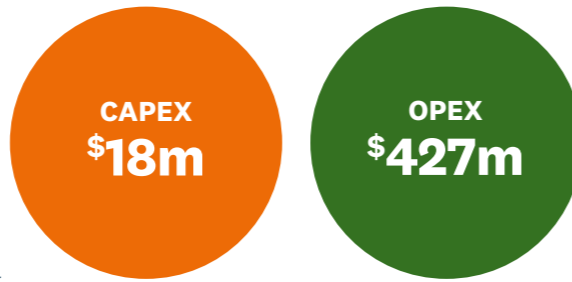
### We create value by

engaging with communities and stakeholders to enable thriving communities and economies that can reap the benefits of arts, sports and cultural events.

### What we delivered

- Kopupaka Reserve papa tākaro**  
an award winning playground opened in Westgate
- Farmer's Santa Parade**  
20,000 attendees braved the rain
- Matariki planting events**  
1,270 volunteers planted 30,500 trees and plants





Te Whakahaere me ngā Whakaritenga mō te Taiao

## Environmental management and regulation

We seek to manage the impacts of human activity on both the natural and urban environments.

Our Regulatory division consents land development and building activities and monitors compliance with those consents. They also protect the community from health, safety and nuisance hazards. Environmental services work with the community and a range of agencies to protect and restore the natural environment. The waste service operates in both the removal and safe disposal of waste as well

as continuing to focus on reducing waste to landfill through reduction, reuse and recycling.

### We create value by

protecting our renewable and non-renewable environmental resources we rely on for today and the future.

### What we delivered

33.6km of walking track **upgraded to Kauri-safe standards**  
42km of track in total upgraded

Simplified **dog registration**  
a more flexible system for users, automated billing and enhanced help-desk services



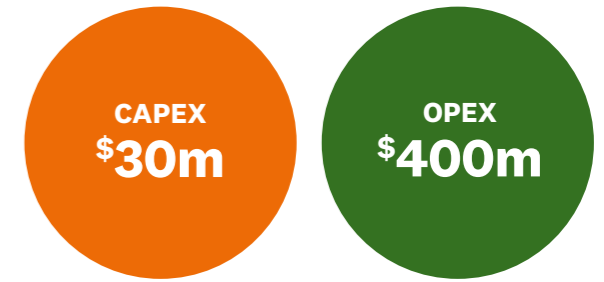
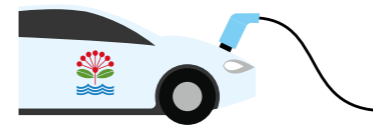
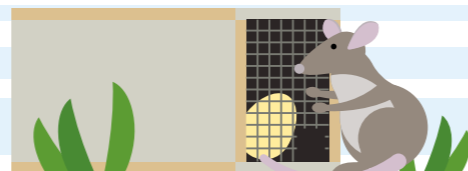
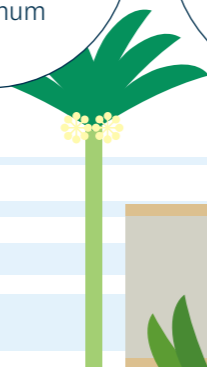
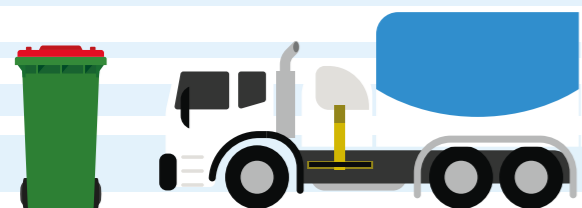
**Pest animal control** feral pigs eradicated from Waiheke, no sightings of rats in the kōkako protected areas of the Hunua Ranges for several months

Number of Aucklanders engaged in living low carbon lifestyles  
**49,170**

**88%** of kauri areas on council land being actively managed for kauri dieback

**148kg** of domestic kerbside refuse per capita per annum

**9** The total number of Resource Recovery Facilities



Te Tautoko ā-Kaunihera

## Council support

A range of other council activities are covered in this area – Mayor, councillor and local board support, corporate functions and Auckland Emergency Management.

It also includes the operations of the Ports of Auckland Limited and grants to third parties including Auckland War Memorial Museum, MOTAT and the Auckland Regional Facilities and Amenities.

### We create value by

ensuring Aucklanders have a voice in decision making by building relationships with our communities, employees and the governance and leadership structures that guide them.

### What we delivered

Supported elected members and public engagement through the **10-year Budget 2021-2031 Long-term Plan**

Developed an online Resource Management Act (RMA) learning module to support local boards and **trained** District Licensing Committee (DLC) Chairs and Members

**Ngā Puna Pūkenga programme** (formal partnership between Auckland Council and Ministry of Social Development (MSD))

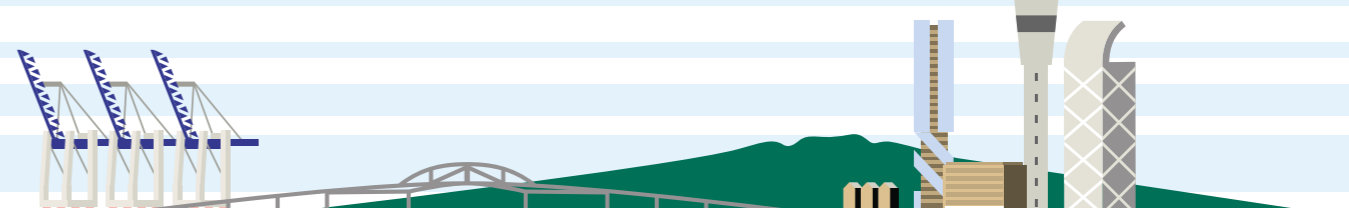
Business Associations meeting their (BID) Partnership Programme obligations  
**100%**

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

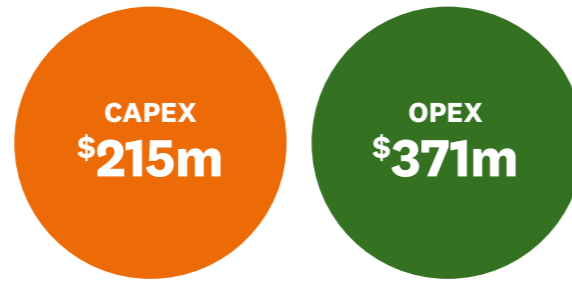
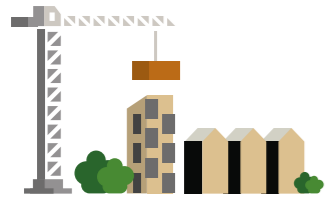
**36%** of residents feel they can participate in council decision-making

Council's annual growth dividend compared to the Customer Price Index growth  
**-83.6%**

\*This survey was conducted following the COVID-19 lockdown period and this may have affected how well Aucklanders feel prepared for, or understand types of emergencies.







Te Whanaketanga mō te Puku o te Tāone me te Rohe Pātata

## City centre and local development

Planning and delivering the development of Auckland city centre and town centres across the isthmus is the focus of this activity.

Panuku Development Auckland Limited (Eke Panuku), is our key delivery agency but we also work in partnership with central government agencies and private developers.

### We create value by

engaging with landowners and developers to provide industry-leading planning advice to ensure that development is done sustainably and in a way that supports our city's communities and environmental, economic, and social wellbeing.

### What we delivered

#### Toka Puia

(Gasometer) a 420 space multi-storey car park in Takapuna

#### Ormiston town centre

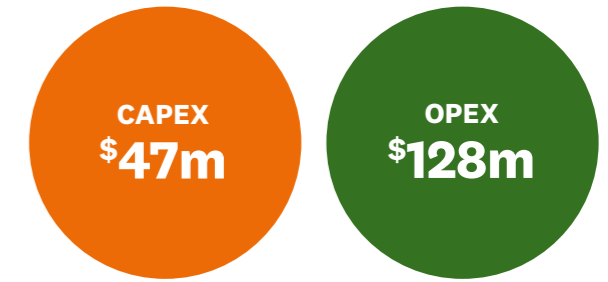
In partnership with the Todd Property Group, a 19-hectare retail destination

#### Barrowcliffe area enhancements

connecting the Wiri community and Manukau town centre for pedestrians and bikes

#### 36th America's Cup Infrastructure

including syndicate bases, wharf extensions & breakwaters



Te Whanaketanga mō te Ōhanga me te Ahureai

## Economic and cultural development

Auckland Unlimited supports the economic and cultural development of Auckland by making it an attractive place to visit and do business.

They are responsible for the management of our major regional facilities such as the zoo, art gallery, sports stadiums and the Aotea Centre. They also support the visitor economy through major events and, working in partnership, the wider economy through business attraction, skills development and job creation.

### We create value by

The provision of our wide-ranging facilities and events for sport, wildlife and the arts which enrich the cultural and economic wellbeing of Tāmaki Makaurau.

### What we delivered

#### Anzac Day services

delivered with pre COVID-19 levels of attendance

#### Domestic tourism campaigns

including "Dear NZ, Love AKL" and "if you love this, you'll love that"

#### Pasifika Festival

delivered after a postponement



#### Auckland Diwali Festival

held in partnership with community groups, with events from Warkworth to Papatoetoe





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

## Section 2: Our key areas of focus

Ō mātou kaimahi - he kaupapa mātāmua te hauora, te haumaru me te oranga

# Our staff – health, safety and wellbeing are a high priority

## “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 that 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’s past.

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

### Wellbeing review

It has been a tough year for our people, and they have risen to the challenge, being adaptable and flexible in the ways they work. It is more important than ever to make sure that our people feel supported. After a challenging 2020, we undertook a review of the hauora support framework that we offer, looking at our policies, processes, and procedures. We learnt that there are some things that we do well (such as flexible working), but there are also opportunities that exist to improve our wider culture, and our leadership, to better support staff through the impacts of change. Our aim is to be an exemplar organisation in the way that we support our people.

Following the review, we have taken aspirational, bold, and brave steps to place wellbeing at the core of our organisational strategy, culture and operating model. We are doing this by collaborating with our staff. We are also spreading awareness of our existing support services and how to best access and utilise them and building the capability of our leaders to better support their teams. This is particularly important for our staff and teams working on the frontline. We are committed to implementing change and further developing the hard mahi that we have done so far. Getting this right,

**“We want Auckland Council to be a great place to work, where everyone’s wellbeing is looked after, that’s focused on the right things for Auckland and its communities and that sets our people up for success through the work they do and the challenges we will collectively face.”**

— **Patricia Reade,**  
Deputy Chief Executive

will mean a workplace that is safe, empowering, fosters positive engagement and a high level of trust.

### Flexible working

We understand the importance of balancing the well-being of our people and our whanau with our commitments at work. That is why we support flexible working across council. Our staff can work flexible hours to accommodate the needs of their whanau, study, exercise, avoiding peak traffic etc. We worked even more flexibly during COVID-19 and the adaptability of our staff supported by robust technology meant we did it well.

However, over the last year we have heard from our people and we recognise that people like to have a sense of belonging with their workplace. We also recognise that connectedness is vital for wellbeing. Staff are encouraged to balance working from home with time in the office collaborating with colleagues. We acknowledge some roles are well-suited to flexible work hours and the option to work from home, while others are not.

### Our diversity

Supporting our staff to work flexibly also helps to attract and retain diverse talent. Auckland is demographically diverse, and we need a diverse workforce that reflects our city, to best serve our city.

We create a diverse workforce through inclusive attraction, recruitment and talent management approaches, and reduction of systemic barriers.

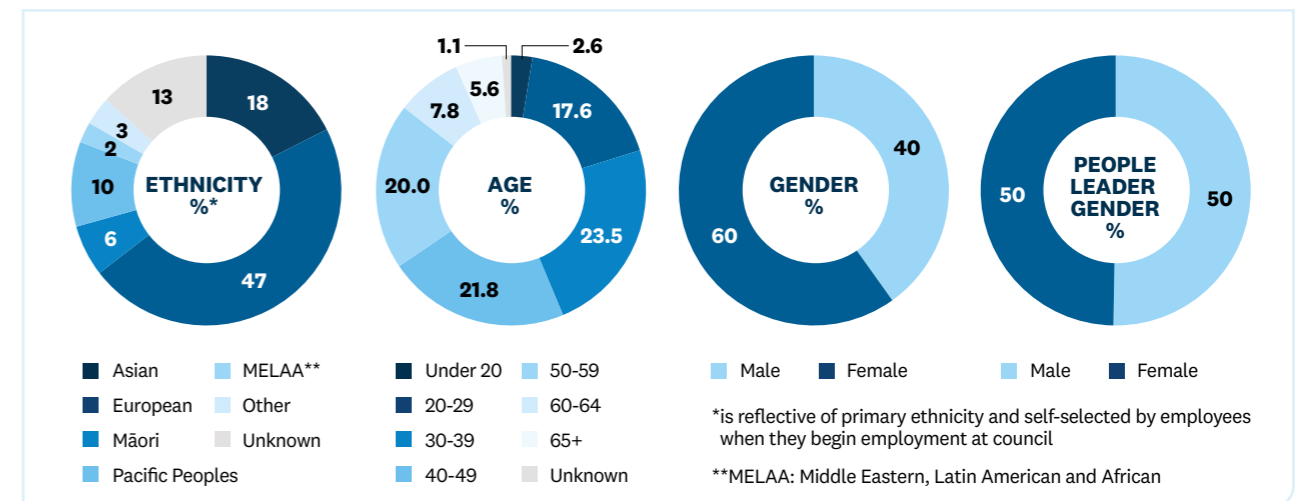
An important part of being our whole selves at work is being able to express ourselves and what makes us unique. Our staff networks provide support to do this. We have a wide range of staff networks including for staff who are Māori, Pasifika, Muslim, Indian, Christian, Chinese, Young Professionals, Women and members of our Rainbow Communities. Our staff often belong to a number these networks and new networks are created by our staff where there is a need.

**“Diversity, equity, and inclusion are woven throughout our ways of working. As an organisation we reflect the people of Tāmaki Makaurau.”**

— **Rob Sykes,** Diversity & Inclusion Principal Advisor



▲ For our 2021 graduate cohort we had eleven graduates who identified as Māori or Pasifika.



## The Council Group

Across the Council Group, employee wellbeing, flexible working, and diversity is important. Below are a few examples of this.

**✓ Eke Panuku**  
Recognise the impact that leaders have on the engagement and satisfaction of their teams and are lifting leadership capacity to create courageous, purposeful, adaptive and empathetic leaders.  
Have developed a Māori wellbeing network and are looking to create more employment opportunities and career pathway for Māori.

**✓ Auckland Transport**  
Create workspaces that enable their people to do their best work from anywhere (connect, collaborate, concentrate, create).  
The Pasifika Nui Leadership Programme supports 50 women in leadership.

**✓ Auckland Unlimited**  
Aligned their health and safety system with that of Auckland Council, empowering people with the right training, knowledge and experience to exceed health and safety requirements and fully support staff.

**✓ Watercare**  
Are ensuring staff arrive home safely, with an additional focus on their mental wellbeing and the processes, procedures and behaviours that can support this.

Ngā take rawa - Te urupare ki te tupuranga

# Material issues - Responding to growth

Auckland continues to grow at pace. We are currently home to around 1.7 million people and our population is expected to reach 2 million by early next decade.

Auckland is an attractive place to live due to its cultural richness, quality of life and horizon of economic development opportunities. The following pages outline our general approach to the material issues of housing, transport, and water. More specific information about what we did is provided within Volume 1 Groups of Activities sections, from pages 64-155.

Population growth has placed a considerable strain on the supply of housing and the surrounding infrastructure. Auckland's infrastructure represents more than just roads and pipes and it can take many years to fund and build the required capacity to support growth. It is our constructed assets, natural assets and the set of facilities and systems serving our city and its people. This includes transport, water, wastewater, libraries, community facilities and parks. Increased demand for our infrastructure is putting pressure on our communities, our environment, and our ability to deliver services.

Infrastructure is not cheap, but it offers considerable benefits to our city. It is our biggest asset and our biggest cost, meaning it is our greatest opportunity to deliver outcomes for Aucklanders and our largest risk if we don't manage it



infrastructure which can sustain our high standard of living and increasing productivity.

We spent \$2,450m in capital investment. We invested \$1,124m in transport infrastructure, including \$395m on the City Rail Link, \$136m on the rapid transit network, and \$69m on city centre and waterfront development projects. We invested \$881m in water infrastructure, including \$408m on water supply, \$356m on wastewater and \$117m on stormwater.

Our land use planning enables development that supports growth. In 2016, our Unitary Plan enabled an additional one million dwellings to be built in Auckland and provided for more dwellings to be built in multi-unit complexes. Our

regulatory activities also ensure that developments are safe and in line with statutory requirements.



Our infrastructure is a significant contributor to our region's greenhouse gas emissions. This means it has an important role to play in our transition to net-zero emissions. The use of our transport network, for example, is our biggest source of emissions, producing approximately 44% of total regional emissions. In addition, the emissions associated with the manufacturing of construction materials are an important consideration. When planning our future infrastructure, it is critical that we consider emissions over the total lifecycle of an infrastructure asset.

well. Our challenges are in funding and financing infrastructure that will maximise the wellbeing of as many Aucklanders in an equitable way. Historic underinvestment means we are playing catch-up while also trying to find new ways to pay for our infrastructure. We also need more people with the right skillset to ensure delivery of our critical infrastructure. Our success is reliant on effective



Ngā take rawa - Ngā whare

# Material issues - Housing

The current housing system has a long way to go to serve the majority of Aucklanders. It is clear there is no silver bullet solution, and a multi-faceted approach is needed to address a legacy of under-investment and shortfalls in infrastructure.

Auckland's housing supply has not kept pace with our population growth and demand for home ownership. Prices have risen in a way that make owning a home unaffordable for vast amounts of our population. There are many reasons for this, but chief among them is the significant fall in interest rates over the past decade and even more so in the past year which drives demand. While the increase in rents is much more modest than the increase in house prices, the challenge here is the reality for some, who face increased rental unaffordability as their rents have risen faster than incomes.

We need housing to be more affordable so that more Aucklanders can benefit from the financial security that home ownership has traditionally provided. However, housing is a complex issue with many stakeholders involved. Properties closer to jobs, amenities and good infrastructure tend to be more expensive than those further away. Historically, the planning system provided for very little choice in the form of affordable access to these high-amenity areas. The Auckland Unitary Plan has addressed this to some extent, but people still need to make trade-offs between price, house size, land size, and proximity to key services and facilities (e.g., parks, recreation facilities and public transport).

The Unitary Plan enabled greater intensification by allowing more townhouses, apartments, and other attached dwellings and these are now the majority of new dwellings consented. This indicates that intensification is being taken up, but it does not mean that all the intensification is affordable or in the right places. Large developments continue to be built, particularly by Kāinga Ora to address our housing shortfall.

Auckland Council does not build houses, but it plays

a key enabling role in the urban environment via planning, funding, and financing infrastructure. Council interacts with the wider urban and built environment through a variety of mechanisms; the way it zones land (including future urban land), the way it charges for developments (development contributions) and the way it regulates the quality of buildings (compliance). It is crucial that we work effectively alongside the government and the private sector to deliver on Auckland's housing needs.

Regulatory Services have continued to face unprecedented volumes for building and resource consent. Meeting the demand has been challenging and we have struggled to meet performance targets in this area. We continue to improve our systems, take advantage of technological efficiencies, and focus on recruitment and retention of our staff. Please see pages 138-143 for more information.

Eke Panuku, our urban development agency, works with developers across Auckland to regenerate town centres, facilitate housing and mixed-use developments, upgrade public spaces with input from local communities. Eke Panuku is currently working on a multitude of projects across the region to increase the vibrancy, safety, and success of town centres. To date, Eke Panuku has helped to deliver approximately 1200 dwellings for Auckland, and it aims to deliver more than 6000 new dwellings over the next 10 years, designed to a minimum Homestar 6 rating to ensure they are warm and efficient.



## National Policy Statement on Urban Development 2020

**With steady growth pressure in Auckland, delivering infrastructure at speed is an ongoing challenge. We have more than doubled our annual growth capital expenditure in the eight years from 2013 to 2021. Council has a responsibility under the National Policy Statement on Urban Development 2020 (NPSUD) to provide bulk infrastructure to support sufficient development capacity. Over the past year council has prepared a Housing Development Capacity Assessment which demonstrated that Auckland has feasible development capacity, including a competitiveness margin, in excess of demand in the short, medium and long term. Council's next steps for implementing the NPSUD include notifying plan changes to the Auckland Unitary Plan by August 2022 and producing a subsequent Housing and Business Development Capacity Assessment by 2024 to inform infrastructure requirements for the 2024 10-year Budget and Infrastructure Strategy.**

► **For more information and updates on our key projects**, please go to the Regionally Delivered Council Services and Council Controlled Services Groups of Activities sections within Volume 1, pages 116-155

Ngā take rawa - Te pūnaha waka kawe

## Material issues – Transport

A transport system that works for our growing city is vital to ensure we can all get around in the most economically efficient and safe way.

The impact of a growing population means increased traffic congestion, placing additional pressure on our network. Traffic congestion also impedes the ability for Aucklanders to lead productive and enjoyable lives. To address this, we need efficient ways for people of all ages and abilities, along with goods and services to get to and from where they want and need to be.

COVID-19 massively disrupted our way of life, in the way we work and how we travel to work. Masks on public transport have been mandatory for all New Zealanders over twelve since November 2020, regardless of the COVID-19 alert level status. Public transport users must use AT HOP cards to travel, with cash fares no longer permitted. Public transport patronage had recovered to about 75-80 per cent of its pre-COVID-19 levels. It is possible that with more people able to work from home, people are choosing to spread their commute over a longer period of time. But the reality remains that increased working from home has far from erased the working populations in our city centre and metropolitan centres.

We are continuing to focus on encouraging Aucklanders to shift modes by choosing active transport (such as walking or cycling) or public transport instead of their cars to get around the city. However, our public transport network has a long way to go before it is a world class system. Projects like the City Rail Link and the Eastern Busway will be transformational once complete and vital to encouraging mode shift.

We have rolled out multiple public transport network improvements to our bus and train station facilities, including:

- **The Puhinui Station** was completed, a promising investment for South Auckland, representing a major bus and train interchange within 10 minutes of the airport.
- The **City Rail Link (CRL)** will be a game-changer for Auckland City, doubling the capacity of our rail network by 2024. The past year has been full of key milestones, which can be found on pages 78-79.



- We've completed cycleways in Victoria St, Herne Bay to Westhaven, Karangahape Rd and Northcote Bridge.
- Cycle training campaigns and education for school students.
- Improved AT Mobile to include cycle friendly options such as cycleways or shared paths.

**But our work does not stop.** The majority of Auckland's traffic growth will need to be accommodated within existing corridors. Most of these corridors will deliver improvements for general traffic but will also include multi-modal projects which include upgrades to public transport, and the spaces for active transportation. Examples of these include the transformation of Murphys Road to a four-lane urban arterial road and our works on Daldy Street which delivered more space for pedestrians, cyclists, and public transport users alike.

**But we cannot do this alone.** We partner with Waka Kotahi (NZ Transport Agency), central Government, Kiwi Rail and other agencies, working closely together to address Auckland's key transport challenges, including enabling and supporting growth in brownfield and greenfield areas. Together, we work on transport investment priorities to accelerate the delivery of additional transport choices which place an emphasis on safety, the environment and value for money. This includes the \$28 billion 2018-2028 Auckland Transport Alignment Project (ATAP) 10-year transport programme.

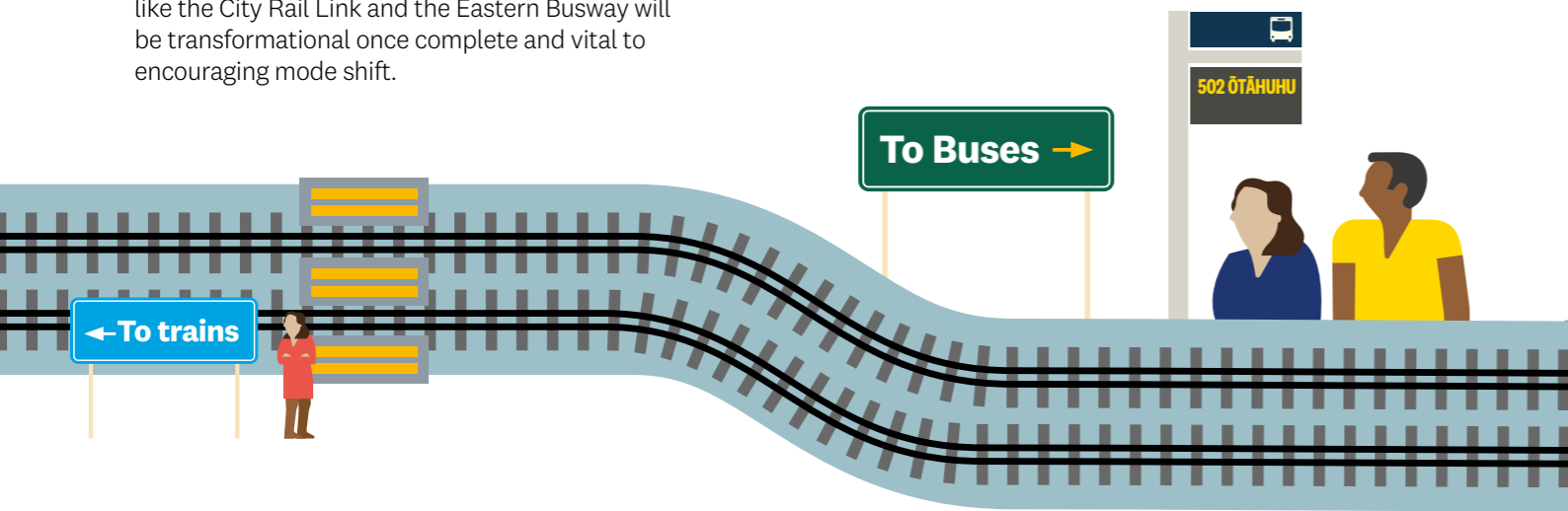


**The Regional Fuel Tax (RFT) also provides investment for transport projects that would otherwise be delayed or not funded. It made possible 14 projects and programmes, with contributions from the National Land Transport Fund and other Auckland Council funding.**

\*Note: For more information and updates on our key projects, please go to the Roads and Footpaths, and Public Transport and Travel Demand Management in the Groups of Activities sections within Volume 1, pages 68-83

► For more information on ATAP, please refer to, <https://www.transport.govt.nz/area-of-interest/auckland/auckland-transport-alignment-project/>

► The RLTP which was adopted in June 2021 is the 10-year plan for Auckland's transport network. It details the areas that Auckland Transport, Waka Kotahi NZ Transport Agency and KiwiRail will focus on to respond to our region's transport challenges, including growth. It also outlines the proposed 10-year investment programme for specific transportation projects. <https://at.govt.nz/about-us/transport-plans-strategies/regional-land-transport-plan/>



Ngā take rawa - Te wai

## Material issues – Water

There are three parts to managing water in Auckland. Watercare supplies reliable and high-quality drinking water to homes and businesses and collects, treats, and discharges wastewater in environmentally sustainable ways. The council manages the stormwater network.

Our growing population, inclement weather due to climate change and drought has placed increased pressure on our already ageing water network. The impact of this has meant:

- Stormwater can inundate the wastewater network during heavy rain, from seepage through small cracks in pipes and from properties with their stormwater pipes incorrectly connected to the wastewater system.
- We have had to strengthen and secure our **supply of water** as Auckland continues to recover from drought. These projects will also accommodate Auckland’s growing population.

Our Emergency Budget committed to projects to support additional water supply and enhance water storage recovery and manage the effects of the drought.

### What We Delivered: Drinking Water

**Hays Creek Dam** was reconnected to the network boosting Auckland’s capacity initially by six million litres a day (and will be up to 12 million litres early in 2022).

► **See page 86**

We **rapidly increased supply and treatment capacity** with the **Waikato 50** plant, providing up to 50 million litres a day.

► **See page 86**

**Onehunga** Water Treatment Plant has had its capacity expanded with an additional four million litres a day.  
► **See page 86**

New **Pukekohe** Water Treatment Plant treating up to 5 million litres per day.  
► **See page 86**

## Wastewater treatment and disposal

The Northern Interceptor Wastewater Tunnel

► **See page 94**

Pukekohe Wastewater Treatment Plant Upgrade

► **See page 95**

We are catering for population growth in Warkworth and Snells Beach with sub-regional wastewater servicing.

► **See page 95**

## Stormwater

• **The Western Isthmus Water Quality improvement programme is working** to significantly reduce wastewater overflows into the Waitematā Harbour and reduce stormwater entering the wastewater network.

• The Picton St Separation project has been partially completed. By separating the stormwater and wastewater network, it will help to reduce overflows and contamination in the Waitematā Harbour.

• The major St Mary’s Bay / Masefield Beach stormwater upgrade project is almost complete. This includes the installation of a new pipeline and a pumping and screening station to reduce combined wastewater and stormwater overflows and increase swimmable days at St Mary’s Bay and Masefield Beach.

• We continued checking stormwater outlets on Safeswim beaches and fixed network issues and eliminate sources of faecal contaminants that discharge from the stormwater network and watercourses at popular swimming spots.

The **Daldy Street outfall** improvements was successfully completed, improving water quality in the Viaduct Harbour and Wynyard Wharf areas.  
► **See page 100**

**Rosedale** Wastewater Treatment Plant  
► **See page 94**

### Water reform programme

In July 2020, the Government launched the Three Waters Reform Programme – a three-year programme to reform local government three waters service delivery arrangements. The reform programme proposes the establishment of four new publicly-owned multi-regional entities who will own and operate the majority of the drinking water, wastewater and stormwater (three waters) services across New Zealand. On 30 June 2021 the Government announced the proposed regional boundaries of the four water providers, governance arrangements, the role of iwi, and how the providers would be regulated. Auckland Council Group is proposed to fall within “Entity A”, together with Kaipara District Council, Far North District Council and Whangarei District Council. At the date this report was approved for issue, the reforms were still at early stages, so impacts on the group were unknown.



**Our drought response included the Water is Precious Campaign with a key focus on shorter showers. We also ran programmes throughout Auckland schools to promote the value of water.**

► **Please refer to our Water Supply, Wastewater Treatment and Stormwater Group of Activity sections** for more detail on the above key projects and initiatives on pages 84–105.

## 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 \$31.8 billion Recovery Budget proposal, 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.

### “Huri te ao, huri ngā tikanga”

As the world changes, we must respond accordingly

### Key outcomes of the newly adopted Recovery Budget build on the council’s existing work and include:

- 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 200 hectares of farmland to native forest

#### ► Further reading on Auckland’s climate plan:

<https://www.aucklandcouncil.govt.nz/plans-projects-policies-reports-bylaws/our-plans-strategies/topic-based-plans-strategies/environmental-plans-strategies/aucklands-climate-plan/Pages/default.aspx>

<https://ourauckland.aucklandcouncil.govt.nz/articles/news/2020/12/te-taruke-a-tawhiri-auckland-s-climate-plan-launched/>

“With only decades left for decisive climate action towards net zero carbon by 2050, it is important for cities like Auckland to lead the way and stay the course for ambitious climate action.”

**Milag San Jose-Ballesteros,**  
Regional Director of C40 in the East, Southeast Asia and Oceania region.

## Our Priority Action Areas



### Taiao māori

Natural environment  
Orangataiao, oranga tāngata, a healthy and connected natural environment supports healthy and connected Aucklanders. The mauri (life force) of Tāmaki Makaurau is restored.



### Taiao hanga

Built environment  
A low carbon, resilient built environment that promotes healthy, low impact lifestyles.



### Ikiiki

Transport  
A low carbon safe transport system that delivers social economic and health benefits for all.



### Ōhanga

Economy  
A resilient, low carbon economy, guided by our kaitiakitanga values, that supports Aucklanders to thrive.



### Ngā hapori me te tahatai

Communities and coast  
Communities and individuals are prepared for our changing climate and coastline, and carbon footprints of Aucklanders have reduced.



### Ngā kai

Food  
A low carbon, resilient, local food system that provides all Aucklanders with access to fresh and healthy food.



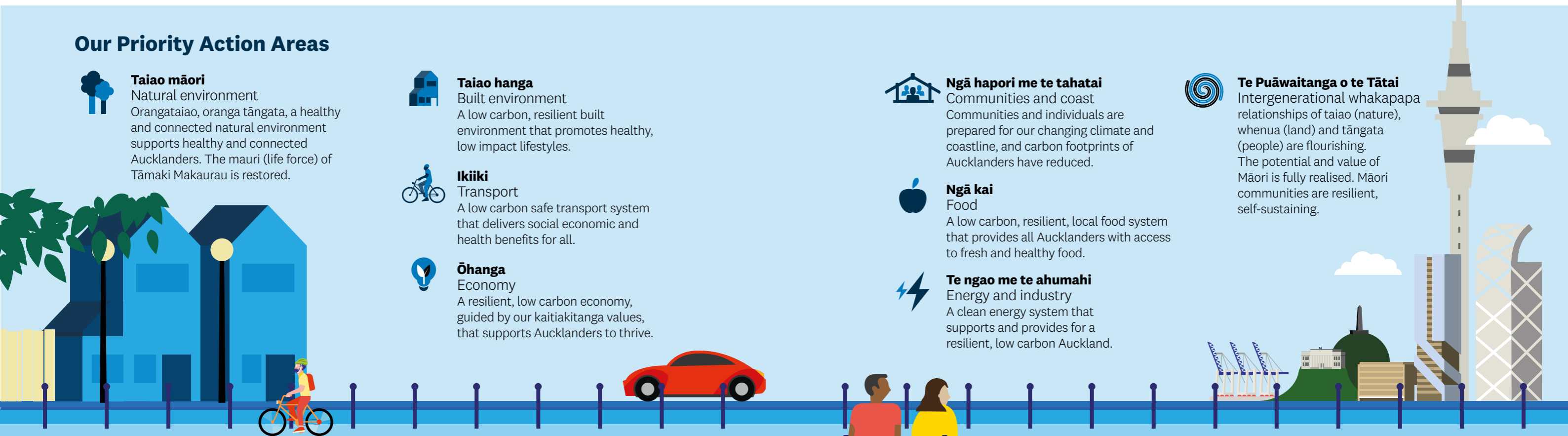
### Te ngao me te ahumahi

Energy and industry  
A clean energy system that supports and provides for a resilient, low carbon Auckland.



### Te Puāwaitanga o te Tātai

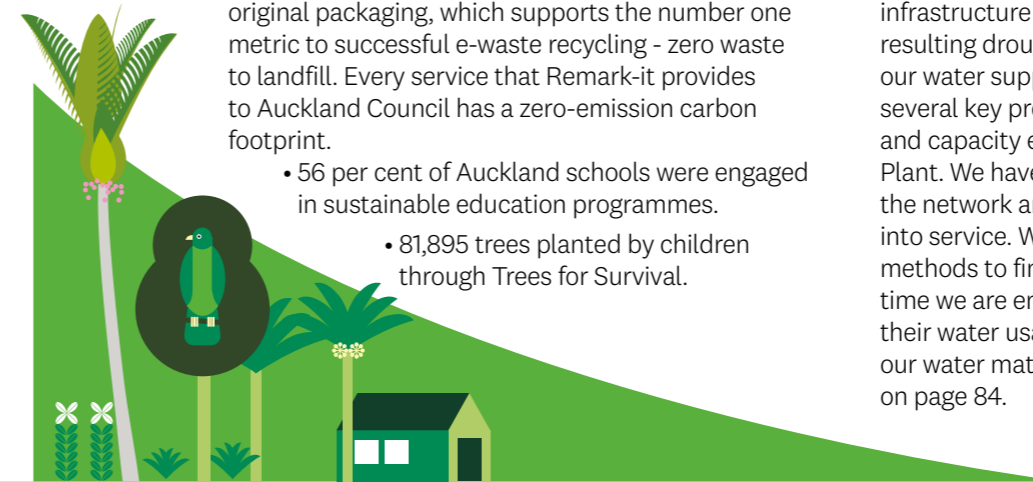
Intergenerational whakapapa relationships of taiao (nature), whenua (land) and tāngata (people) are flourishing. The potential and value of Māori is fully realised. Māori communities are resilient, self-sustaining.



Below are some of the key climate change projects that have been delivered across council group over the past year:

- Bus operators added another 28 electric buses to the fleet and there are now 33 low emission buses in the Auckland bus fleet.
- The upgrade and solar panel installation at the Rosedale Wastewater Treatment Plant was completed in November 2020 with the panels expected to generate approximately 1,480 megawatts of electricity each year, with zero emissions.
- Eke Panuku raised the bar for commercial developments, requiring all new commercial buildings to meet 5 Star Green Star ratings.
- Out of 122,785 streetlights on the network, 104,222 have energy efficient LEDs. These replacements have reduced our CO<sub>2</sub> emissions by over 1500 tonnes.
- We are converting all on-street parking machines to solar power and examining opportunities to include lower environmental impact materials in our construction projects, which include tests and trials of recycled materials.
- 49,170 Aucklanders engaged with tools and information focussed on supporting lower carbon lifestyles.

- We developed a carbon portal and dashboard that will measure the carbon footprint of our infrastructure projects and indicate where the carbon footprint of our infrastructure projects can be reduced. The development of the tool is being led by council's Healthy Waters team. This will be one of our key contributions to our goal of halving our emissions by 2030, reaching net zero emissions by 2050 and preparing for the impacts of climate change. As a result of this, Auckland was named one of the 50 Champion Cities in the 2021 Bloomberg Mayors Challenge.



- \$824,500 in climate action projects delivered through local boards
- A successful digital campaign for FutureFit contributed towards 16,695 Aucklanders finding out their carbon footprints and approximately 1000 tonnes of CO<sub>2</sub> emissions avoided. The most popular completed actions were using a re-usable coffee cup, opting for a meat-free meal, and eating seasonal fruit and vegetables.
- Auckland Council has partnered with Remark-it to ensure that all purchased devices can be reused, recycled or disposed of sustainably. Remark-it can now recycle 100 per cent of a computer and its original packaging, which supports the number one metric to successful e-waste recycling - zero waste to landfill. Every service that Remark-it provides to Auckland Council has a zero-emission carbon footprint.
  - 56 per cent of Auckland schools were engaged in sustainable education programmes.
  - 81,895 trees planted by children through Trees for Survival.

- 475,539 native plants were planted in the winter period (ending 31 August 2021) with support from council. Additional planting is also undertaken by our CCOs and as part of initiatives by other non-council supported groups.
- Another key achievement has been the Go-Live of our Sustainability reporting platform where we now have over 50 per cent of our OPEX spend reporting monthly on carbon emissions and waste creation - allowing us to baseline the environmental impact of all our key contracts and enabling us to set reduction targets going forward.
- We are investing significantly in our water infrastructure to protect against climate change and resulting drought conditions. We have strengthened our water supply resilience through the completion of several key projects, including the Waikato 50 plant and capacity expansion at the Onehunga Treatment Plant. We have also reconnected Hays Creek Dam to the network and brought Hickeys Spring bore back into service. We are using acoustic leak detection methods to find and fix invisible leaks and at the same time we are encouraging Aucklanders to cut down on their water usage. To read more about this, please see our water material issues on page 42 and water supply on page 84.

## Highlights 2020/21



### July 2020: The adoption of Te Tāruke-ā-Tāwhiri: Auckland's Climate Plan

Auckland Council Group adopts Te Tāruke-ā-Tāwhiri: Auckland's Climate Plan which commits the region to-

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

### 15 September 2020: Auckland Council launches green bond offer

Auckland Council Group issued \$500 million of unsubordinated thirty-year fixed rate green bonds which will contribute towards funding assets such as City Rail Link, public cycleways and the rehabilitation of Puketutu Island

### 8 December 2020 The Digital Plan of Te Tāruke-ā-Tāwhiri: Auckland's Climate Plan was launched online.



### 11 February 2021 Auckland Council commits to C40's Leadership Standards for 2021-2024, these standards set a new global benchmark for climate ambition and leadership.

### March 2021 Auckland economy climate change risk assessment published

Auckland Economic Climate Change Risk Assessment (CCRA) explores the implications of climate change related risks and opportunities for economic recovery from COVID-19. This CCRA adds to the knowledge of climate change risks already identified by Auckland Council. It considers both risks and opportunities arising from physical climate change hazards and from the transition to a low carbon economy.

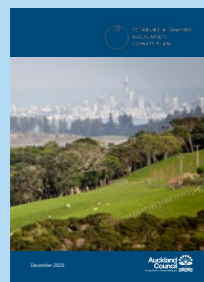


### 30 September 2020 Auckland Council Group published the inaugural climate-related risk disclosure in the Annual report 2019/2020

### February 2021 The Resource Recovery Network refresh was adopted by the Environment and Climate Change committee in February 2021 with the revised strategy increasing the number of resource recovery sites from 12 to 23; 21 community recycling centres and two resource recovery parks by 2031.

### June 2021 The adoption of the 10-year Budget 2021-2031 (Our Recovery Budget)

The first time a climate action package has been included in a 10-year budget





Waiho i te toipoto, kua i te toiroa

# Leading and influencing better outcomes for and with Māori

The Auckland Plan 2050 recognises Te Tiriti o Waitangi as the foundation on which local government in Auckland works to deliver Māori aspirations.

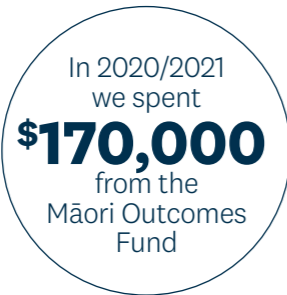
Auckland Council Group’s activities collectively contribute to the wellbeing of Māori in Auckland. The 10-year Budget 2018-2028 allocates \$150 million over 10 years for Māori outcomes. For the financial year 2020/2021, the spend on activities directly contributing to Māori identity and wellbeing was \$17.5 million out of the \$18.3 million budget. However, there are additional ‘business as usual’ activities that further contribute to Māori outcomes outside of this funding.

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 defined the outcomes that matter most to them, and Auckland Council set objectives to contribute to these aspirations through its activities and budgets. Kia Ora Tāmaki Makaurau guides the council on supporting strong Māori communities, as well as enabling effective Māori participation and ensuring that council staff are empowered to deliver on outcomes for and with Māori.

## 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.



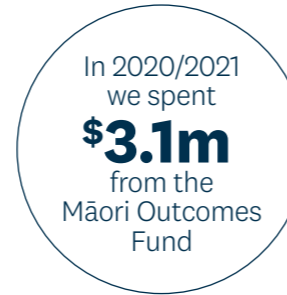
In 2020/2021, a key example was the completed construction of six two-bedroom kaumātua units at Papakura marae. The Māori Housing Unit worked closely with the marae from concept to construction, supporting the marae to overcome barriers, navigate through council processes, bring in other council stakeholders when appropriate, and provide project certainty. The council also provided a small grant to contribute to planning and regulatory costs.

## 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.

Auckland Council’s Healthy Waters and procurement team are running the Ngā Puna Pūkenga programme, which places unemployed Aucklanders back into employment with funding from the Ministry of Social Development. This financial year, the programme placed 181 people back into full time employment in the infrastructure sector. Around 45 per cent of the placements are Māori.



## 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 2020/2021, the council group supported infrastructure development for 10 marae through its Marae Infrastructure Programme – see success story on page 51 for more information.



## 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.

Auckland Council’s newest community facility, Te Paataka Koorero o Takaanini – Takaanini Community Hub officially opened on 27 March 2021.

The council collaborated with mana whenua and the local community to create a whānau-centric space. It invested \$2.9 million into the facility, which provides library services, access to computers and wi-fi, study spaces for young people, a community kitchen, a dedicated play area for tamariki, and a parent room. There is bilingual signage in English and te reo Māori throughout the facility and the staff includes fluent reo Māori speakers.



## 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 learned throughout Tāmaki Makaurau.

Led by mana whenua in partnership with Auckland Council, Te Kete Rukuruku programme captures and showcases Māori names and stories of place.

Whau Local Board is one of 15 local boards in the programme. In 2020, it adopted dual names for 23 parks in its area. The board also decided to create the first fully bilingual park at Taurangi/Crum Park. At the end of 2020, the park became the first in Tāmaki Makaurau to have all signs in both te reo Māori and English.



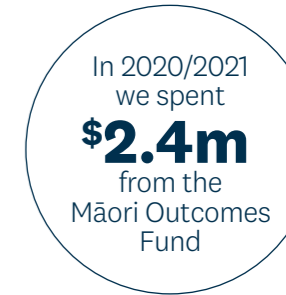
## Kia ora te ahurea – Māori Identity and Culture

**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.

The gallery is owned and operated by Auckland Unlimited (formerly ATEED) and the exhibition was supported by the council group’s Māori Outcomes Fund – see success story on page 53 for more details.



### 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.

In 2020/2021 we supported this priority through **business as usual** spend

The Community and Social Policy graduate programme is a two-year accelerated programme for recent graduates wishing to begin their policy career. Rotating across the teams in the department, graduates build knowledge and experience by leading and delivering projects and through a programme of learning and development. All past participants have successfully moved in policy advisor positions in Community and Social Policy teams.

The programme aims to increase the pool of policy talent to include more Māori, Pacific peoples, and people from diverse backgrounds in Auckland Council and beyond. Three out of the four graduates on the 2021 programme identify as Māori.

approved for funding by Te Uru Rākau (One Billion Trees), with co-funding from Auckland Council and the Franklin Local Board.

Over four years, a total of 250,000 plants will be grown at the Āwhitu Landcare Community Nursery and planted on the peninsula. Many of these plants will be used to restore sites of cultural and ecological significance to Ngāti Te Ata.

To achieve this goal, the nursery has been expanded and people from Ngāti Te Ata and Āwhitu Landcare have been recruited to grow and care for the plants.

In June 2021, a planting day at Reretēwhioi Marae saw 5,000 trees being planted along the Awaruaiti river.

In 2020/2021 we spent **\$291,972** from the Māori Outcomes Fund

### 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 been developing an online platform named Te Mātāpuna 2. The platform offers mana whenua the opportunity to view resource consents lodged in their rohe in a more effective and efficient manner. Over time, the intention is to extend the platform to other Māori entities for the purpose of engaging with council in

its decision-making processes.

Mana whenua have been involved in the co-design of the platform and have been engaged throughout the development and testing process. In 2020-2021, all 19 iwi authorities were on-boarded, training began on how to use the platform and will continue until it goes live in FY 2021/2022.

In 2020/2021 we spent **\$2.1m** from the Māori Outcomes Fund



Preparing the Matariki Hāngi

### 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.

Te Korowai o Papatūānuku project is a revegetation project on Āwhitu Peninsula which is being delivered in partnership by Ngāti Te Ata, Āwhitu Landcare, and Auckland Council. In late 2020, the project was

### 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.

In 2020/2021 we spent **\$271,965** from the Māori Outcomes Fund

In 2020/2021, te ao Māori descriptors were added to all of Auckland Council's position descriptions. There are several different descriptors, which vary depending on the position level and type. However, all descriptions include the commitment to honour Te Tiriti o Waitangi, accord value to te ao Māori, support kaitiakitanga and be responsive to the needs of Māori.

### COVID-19 Impacts on Māori

Māori were disproportionately affected by job losses and/or reduced income due to the impacted sectors in which they predominantly work, including tourism. Traditional tikanga processes were also affected by physical distancing and lockdown rules. In response to these issues, the council group took steps to support a 'for Māori, by Māori' response to COVID-19 and the recovery from its impacts.

**Supporting recovery:** The Manaaki Fund One of the most important initiatives to come from council's approach was the Manaaki Fund, a one-off recovery and resilience grant to support Auckland Council's Māori partners as they respond to, aid recovery from, and build resilience from the impacts of COVID-19.

The purpose of the fund is to:

- Support Māori-led active responders to COVID-19 that are supporting Māori whānau and tamariki in Tāmaki Makaurau.
- Support Māori-led COVID-19 recovery and resilience initiatives. The grant particularly focuses on supporting initiatives to advance whānau Māori and tamariki wellbeing, Māori employment and business, and sustainable solutions for Māori communities, especially if focused on essential needs.

The fund was opened in April 2020 and closed in February 2021. A maximum grant of \$100,000 per applicant was made available.

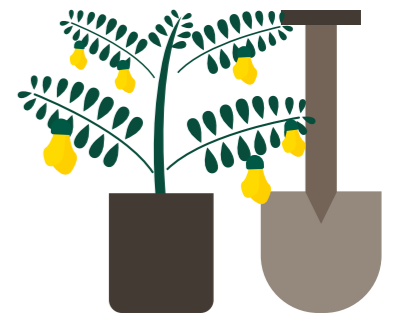
The fund approved \$2.9m for initiatives led by 36 Māori partner entities. \$1.9m of the Manaaki Fund was paid out to Māori partners during the FY21 year.

### Success Stories

#### Plant nursery – Ngāi Tai ki Tāmaki

The Manaaki Fund provided Ngāi Tai ki Tāmaki with funding to assist in the development of a plant nursery on Motutapu island, which will provide sustainable forestry, rongoā (traditional Māori medicine) and food solutions for Ngāi Tai uri (relatives, descendants) and other Māori.

The funding was provided to support nursery fencing, soil and other materials, and building costs. It also supported employment costs to hire four iwi members impacted by COVID-19.



#### Mobile health clinics – Te Whānau o Waipareira

The Manaaki Fund was also used to support the creation of pop-up health clinics and a mobile health service in west Auckland.

Te Whānau o Waipareira used its share of the funding to purchase three shipping containers and a Hyundai van to create the clinics and mobile service.

The clinics were used to support the organisation's objective to provide clinically safe, culturally responsive, and community-centric health care. It achieved this aim through providing targeted medical access, including COVID-19 tests, and wraparound interventions to whānau in west Auckland during the winter of 2020.

The organisation reported that positive impacts included improved health outcomes for whānau, as well as an opportunity to address Māori health inequity.

### Success Stories – Māori Outcomes

#### The Marae Infrastructure Programme

The Marae Infrastructure Programme (MIP) supports the physical infrastructure development of marae.

The aim of the programme is to deliver safe, healthy, and warm marae, leading to the following outcomes:

- Whānau connections to marae are maintained and enhanced.
- Marae continue as hubs for Māori and the wider community.
- Marae function as focal points for Māori social, economic and cultural leadership.



- Marae are able to extend whanaungatanga to the wider community in times of need
- Value for money and leverage is achieved through a delivery approach focussed on working with internal service providers and external funding partners, such as Central Government and businesses.

The programme, which has just completed its third year, supports marae throughout Tāmaki Makaurau. The programme is on track to invest significantly in all 32 marae named in the council’s guidelines, inside of the 10 years originally forecast to roll the programme out.

In the 2020/2021 financial year, the council worked with 10 marae, all at various stages of the programme. The programme has fully competed work on two marae and is carrying out physical work on four others.

The MIP completes an initial condition assessment of marae, identifies priorities of work, and the Council enters into a development agreement with marae, which includes physical work that the council will fund and project manage for the marae.

**Piritahi Marae**

The MIP has recently completed its work on a range of buildings and structures at Piritahi marae as well as its wastewater system.

Work included:

- upgrade to accessible bathroom, ramps and pathways

- decommission and installation of a wastewater system
- installation of fire systems to enable the marae to have a current Building Warrant of Fitness
- asbestos removal
- remedial work including painting, maintenance and repair

Piritahi marae has also had signage in te reo Māori installed.

**“Piritahi Marae Trust, Piritahi whānau whānui and manuhiri have benefitted hugely by the Piritahi infrastructure work that has been completed over the last year. The comments from various people are so positive. Piritahi Marae has undergone an extensive upgrade to future proof the only marae on Waiheke, with a focus on sustainability, the garden and safety. It has been a great role model and example that visitors have learned from and taken ideas away.**

**This project was a good example of Te Tiriti principles being demonstrated that will benefit many today, tomorrow and into the future. Tēnā koutou katoa.”**

**– Judy Davis**, Treasurer Piritahi Marae Trust

**Social Procurement**

The MIP has signed up five social procurement contractors through Amotai – an intermediary tasked with connecting Māori and Pasifika-owned businesses with buyers wanting to purchase goods, services and works. Outcomes include:

- Signing up four Māori and one local contractor, with three contracts awarded so far.
- Two contracts have been awarded to Māori contractors and they are anticipated to get further work in the next financial year (currently tendering for three marae).
- The non-Māori provider that MIP contracted hired all Māori and Pasifika staff and all staff lived on Waiheke Island where the work was carried out, meaning the money stayed local.

**Toi Tū Toi Ora: Contemporary Māori Art**

Toi Tū Toi Ora: Contemporary Māori Art was the largest exhibition in the 132-year history of Toi o Tāmaki/ Auckland Art Gallery and the best attended since 1989.

The gallery is owned and operated by Auckland Unlimited (formerly ATEED) and the exhibition was supported by the council group’s Māori Outcomes Fund.

The exhibition was the world’s largest display of contemporary Māori artwork, spanning the last 70 years, with associated employment opportunities and investment in the Māori arts sector. The aim of the project was to strengthen Māori cultural identity and make the most of the opportunities it provides.

The exhibition provided a space for expressing, sharing, recording and performing the individual and collective stories that give meaning to Māori [post] colonial experiences.

Toi Tū Toi Ora Exhibition ran from 5 Dec 2020 to 9 May 2021 and its outcomes included:

- The largest exhibition Auckland Art Gallery has ever held - comprising three floors, 120 artists, and over 300 artworks.
- Attended by over 140,000 gallerygoers.
- 10 major new commissions by contemporary Māori artists.
- Forums for 100 contemporary Māori artists.
- A national bilingual marketing campaign.
- Bilingual and te reo Māori immersive virtual reality tours will ensure new and lasting material beyond the two-year span of the exhibition.
- A feature-length documentary film, made by Māori award-winning filmmaker Chelsea Winstanley, will ensure Toi Tū Toi Ora is captured in its entire journey from start to

finish. It also means the exhibition can be shared nationally and internationally.

- 19,000 Māori visited during the exhibition period – 13,000 more than during the same period in previous years.
- 5,000 Māori made their first ever visit to Toi o Tāmaki/ Auckland Art Gallery.
- Intercultural exchange with the exhibition and the issues it speaks to of Māori creativity, resistance and resilience featured in Chinese media, major national and international art publications.
- Planning for a national Contemporary Māori arts symposium to be held in December 2021, on the anniversary of the exhibition.
- A partnership with Penguin publishers to publish a book on contemporary Māori art which will be distributed to every kura and school in Auckland and Aotearoa.

**“The highlight was seeing my marae mentioned and finding an artist from my tribe. The feeling of how important our folk stories are...It also made me feel proud to be a New Zealander.”**

**“Reflecting on my favourite [artworks], Nga Morehu in particular are very evocative...It was a joy to see the collection and... (it) was uplifting to my wairua”**

**– Visitors to Toi Tū Toi Ora**

**Employment opportunities:**

- eight bilingual gallery guides employed
- public programming opportunities supported further employment of Māori artists
- new art works commissioned by Māori artists
- internships and secondment opportunities for several kaiārahi
- permanent roles have been added to the Gallery for the new financial year
- a new role for the gallery’s executive lead team - Head of Kaupapa Māori
- review of curatorial positions for increased KPIs for te ao Māori
- a new capability development programme of training for all staff and volunteers with internal and external providers.



Ria Hall and band at Te Korakora on Takutai, Matariki Taimoana 2021

Te Wehenga 3: Te huarahi e tāpae hua ai mātou ki ngā tāngata o Tāmaki Makaurau

## Section 3: How we deliver value for Aucklanders



Tā mātou taura hei whakatupu hua

# Our value creation model

This year we continue the journey of how we are creating value for Aucklanders.

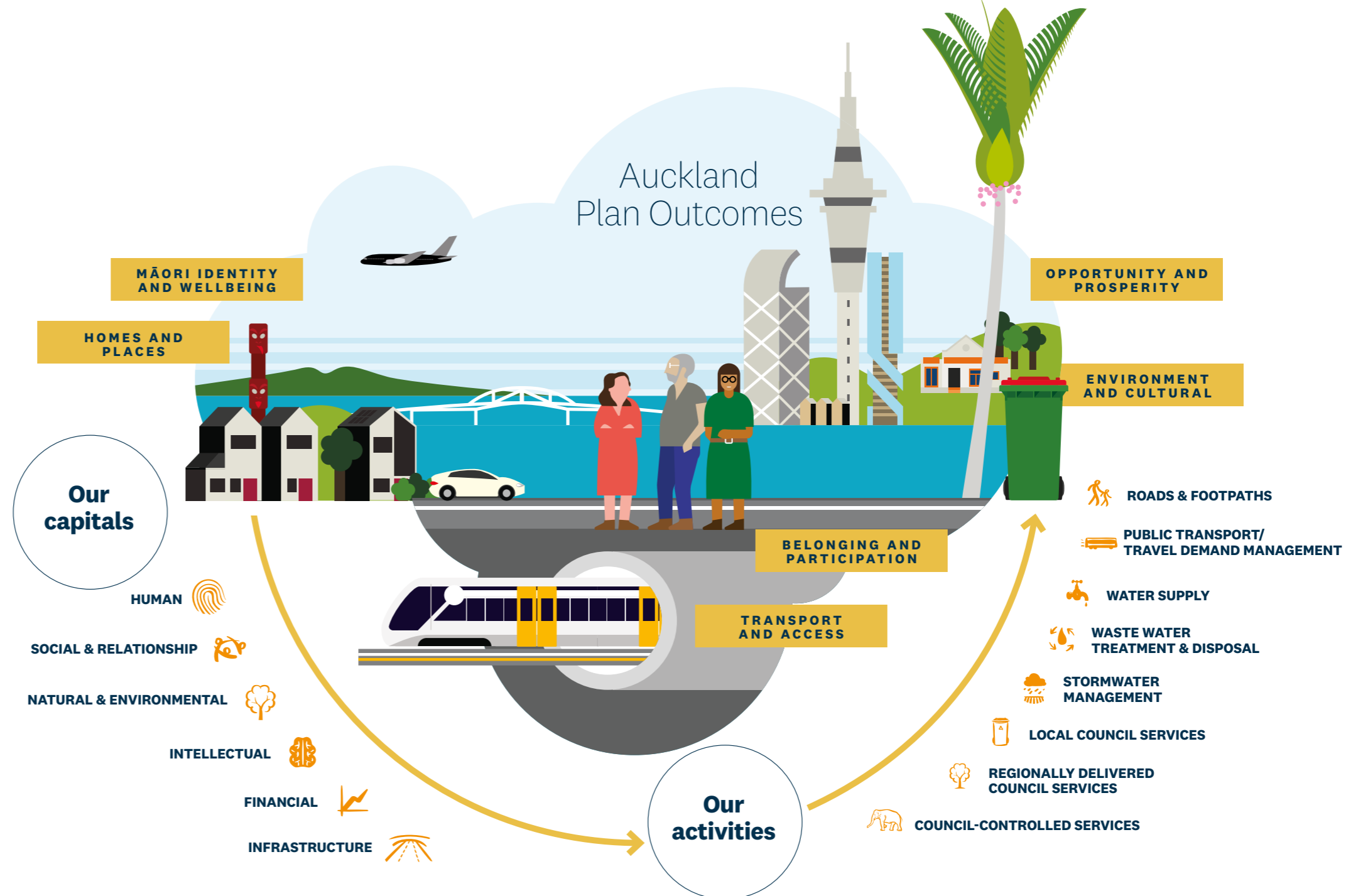
Auckland Council supports the External Reporting Board's encouragement of extended external reporting to cover broad information such as governance, business models, strategies and environmental, cultural and social impacts.

Throughout this report we have used ideas from the Integrated Reporting <IR> framework to continue the work we started two years ago. <IR> is being used by organisations around the world to present annual reports which move beyond financial information to tell succinct stories of the unique things (their 'capitals') they use to create value for their customers.

Our Auckland Plan, 10-year Budget and Annual Report are structured as eight key Groups of Activities, more information on our eight Groups of Activities can be found on pages 64 to 155.

As an organisation, the way we create value can be demonstrated in the connection between the resources in our services and activities and the Auckland Plan outcomes we seek - or value we create. We use these resources to deliver activities which positively impact the Auckland Plan outcomes. This is our value creation loop.

We are only at the start of our journey with integrated thinking and we still have some way to go to embed this. Already <IR> is helping us to think more holistically about the broad range of resources we use, the value we deliver to the region, and how to be more responsive to Te Ao Māori.



## “Ko te amorangi ki mua, ko te hāpai ō ki muri”

Those who are working in the front and those working in the back serve for the betterment of everyone

### The capitals that we have used to group our resources are:

#### 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.

#### Intellectual

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

#### 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, waste and water treatment plants).

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 Community; 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 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 kaiakitanga of land and marine resources.

Diversity is a strength that defines Auckland. To ensure this diversity is reflected in decision-making, we also have nine 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.

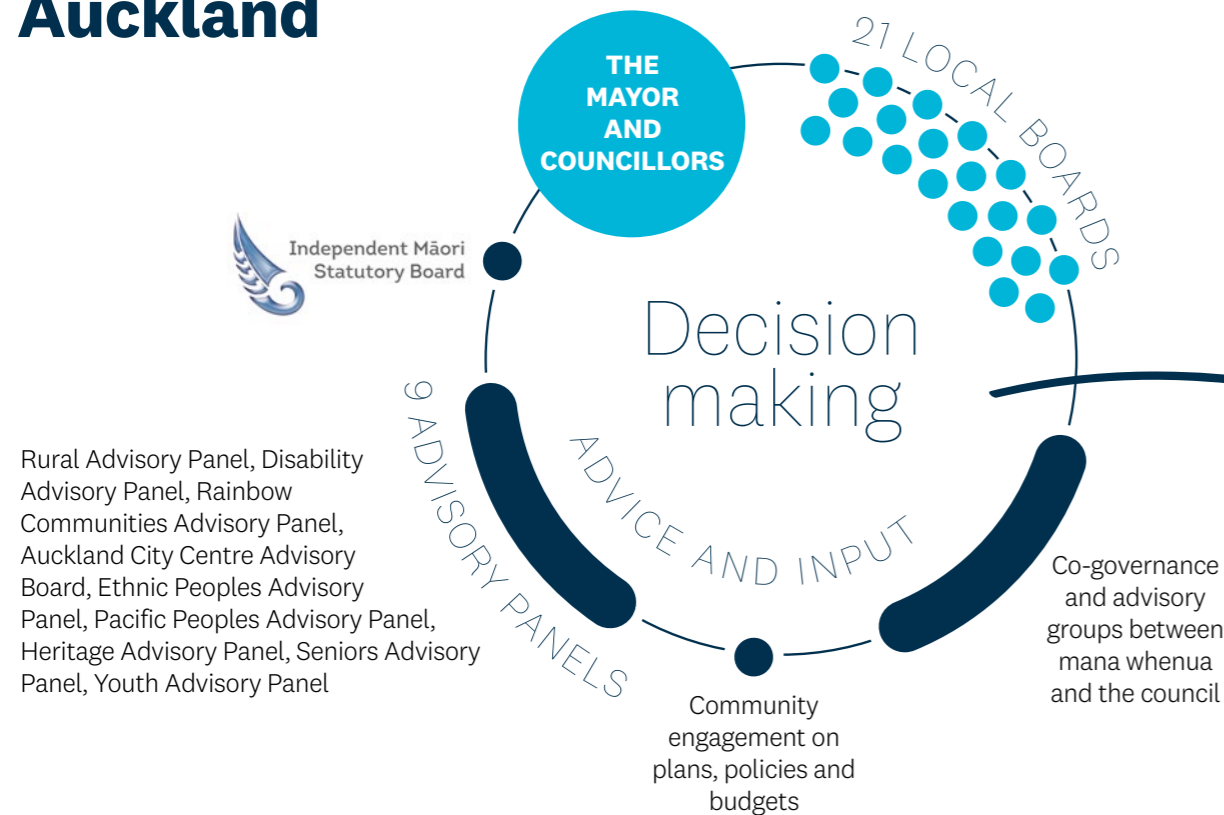
We identify and manage risks using a framework based on AS/NZ ISO 31000:2009 (a joint Australian New Zealand International Standard on Risk management - principles and guidelines).

The council's 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

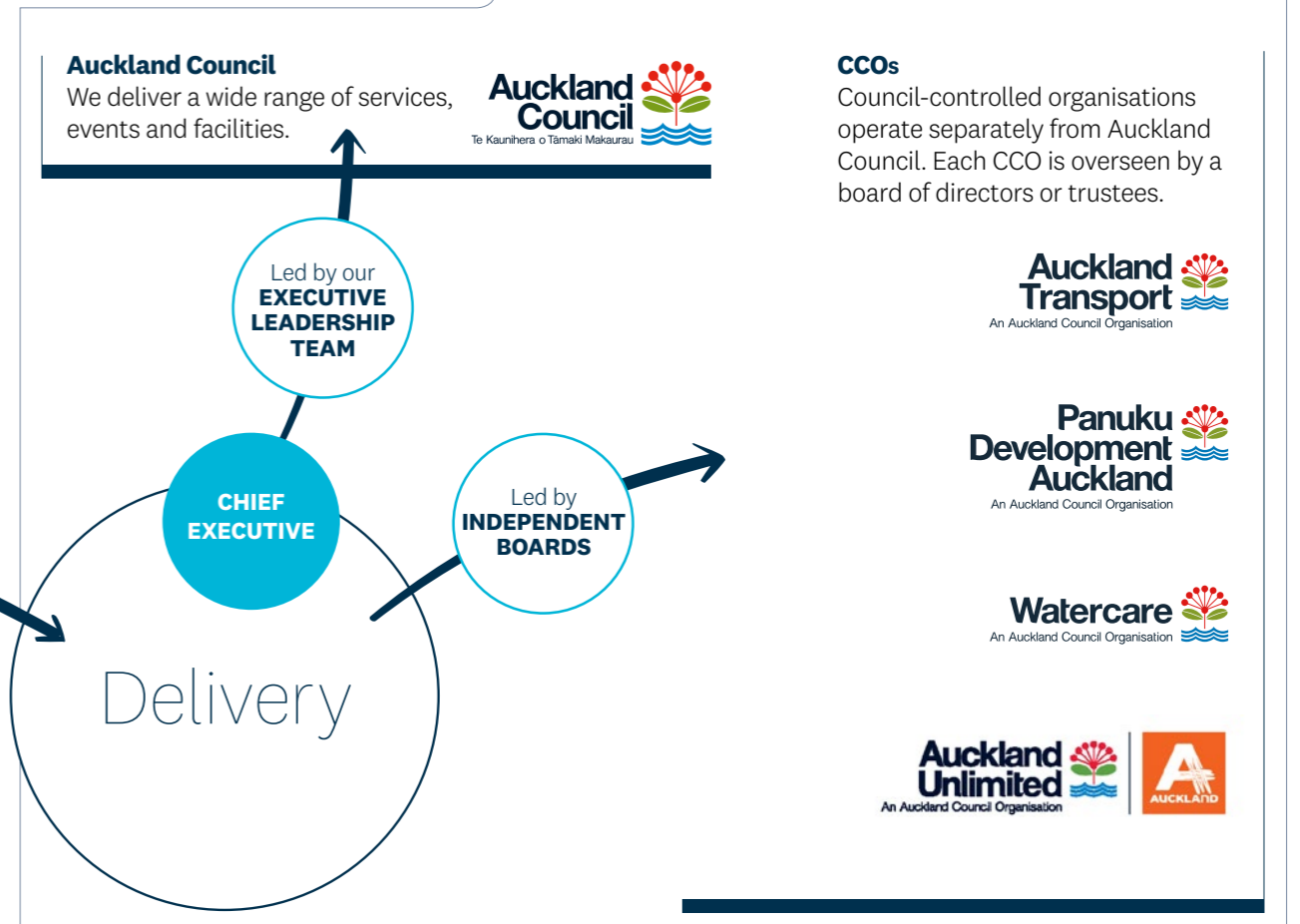
and ethical manner. The team works with senior management and our people to reduce the risk of error, waste, theft and fraud. Our code of conduct: Our Charter - emphasises that managing these risks is the responsibility of every staff member. The Audit and Risk Committee (which has three independent members) and our 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 four 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 CCOs annual objectives and targets as part of their statements of intent, monitors their performance quarterly and appoints their board of directors or trustees.

## Vision for Auckland



## AUCKLAND COUNCIL GROUP



\*The independent review of the group's CCOs recommended the merger of Regional Facilities Auckland (RFA) and Auckland Tourism, Events and Economic Development Limited (ATEED) into one entity (now called Auckland Unlimited) to oversee Auckland's events, stadiums and cultural assets, and economic development.

## 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



**John Watson**  
Albany



**Wayne Walker**  
Albany



**Dr Cathy Casey**  
Albert-Eden-Puketāpapa



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



**Sharon Stewart** QSM  
Howick



**Paul Young**  
Howick



**Alf Filipaina**  
Manukau



**Fa'anana Efeso Collins**  
Manukau



**Angela Dalton**  
Manurewa-Papakura



**Daniel Newman**  
Manurewa-Papakura



**Josephine Bartley**  
Maungakiekie-Tāmaki



**Chris Darby**  
North Shore



**Richard Hills**  
North Shore



**Desley Simpson**  
Orākei



**Greg Sayers**  
Rodney



**Linda Cooper** JP  
Waitākere



**Shane Henderson**  
Waitākere



**Pippa Coom**  
Waitemata and Gulf



**Tracy Mulholland**  
Whau

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



**Jim Stabback**  
Chief Executive



**Patricia Reade**  
Deputy Chief Executive



**Lou-Ann Ballentyne**  
Acting General Manager  
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

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



**Adrienne Young-Cooper**  
Chair of Auckland Transport



**Shane Ellison**  
Chief Executive of  
Auckland Transport



**Margaret Devlin**  
Chair of Watercare



**Jon Lamonte**  
Chief Executive of Watercare



**Paul Majurey**  
Chair of Eke Panuku



**David Rankin**  
Chief Executive  
of Eke Panuku



**Mark Franklin**  
Chair of Auckland  
Unlimited



**Nick Hill**  
Chief Executive of  
Auckland Unlimited

# Ngā hua o te Mahere mō Tāmaki Makaurau Auckland Plan outcomes

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 plan meets our legislative requirements to contribute to Auckland’s social, economic, environmental and cultural well-being and was adopted in June 2018 following extensive engagement with Aucklanders. The plan provides direction on addressing Auckland’s key challenges of high population growth and environmental degradation, and how we can ensure shared prosperity for all Aucklanders. Each Group of

Activities (one or more related activities provided by, or on behalf of the Auckland Council Group and Auckland Council) contributes 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 2018-2028.

# Te āhua o te hononga tahitanga How it fits together

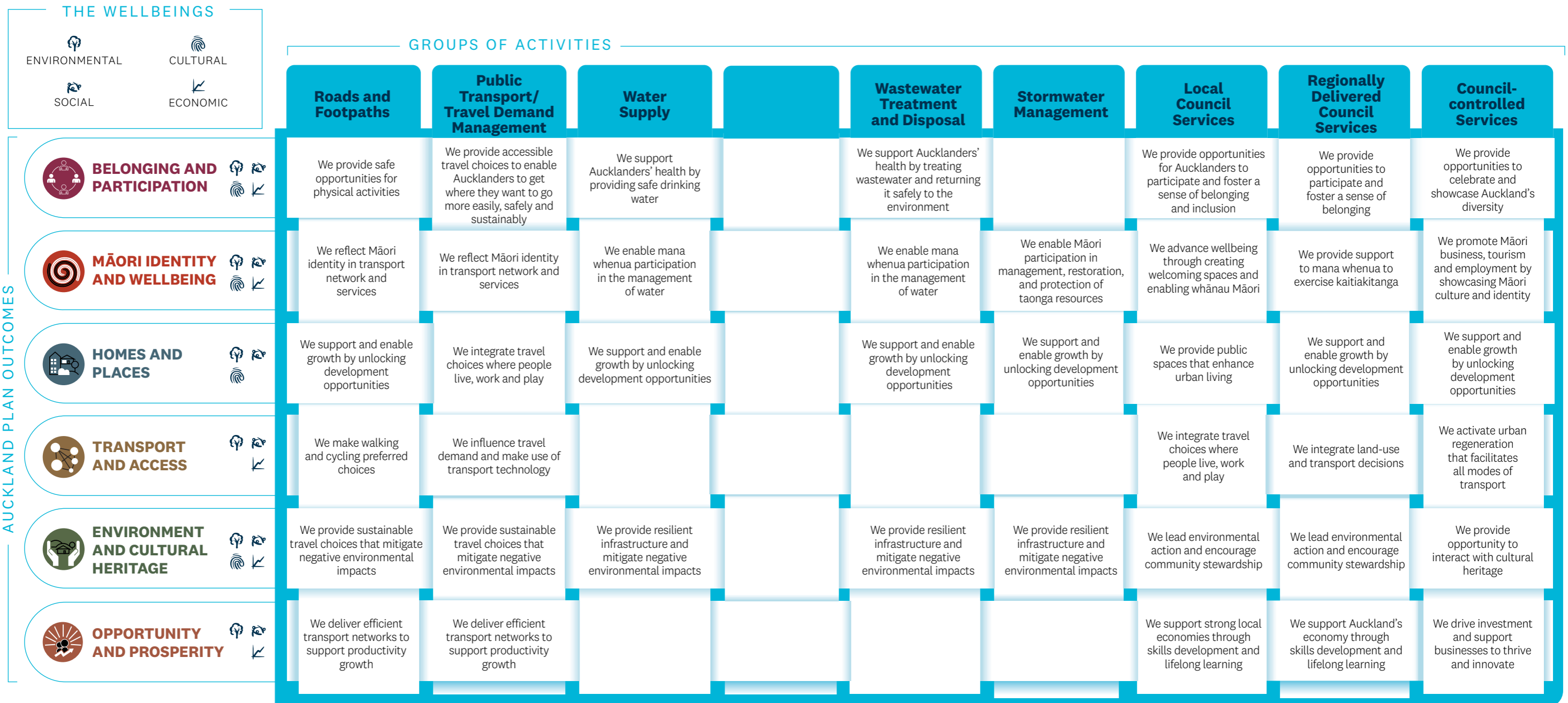
This year we have been thinking about how our activities impact Aucklanders and support the city’s outcomes as outlined in the Auckland Plan 2050.

We are moving beyond financial reporting in this report towards extended external reporting, covering broad information such as governance, business models, strategies, and environmental, cultural, and social impacts. We have used ideas from the Integrated Reporting <IR> approach to start doing this.

<IR> is being used by organisations around the world to present annual reports which move beyond financial information to tell succinct stories of the unique things (their ‘capitals’) they use to create value for their customers.

## “Tāmaki Wawata Rau”

Auckland of many aspirations





He Kupu Whakataki mō ngā Tōpūtanga Mahi

## Section 4: Performance by Groups of Activities



# He kōrero mō ngā momo mahi Introduction to Groups of Activities

The following sections of this volume include the Statement of Service Performance (SSP) for our eight Groups of Activities (GoAs) in the 10-year Budget 2018-2028 (Long-term Plan 2018-2028).

A Group of Activity is one or more related activities provided by, or on behalf of, the Auckland Council Group, which contribute to the Auckland Plan outcomes. The SSP comprises our performance results and funding impact statements which are audited by Audit New Zealand on behalf of the Auditor-General. The funding impact statements are prepared for each of the eight GoAs. Please refer to Volume 3 for the consolidated funding impact statement.

For 2020/2021, we have produced the 21 local board reports within Volume 2 as individual documents.

These also contain SSP information for each of the local boards.

The following GOA pages all have a similar structure. In each GoA section, we outline key activities and projects, and report against our performance measures. We show a balanced selection of these projects and measures aligned to our community outcomes as outlined in our Auckland Plan 2050.

We display our evaluation of levels of service performance information, with commentary and results for performance measures in the following format:

**Level of service**  
Overall area of service delivery

**What we achieved**  
● Achieved ● Substantially achieved ● Not achieved

Result against target	Year-on-year change	2021 Target	2021 Result	2020	2019	How did we perform
●	✓	Reduce by at least 18 (535)	533	553	690	This activity is based around the calendar year, so this result relates only up to Dec 2019...

**Performance measure**  
Specific indicators used to measure performance

**2021 target and actuals**  
Level we are aiming to achieve in 2021, and 2021 result and results from prior years.

2021 Target	2021 Result
Reduce by at least 18 (535)	533

**Throughout the report, the following symbols and criteria are used to display performance measure results compared to targets and prior-year results**

- Achieved** (Green circle): Target has been met or exceeded. Improvement in performance, and result increased from prior year.
- Substantially achieved** (Yellow circle): Target has not been met by a slim margin (+/-2%). Improvement in performance, and result decreased from prior year.
- Not achieved** (Red circle): Target not achieved. Deterioration in performance, and result increased from prior year.
- Impacted by COVID-19** (Red circle with asterisk): Measures favourably / unfavourably impacted by COVID-19. Deterioration in performance, and result decreased from prior year.
- No change from prior year result** (Orange circle): No change from prior year result.

Additional detail for performance measures, including those impacted by COVID-19 (highlighted with an \*) can be found within this section.

We achieved (or substantially achieved) 62% (78) of our performance measure targets in 2020/21, this is compared to 66% (83) last year. We did not achieve 33% (42), compared to 31% (39) last year. There were 5% (6) that were not measured this year, compared to 3% (4) last year.

29% (36) of our performance measures continued to be significantly impacted by COVID-19. Examples of those favourably impacted were online library services (e-items), satisfaction with regional parks and Auckland Unlimited programmes to support the business community. Areas that were negatively impacted related to public transport, reduced events and lower tourist numbers.

## Groups of Activities

One or more related activities provided by, or on behalf of the Auckland Council Group and Auckland Council

**Case Study**  
How we implement improvements to the community and examples of equitable outcomes

**High-level summary of our performance**

**Auckland Plan outcomes**  
The community outcomes that we seek to deliver to realise our vision for Auckland to be a world-class city

**Project or performance measures**  
aligned to our Auckland Plan outcomes

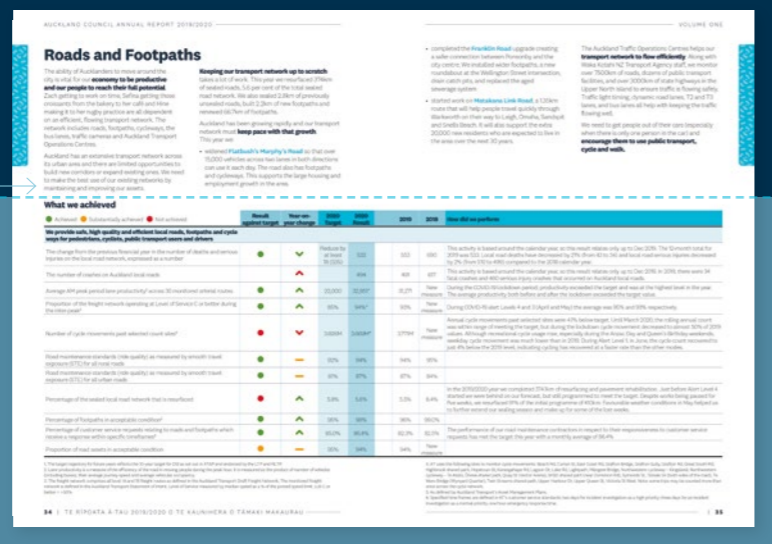


## Activities

A good or service provided by, or on behalf of the Auckland Council Group and Auckland

**Update on our key projects**  
for each activity linking to our community outcomes

**Performance Measures**  
from the 10-year Budget 2018-2028 with explanatory comments, including the increase or decrease of the result from last year



**Activity**  
A single statement that sets out the sources and application of the operating and capital funding for the GoAs

**Funding impact statement - Roads and Footpaths**

Measure	2020/21 Result	2020/21 Target	2019/20 Result	2019/20 Target
<b>Operating</b>				
Operating expenditure	100	100	100	100
Operating revenue	100	100	100	100
<b>Capital</b>				
Capital expenditure	100	100	100	100
Capital revenue	100	100	100	100
<b>Total</b>				
Total operating	100	100	100	100
Total capital	100	100	100	100
<b>Total</b>	200	200	200	200

**Variance explanation**  
Explanation of major variances against year three of the 10-year Budget 2018-2028

# Ngā Huarahi me ngā Ara Hīkoi Roads and Footpaths

Auckland Transport (AT) looks after 7638km of roads and 7431km of footpaths.

They design, build and manage our local and arterial roads, busways, cycle ways, footpaths and shared paths to improve safety, improve traffic flow and minimise congestion. They manage roading infrastructure, maintaining surface quality and road marking, street lighting, traffic signals, incident response and road safety initiatives.

Alongside these activities, they create new transport options, encourage us to do more cycling and walking, protect the environment and balance the needs of all road users – pedestrians, cyclists, scooter riders, bus passengers and motorists.

AT resurfaced 323km sealed roads and started construction on a number of new cycleways and walkways. To keep up with the pace of population growth, we have finished our major works on Murphys Road and Daldy Street.



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

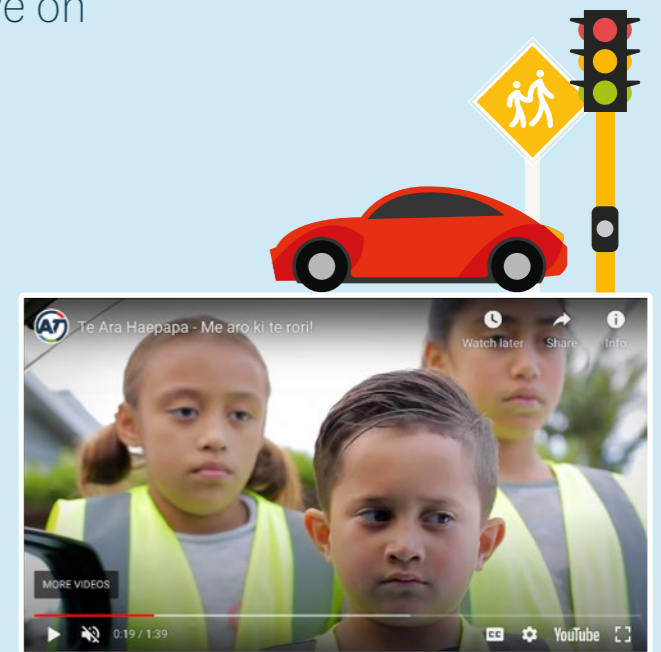
May the shimmer of the sun guide you on your path

 <p><b>HOMES AND PLACES</b></p> <p>We support and enable growth by unlocking development opportunities</p> <p><b>4.9%</b> of the sealed local road network resurfaced</p> 	 <p><b>ENVIRONMENT AND CULTURAL HERITAGE</b></p> <p>We provide sustainable travel choices that mitigate negative environmental impacts</p> <p><b>97%</b> of footpaths in acceptable condition</p> 	 <p><b>BELONGING AND PARTICIPATION</b></p> <p>We provide safe opportunities for physical activities</p> <p>Over <b>4200</b> people signed up for the Auckland Walk Challenge</p> 
--	--	---

## Things we are keeping an eye on

Too many people die or are seriously injured on our roads. We are continuously improving the design of our roads to make them safer for all users. We have also reduced the speed limits on many rural roads and most inner-city roads to prevent accidents and to reduce the impact when accidents do occur.

When we replace or build roads and footpaths, we can create carbon emissions and run-off sediments, and cause disruptions to Aucklanders. We minimise the environmental impacts of our work and use traffic management systems to minimise disruptions and keep the work areas safe. We keep residents in the loop about what the work is and how long it will take.

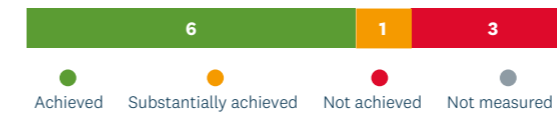


Te Ara Haepapa education programme ▶



### Our investment

How well did we perform against our performance indicators?

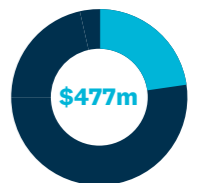


**Operating Expenditure (\$m)**



9% of total operational expenditure

**Capital Investment (\$m)**



23% of total capital investment



### OPPORTUNITY AND PROSPERITY

We deliver efficient transport networks to support productivity growth

We've made Daldy Street more pedestrian and cyclist friendly



### TRANSPORT AND ACCESS

We make walking and cycling preferred choices

Aucklanders biked past our counting sites with more than **3.48m** movements



### MĀORI IDENTITY AND WELLBEING

We reflect Māori identity in transport network and services

Our **Te Ara Haepapa** Māori Education Programme is seeing great success

# Roads and Footpaths

The efficiency and effectiveness of our transport network will play a huge role in future-proofing Auckland for success.

Aucklanders need easy access to employment, education, retail, recreation, and other activities so that we remain an **attractive place to live and do business, allowing our economy to reach its full potential.**

Auckland has an extensive transport network across our urban area and there are limited options to build new corridors or expand existing ones. We need to make the most of our existing networks through maintaining and improving our assets, while increasing the number of people using key routes.

**Maintaining our travel network is a huge amount of work.** This year we resurfaced 323km of sealed roads, 4.9 per cent of the total sealed road network. We also sealed 5.5km of previously unsealed roads, built 2.2km of new footpaths and renewed 84km of footpaths.

Auckland continues to grow and it is crucial that our transport network and supporting infrastructure can **meet the increased demand.** In the past year, we have:

- transformed **Murphys Road** from a rural district arterial to a four-lane urban arterial road, with a

three-box culvert. The road now optimises the performance of the existing network and supports the housing and employment growth in the area.

- Delivered more space for people on foot and wheels with the completion of our **Daldy Street** (Wynyard Quarter) works. We've maintained the Auckland Dockline Tram tracks and lanes for traffic with a permanent 30km/h speed limit. Shared-use paths and boardwalks now line the street along with bus shelters, and we have new signals at the Gaunt Street intersection. We've installed large rain gardens to naturally treat water runoff.



- Continued work on the construction of the **Matakana Link Road** near Warkworth. Bridge construction and utility service installations are underway, along with additional footpath works on the northern side of the road. This is on track to be finalised before the opening of the Puhinui to Warkworth SH1 extension.

- Progressed the **Medallion Link Drive** construction which is a 200m road section to link the Oteha Valley/Medallion intersection to Fairview Ave. This includes a new bridge across Lucas Creek, side-by-side box culverts, a new roundabout and cycling facilities.

**We are providing better travel options for Aucklanders.** Auckland's largest single source of greenhouse gas (GHG) emissions

## What we achieved

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

	Result against target	Year-on-year change	2021 Target	2021 Result	2020	2019	How did we perform
<b>We provide safe, high quality and efficient local roads, footpaths and cycle ways for pedestrians, cyclists, public transport users and drivers</b>							
The change from the previous financial year in the number of deaths and serious injuries on the local road network, expressed as a number <sup>1</sup>	●	✓	Reduce by at least 36 (497)	454*	533	553	The 2020 calendar year result was 454, significantly below the target. Local Road deaths have decreased by 3% (from 34 to 33) and Local Road serious injuries decreased by 19% (from 499 to 421) compared to the 2019 calendar year. This is due to COVID-19 restrictions suppressing traffic volumes. It should be noted that (based on indicative numbers) DSIs have increased in the 6 months to 30 June 2021 as traffic patterns return to more normal levels.
The change from the previous financial year in the number of crashes that involved a fatality or serious injury on the local road network, expressed as a number		✓		414*	494	491	This activity is based around the calendar year, so this result relates only up to December 2020. In 2020, there were 29 fatal crashes and 385 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 30 monitored arterial routes <sup>2</sup>	●	✗	23,000	31,495*	32,951*	32,863	Peak productivity exceeded target mainly due to lower travel demand and public transport share. Productivity has dropped by 4% on the previous year. This reduction is mainly attributable to higher congestion levels compounded by lower bus patronage. Congestion for July 2021 was back to pre COVID-19 levels.
Proportion of the freight network operating at Level of Service C or better during the inter-peak <sup>3</sup>	●	✗	85%	92%*	94%*	93%	
Number of cycle movements past selected count sites <sup>4</sup>	●	✗	4.018M	3.484M*	3.669M*	3.771M	Cycle movements decreased by 5% on previous and were 13% below the target. It is likely that increased working from home has continued to have an impact on this measure.
Road maintenance standards (ride quality) as measured by smooth travel exposure (STE) for all rural roads	●	✗	92%	90%	94%	94%	Smooth Travel Exposure for rural roads decreased due to the re-assignment of 442 km of road previously classified as Urban, to Rural. Previous national guidelines required AT to classify roads as Urban if the speed limit was below 80 km/hour, resulting in many roads in rural environments taking an "Urban" classification. The new classification, which is based on current land use, is a more accurate reflection of our Urban and Rural road network.
Road maintenance standards (ride quality) as measured by smooth travel exposure (STE) for all urban roads	●	✗	81%	86%	87%	87%	
The average quality of ride on a sealed local road network, measured by smooth travel exposure.				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	●	✗	6.5%	4.9%	5.6%	5.5%	We completed 5.8km of pavement rehabilitation, and 323.3kms of resurfacing, totalling 329km. The target of 6.5% is as per the 10-year Budget 2018-2028. The target was revised to 4.6% in the Auckland Transport Statement of Intent 2019-2022, taking in the financial impacts of COVID-19 on our budgets.
Percentage of footpaths in acceptable condition	●	✗	95%	97.4%	98%	96.0%	
Percentage of customer service requests relating to roads and footpaths which receive a response within specific timeframes <sup>5</sup>	●	✓	85.0%	92.0%	86.4%	82.3%	
Proportion of road assets in acceptable condition <sup>6</sup>	●	✓	95%	94.3%	94%	94.0%	The majority of AT's road assets, by value, are sealed road pavements. Budget constraints and cost increases meant that fewer roads were resealed in 2020/2021, which impacted on the overall condition of the network.

1. The target trajectory for future years reflects the 10-year target for DSI as set out in ATAP and endorsed by the LTP and RLTP.  
 2. The target was reviewed in the Auckland Transport 2019 Statement of Intent to 27,500 to better reflect the updated monitored arterial routes which can be found in the Auckland Transport 2019 Statement of Intent Route Productivity map. Productivity is measured as the average speed multiplied by number of people in private vehicles and buses per lane in one hour. The 2019 result was incorrectly reported as 31,271 in our 2018/2019 Annual Report.  
 3. The freight network comprises all level 1A and 1B freight routes as defined in the Auckland Transport Draft Freight Network. The monitored freight network is defined in the Auckland Transport Statement of Intent. Level of Service measured by median speed as a % of the posted speed limit. LoS C or better = >50%

4. AT uses the following sites to monitor cycle movements: Beach Rd, Curran St, East Coast Rd, Grafton Bridge, Grafton Gully, Grafton Rd, Great South Rd, Highbrook shared path, Hopetoun St, Karangahape Rd, Lagoon Dr, Lake Rd, Lightpath, Māngere Bridge, Northwestern cycleway - Kingsland, Northwestern cycleway - Te Atatū, Orewa shared path, Quay St (Vector Arena), SH20 shared path (near Dominion Rd), Symonds St, Tāmaki Dr (both sides of the road), Te Wero Bridge (Wynyard Quarter), Twin Streams shared path, Upper Harbour Dr, Upper Queen St, Victoria St West. Note: some trips may be counted more than once across the cycle network.  
 5. Specified time frames are defined in AT's customer service standards: two days for incident investigation as a high priority; three days for an incident investigation as a normal priority; one hour emergency response time.  
 6. As defined by Auckland Transport's Asset Management Plans.

overwhelmingly come from private cars and light commercial vehicles. To counter this, we're encouraging people to leave their cars at home and opt for public transport, walking and cycling. Not only do these options **reduce our emissions, they also reduce Auckland's traffic congestion.**

This year we:

- completed cycleways in **Victoria St, Herne Bay to Westhaven, Karangahape Rd and Northcote Bridge.** We also completed a shared path extension on **Murphys Road.** These new pieces of infrastructure add another 6.75 kilometres to the Urban Cycle Network.
- ran cycle training campaigns for 10,123 school students, guided e-bike rides and drop-in bike maintenance sessions.
- updated our route options provided to AT Mobile users, to now include cycle-friendly options such as cycleways or shared paths as much as possible.

These initiatives have been embraced with the Aotearoa Bike Challenge in February attracting over 9000 registrations (an increase of 14% on last year) and over 4200 people signed up for the Auckland Walk Challenge in November.

We are **ensuring that regardless of transport mode, everyone gets home safely.** We work with schools, mana whenua, mataawaka and community groups to assist young drivers with the Graduated Licensing System and ensure all road users understand their critical role in the safety equation. We promote road safety awareness, the use of child restraints, safe driving and the dangers of driver distraction.

This year we delivered 258 road safety initiatives, including community-based interventions, checkpoints with NZ Police and regional campaigns. We have made road safety improvements at four high-risk roads, 12 high-risk intersections and 10 raised pedestrian crossings. We've also added more red-light enforcement cameras and CCTV cameras to improve our network performance.

The **Travelwise Schools Programme**, designed to increase road safety awareness, active travel and public transport use by school students, delivered over 1500 Travelwise activities including 15 ambassador workshops and 75 scooter training sessions. Alongside this, AT supported 360 active walking school buses across the region.

The **Te Ara Haepapa Māori Road Safety Programme** delivered over 200 initiatives in Marae and Te Kura o te Kaupapa Māori communities, including Kaihautū Raihana Akonga (Learner Licence) and Raihana Whītiki/Tūturu (Restricted and Full Licence) programmes for mana whenua, and mataawaka Māori in an effort to reduce deaths and serious injuries (DSI's) amongst Māori.

Despite this, **accidents still happen.** We responded to approximately 45,000 unplanned incidents on our road network. 414 of these incidents involved death or serious injuries. While this represented a decrease compared to the prior calendar year, it is still too many. It should also be noted that COVID-19 restrictions suppressed traffic volumes, and based on indicative numbers, DSI's have increased in the six months to 30 June 2021 as traffic patterns returned to normal.



It's important we look after our natural environment. We played a part in this by reducing our GHGs through installing energy-efficient LED streetlighting. Out of 122,785 streetlights on the network, 104,222 have energy efficient LEDs. These replacements have reduced our CO<sub>2</sub> emissions by over 1500 tonnes. We are also converting all on-street parking machines to solar power and examining opportunities to include lower environmental impact materials in our construction projects, which include tests and trials of recycled materials.



CASE STUDY

## Make a date with the newly-enhanced Karangahape Road

On the 11th of June 2021, Auckland Council and Auckland Transport unveiled the Karangahape Road enhancements. The collaborative project included widening footpaths to enable greater outdoor dining capacity for local cafes and spaces for people to mingle, two rainbow crossings, native planting, separated cycleways on both sides of the street, bike parking, improved bus shelters and bus lanes, safety features and rain gardens to filter stormwater.

Karangahape Road is now a pedestrian-priority area, anchored by two entrances to a underground City Rail Link station which will bring an estimated 60,000 passengers to the area every day once opened.

Tukutuku patterns woven in steel, the pāua shell eyes of Māori carvings reimaged into material adorning bus shelters and silver disks inlaid into existing paving to symbolise the shell paths walked by Māori along this historic ridgeline.

**“It is great to have the enhancements of Karangahape Road open. It has become a much more pedestrian-friendly and cycle-friendly area, more attractive and more environmentally sustainable.”**

**- Mayor Phil Goff**



▲ Karangahape Road

# Funding impact statement – Roads and Footpaths

For the period ended 30 June 2021

\$million	Notes	Actual 2020/2021	Long-term Plan 2020/2021	Long-term Plan 2019/2020
<b>Sources of operating funding:</b>				
General rates, UAGC, rates penalties	1	237	251	244
Targeted rates		2	2	2
Subsidies and grants for operating purposes	2	91	54	52
Fees and charges		6	4	4
Internal charges and overheads recovered		-	-	-
Local authorities fuel tax, fines, infringement fees and other receipts	3	109	94	95
<b>Total operating funding</b>		<b>444</b>	<b>405</b>	<b>397</b>
<b>Applications of operating funding:</b>				
Payments to staff and suppliers	4	257	167	166
Finance costs	5	62	82	85
Internal charges and overheads applied		-	-	-
Other operating funding applications		-	-	-
<b>Total applications of operating funding</b>		<b>319</b>	<b>250</b>	<b>251</b>
<b>Surplus (deficit) of operating funding</b>		<b>126</b>	<b>155</b>	<b>146</b>
<b>Sources of capital funding:</b>				
Subsidies and grants for capital expenditure	6	211	385	351
Development and financial contributions	7	43	72	68
Increase (decrease) in debt	8	97	9	(50)
Gross proceeds from sale of assets		-	-	-
Lump sum contributions		-	-	-
Other dedicated capital funding		-	-	-
<b>Total sources of capital funding</b>		<b>352</b>	<b>466</b>	<b>369</b>
<b>Applications of capital funding:</b>				
Capital expenditure:				
• to meet additional demand		49	85	82
• to improve the level of service		266	341	261
• to replace existing assets		162	196	172
Increase (decrease) in reserves		-	-	-
Increase (decrease) in investments		-	-	-
<b>Total applications of capital funding</b>	9	<b>477</b>	<b>622</b>	<b>515</b>
<b>Surplus (deficit) of capital funding</b>		<b>(126)</b>	<b>(155)</b>	<b>(146)</b>
<b>Funding balance</b>		<b>-</b>	<b>(0)</b>	<b>0</b>

## Variance explanation Actual 2020/2021 to Long-term Plan 2020/2021

- Less general rates revenue has been allocated to Roads and Footpaths compared to that anticipated in the Long-term Plan.
- Subsidies and grants for operating purposes were higher than planned due to the public transport fare top-up received from Waka Kotahi NZ Transport Agency in response to the effects of COVID-19.
- Rental revenue was favourable to plan due to less lockdown related rent relief provided to tenants and lower vacancy rates than anticipated, as well as some unbudgeted rent increases. In addition to this, fuel tax was also favourable to plan due to a higher level of fuel usage than anticipated in the Long-term Plan.
- Payments to staff and suppliers were above plan mainly due to higher than anticipated staffing levels to facilitate the delivery of the growing capital programme. Further, there was a reallocation of costs from Public Transport and Travel Demand Management to Roads and Footpaths. This was partly offset by the large contract for the maintenance of streetscapes being transferred to regionally delivered council services, as well as full facilities contracts being transferred to Local Council Services.
- Finance costs were below plan due to lower than budgeted interest rates, even though debt requirements were higher than anticipated.
- Subsidies and grants for capital expenditure were below plan mainly due to a reallocation of revenue from Roads and Footpaths to Public Transport and Travel Demand Management. Further, less capital expenditure was incurred due to lockdowns and supply chain challenges, resulting in lower grants received for undertaking those capital projects.
- Development contributions were lower than planned as a result of the group implementing policy changes to support housing developers to increase the housing stock in Auckland. These policy changes allow developers to utilise demolition credits in order to delay development contributions, resulting in less revenue for this financial year. In addition, the new policy excluded some transport infrastructure to support local residential development, which will be recovered separately. Although development picked up significantly post-COVID-19, it didn't increase to the levels anticipated in the Long-Term Plan.
- Subsidies and grants for capital expenditure as well as development and financial contributions were below plan resulting in a funding deficit compared to Long-term Plan. The funding deficit meant that more debt funding was required than expected.
- Capital expenditure was below plan due to:
  - underdelivery of planned ICT projects given resource constraints.
  - delays in planning, consultation and delivery of the Minor Safety Improvements project due to COVID-19 impacts.
  - significant delays to the Safer Communities and Speed Management project which resulted in the project progressing far later in the financial year than planned.



Onepoto cycleway

Ngā Tikanga Kawe Pāhihi/Ngā Tikanga Aro Hāereere

# Public Transport/Travel Demand Management

Public transport is cheaper, more sustainable and supports active lifestyles. We are working towards an integrated public transport system that will meet our city's needs.

Auckland Transport (AT) manages and plans our existing and future public transport network. Our public transport network stretches from Pukekohe in the south to Wellsford in the north. The bulk of the network is a Rapid Transit Network (RTN) of high frequency services (the rail network, Northern Busway and Devonport ferry) supported by frequent transit bus routes directly connected to our major transport hubs.

AT also design, manage and promote customer apps to plan journeys and access the region's integrated public transport ticketing system, AT HOP.

The City Rail Link (CRL) is due to open in 2024. The underground rail line links Britomart and the city centre with the existing Western Line near Mt Eden and is New Zealand's largest ever transport infrastructure project. It's expected to at least double the capacity of our network when completed.

Other important infrastructure projects such as the Eastern Busway are in progress and the Puhinui Station interchange has been completed.

AT continue to embrace digital technology and rolled out improvements to HOP cards and AT Mobile to make using public transport even easier.

AT manages off-street and on-street parking, balancing parking demands with the different needs of road users, business and residents and ensuring compliance with regulations. AT also provides and manage Park and Ride facilities at public transport interchanges and some ferry terminals.

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

Let's travel with one mind and heart

**HOMES AND PLACES**

We support and enable growth by unlocking development opportunities

97% of our public transport trips are punctual

The **Puhinui Station** is a major bus and train interchange within 10 minutes of the airport

**ENVIRONMENT AND CULTURAL HERITAGE**

We provide sustainable travel choices that mitigate negative environmental impacts

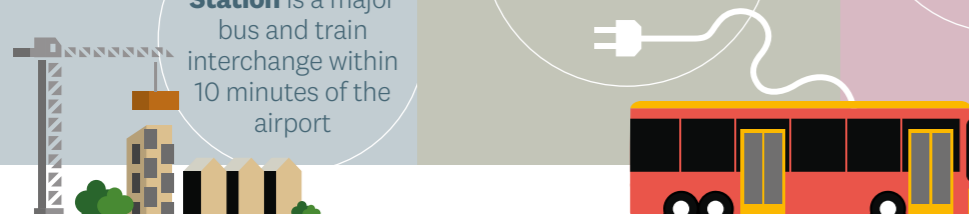
We introduced **8 electric buses** on Waiheke

**BELONGING AND PARTICIPATION**

We provide safe opportunities for physical activities

92% of passengers were satisfied with public transport services

64 million public transport trips



## Things we are keeping an eye on

When we work on public transport infrastructure, we can create carbon emissions and run-off sediments, and cause disruptions to commuters. We minimise the environmental impacts of our work and use schedule changes, traffic management systems and alternative public transport services to minimise disruptions and keep work areas safe. We keep commuters in the loop about what the work is and how long it will take.

Zero for Tāmaki-Makaurau states no deaths or serious injuries on our transport system by 2050. We are continuously improving the design of our roads to make them safer for all users. We have also reduced the speed limits on many rural roads and most inner-city roads to prevent accidents and reduce impacts when accidents do occur.

We are addressing the fact that far too many people die or are seriously injured on our roads. The Vision

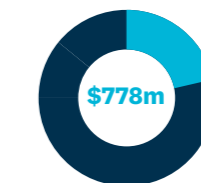


### Our investment

How well did we perform against our performance indicators?

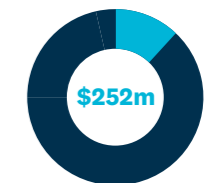


### Operating Expenditure (\$m)



22% of total operational expenditure

### Capital Investment (\$m)



12% of total capital investment

**OPPORTUNITY AND PROSPERITY**

We deliver efficient transport networks to support productivity growth

The Downtown **Ferry Basin Redevelopment** was completed in June 2021

**TRANSPORT AND ACCESS**


We make walking and cycling preferred choices

Approximately **30,000** tertiary students can now obtain their discount concessions online

**MĀORI IDENTITY AND WELLBEING**

We reflect Māori identity in transport network and services

We introduced **Te Reo** to our AT Mobile app



# Public transport and travel demand management and parking and enforcement

As Auckland’s population grows, it is crucial we get more people out of their cars to reduce congestion and keep people and goods moving freely around the region.

To encourage more people to use public transport, we need our public transport system to be **frequent, reliable, fast, affordable, and safe**. We also need to consider environmental impacts and ensure that our public transport network is sustainable.

## COVID-19

Continued improvements saw public transport patronage peaking in 2019 with over 100 million passenger trips recorded in one calendar year. However, the trajectory changed in 2020 with the emergence of COVID-19. Over the past year, we’ve worked hard to instil confidence in our public transport users that **all efforts have been taken to meet the sanitising and physical distancing rules** mandated by government. We are starting to see a bounce-back, with over 64 million public transport trips occurring during FY20/21.

**We continue to invest record amounts in our public transport network.** We have rolled out multiple public transport network improvements and enhancements to our bus and train station facilities. Works on our major projects are progressing well.

- The **Eastern Busway** will significantly improve transport choices, reliability and journey times in southeast Auckland and other parts of the region. The size and scale of this project mean it is being

constructed in stages, with stage 1 (Panmure to Pakuranga) on track for completion later this year. This has involved substantial road upgrades including all street furniture, landscaping, traffic signals and line marking. Bus trials are commenced in August 2021.

- Works for the **Puhinui Station** were largely completed in the year ended June 2021, with the station officially opening to the public in July 2021. The station is a promising investment for South Auckland, representing a major bus and train interchange within 10 minutes of the airport. This was achieved with the help of shovel-ready funding.
- The **City Rail Link (CRL)** will be a game-changer for Auckland City and the past year has been full of key milestones. In December 2020, the open space outside Britomart, Te Komititanga (meaning to mix), was completed, connecting pedestrians to Queen Street and the Waterfront. In April 2021, the Chief Post Office (CPO) building, which is over 100 years old, resumed its role as access to Britomart Station. In May 2021, Dame Whina Cooper (the tunnel boring machine named after New Zealand’s iconic Māori rights activist) started tunneling from the Mt Eden station site with the first destination being the Karangahape Station, 830 metres away.

- The **Te Ngau o Hototiu (Downtown Ferry Basin Redevelopment)** was completed in June 2021. This is the biggest upgrade to Auckland’s ferry infrastructure and passenger services in more than a century to meet Auckland’s transport needs now and into the future. It will have improved accessibility and greater operational flexibility, given the number of people travelling on ferry services is expected to increase significantly.

We have rolled out **new and extended hours of bus priority** on key corridors to improve customer journey times and move away from a city where the dominant mode of transport is single-occupant private vehicles. We have also opened a new bus station at **Hibiscus Coast Station in Silverdale**. The **Mt Wellington Highway bus/truck lane** and the **Puhinui Road/Lambie Drive bus lane** and **Te Atatū Road South** are in construction, looking to be completed later this year.

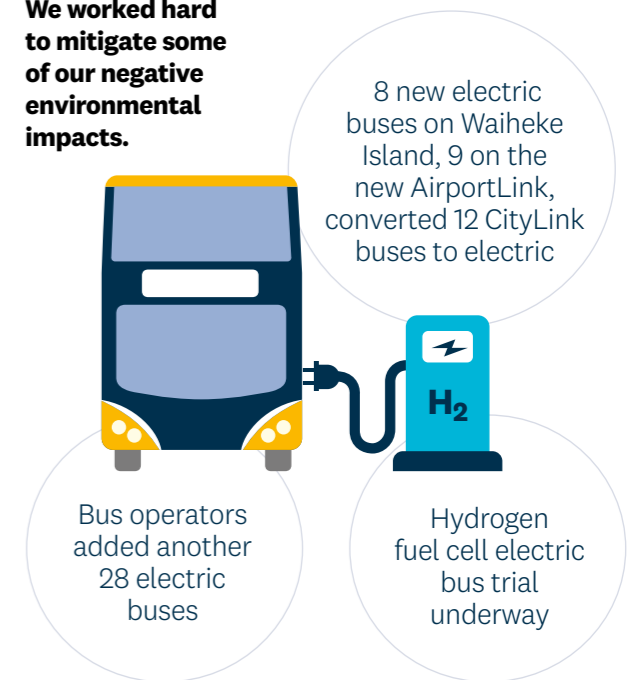
We are **using technology to improve our customer service and make it easier for Aucklanders to access public transport**. Approximately 30,000 tertiary students can now obtain their discounts by loading their concessions online. A new digital solution, using Ministry of Education data, automatically determines if a student qualifies for the Secondary School concession, removing the need to reapply each year. This process takes only a couple of minutes, saving significant time and travel for customers. We introduced personalised communication channels for rapid and relevant alerts during travel disruptions; over 80 per cent of notifications were considered ‘useful’ by customers. In October 2020, we included the use of Te Reo within our AT Mobile app.

These improvements mean we can communicate directly with over one million Aucklanders via email, app notifications, the AT website, and social media travel alerts.

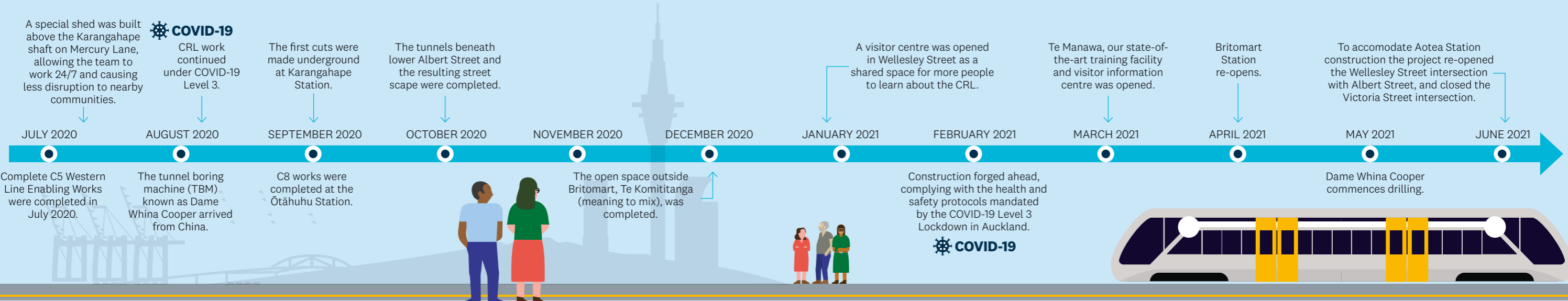
## COVID-19

We were **agile in response to the changing needs of our customers**. In Alert levels 2 and 3, to keep both our passengers and our staff safe, we reintroduced off-peak fares to help spread patronage and allow for physical distancing. We extended our weekly consumer research to track customer sentiment and anxiety around being safe on public transport. We also updated the new ‘occupancy’ feature on AT Mobile and Public Information Displays (PIDS) to provide customers with a real-time view of space available. **AT’s digital response to COVID-19 won the ALGIM Fast-Tracked Project Special Award.**

**We worked hard to mitigate some of our negative environmental impacts.**



## CRL timeline







**What we achieved**

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

	Result against target	Year-on-year change	2021 Target	2021 Result	2020	2019	How did we perform
<b>We specify, contract for and promote public transport services and provide safe, high quality public transport infrastructure</b>							
Total public transport boardings (millions)	●	▼	104.8	64.0*	82.3*	100.8	The target was not met as a result of the continued impacts of COVID-19. The virus has changed our travel behaviour with more people working from home due to the alert level restrictions and behavioural preferences.
The percentage of public transport trips that are punctual	●	▼	95.5%	97.0%	97.8%	97.0%	Public transport punctuality remained stable, with this year's result meeting the target and being in line with the previous year.
The percentage of passengers satisfied with public transport services	●	▲	85%	92%*	July-March 90.5%* April-June 86%*	91%	Prior year figures are split into 2 periods due to different survey methods (i.e. July 2019-March 2020 face to face vs April-June 2020 online) due to COVID-19.
Active and sustainable mode share <sup>1</sup> at schools where Travelwise programme is implemented	●	▼	40%	47%*	49%*	47%	The result has declined by 2 percentage points compared to last year. The score refers to all students who responded to the survey and use an active mode or public transport. (This excludes all the modes involved with using a private car – family car, friend's car, drive alone or with passengers).
Active and sustainable mode share <sup>1</sup> for morning peak commuters where a Travelwise Choices programme is implemented <sup>3</sup>	●	▼	40%	67%*	69%*	72%	The result has declined by 2 percentage points compared to last year. This figure is based off of Workplace and Tertiary Student Travel Surveys completed over the 2020-2021 financial year. The result does not include those not traveling/working from home. When the target was set three years ago, it was a new measure without a clear baseline.
The percentage of the total public transport cost recovered through fares <sup>2</sup>	●	▼	47-50%	29.5%*	33.7%*	43.4%	Reduced patronage due to the impacts of COVID-19 on travel behaviour, compounded by KiwiRail track works, have significantly impacted the performance of this indicator.

1. Active and sustainable mode share refers to the proportion of the population that use walking, cycling or public transport  
 2. 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 Waka Kotahi NZ Transport Agency guidelines. The target is driven by the Waka Kotahi NZ Transport Agency's national farebox recovery policy

3. The Travelwise Choices figure is based off of six follow-up Workplace and Tertiary Student Travel Surveys completed over the 2020-2021 financial year. Active and sustainable transport mode share does not include not traveling/working from home. The number of surveys was lower than our target of 10 follow-up surveys within the financial year (majority of this year's surveys were baseline surveys which are not counted toward this figure). Also, the percentage was largely based off of the Tertiary student survey undertaken every 2 years, which would have skewed the data as the city centre universities were weighted higher than those surveyed outside the city centre due to student population numbers (and would be expected to be traveling more sustainably in general). Therefore this figure should not be extrapolated or used for direct year on year comparison.

# Funding impact statement – Public Transport and Travel Demand Management

For the period ended 30 June 2021

\$million	Notes	Actual 2020/2021	Long-term Plan 2020/2021	Long-term Plan 2019/2020
<b>Sources of operating funding:</b>				
General rates, UAGC, rates penalties		353	355	351
Targeted rates		3	3	3
Subsidies and grants for operating purposes	1	326	234	227
Fees and charges	2	159	293	276
Internal charges and overheads recovered		-	-	-
Local authorities fuel tax, fines, infringement fees and other receipts	3	138	103	102
<b>Total operating funding</b>		<b>978</b>	<b>988</b>	<b>959</b>
<b>Applications of operating funding:</b>				
Payments to staff and suppliers	4	665	731	700
Finance costs	5	113	173	145
Internal charges and overheads applied		-	-	-
Other operating funding applications		-	-	-
<b>Total applications of operating funding</b>		<b>778</b>	<b>904</b>	<b>845</b>
<b>Surplus (deficit) of operating funding</b>		<b>200</b>	<b>84</b>	<b>114</b>
<b>Sources of capital funding:</b>				
Subsidies and grants for capital expenditure	6	162	90	123
Development and financial contributions	7	46	33	31
Increase (decrease) in debt	8	329	435	375
Gross proceeds from sale of assets		-	-	-
Lump sum contributions		-	-	-
Other dedicated capital funding		-	-	-
<b>Total sources of capital funding</b>		<b>538</b>	<b>558</b>	<b>529</b>
<b>Applications of capital funding:</b>				
Capital expenditure:				
• to meet additional demand	9	11	37	51
• to improve the level of service	9	223	228	324
• to replace existing assets	9	18	19	14
Increase (decrease) in reserves		-	-	-
Increase (decrease) in investments	10	486	359	254
<b>Total applications of capital funding</b>		<b>738</b>	<b>643</b>	<b>643</b>
<b>Surplus (deficit) of capital funding</b>		<b>(200)</b>	<b>(84)</b>	<b>(114)</b>
<b>Funding balance</b>		<b>-</b>	<b>(0)</b>	<b>-</b>

## Variance explanation Actual 2020/2021 to Long-term Plan 2020/2021

- Subsidies and grants for operating purposes were higher than planned due to the fare top up received from Waka Kotahi NZ Transport Agency as a result of COVID-19, funding received for the impact of KiwiRail track repairs and additional funding received from Waka Kotahi to support increased public transport and travel demand management activities in 2020/2021.
- Fees and charges were below plan due to lower public transport and parking revenue, a direct result of lower public transport patronage during COVID-19 Alert Level 3 lockdowns, as well as less demand for parking. Further revenue from rail transport was below plan due to disruptions caused by the KiwiRail train track closures.
- Fines were above plan resulting from higher than anticipated infringement ticket issuances after the deployment of Licence Plate Recognition technology and reinstatement of WOF and registration infringements. In addition to this, fuel tax was also favourable to plan due to a higher level of fuel usage than anticipated in the Long-term Plan.
- Payments to staff and suppliers were below plan mainly due to the large contract for maintenance of streetscapes being transferred to regionally delivered council services, as well as full facilities contracts being transferred to Local Council Services. Further, it was below plan due to a reallocation of costs from Public Transport and Travel Demand Management to Roads and Footpaths. This was partially offset by higher staffing levels than planned to facilitate the delivery of the growing capital programme.
- Finance costs were below plan as both debt requirements were less than anticipated and interest costs were lower than forecasted in the Long-term Plan.
- Subsidies and grants for capital expenditure were above plan mainly due to a reallocation of revenue from Roads and Footpaths to Public Transport and Travel Demand Management. This was partially offset by lower than planned capital expenditure, resulting in lower grants received for undertaking projects.
- Development and financial contributions were above plan due to higher than expected funding received from the Crown for shovel ready projects including the Ferry Basin project and Puhinui interchange. This was partly offset by group implemented policy changes to support housing developers to increase housing stock in Auckland. These policy changes allow developers to utilise demolition credits in order to delay development contributions, resulting in less revenue for this financial year. Further, COVID-19 resulted in both deferrals to development activity and less development activity. In addition, the new policy excluded some transport infrastructure to support local residential development, which will be recovered separately.
- Subsidies and grants for capital expenditure were above plan, and total applications of operating funding were below plan resulting in a funding surplus compared to Long-term Plan. The funding surplus meant that less debt funding was required than expected.
- Capital expenditure is below plan due to:
  - delays on the Northwestern bus improvements project resulting from a set back in signing of the multi-party agreement, pushing delivery to 2021/2022.
  - delays experienced with the Puhinui bus priority and interchange, however anticipated delivery remains within overall project timeline.
- Increase / (decrease) in investments is above plan due to some City Rail Link capital investment being brought forward.



The number 30 drives through the Royal Oak Roundabout

Ngā Putunga Wai

# Water Supply

Aucklanders can count on a constant and safe supply of drinking water to our homes, work, and community places.

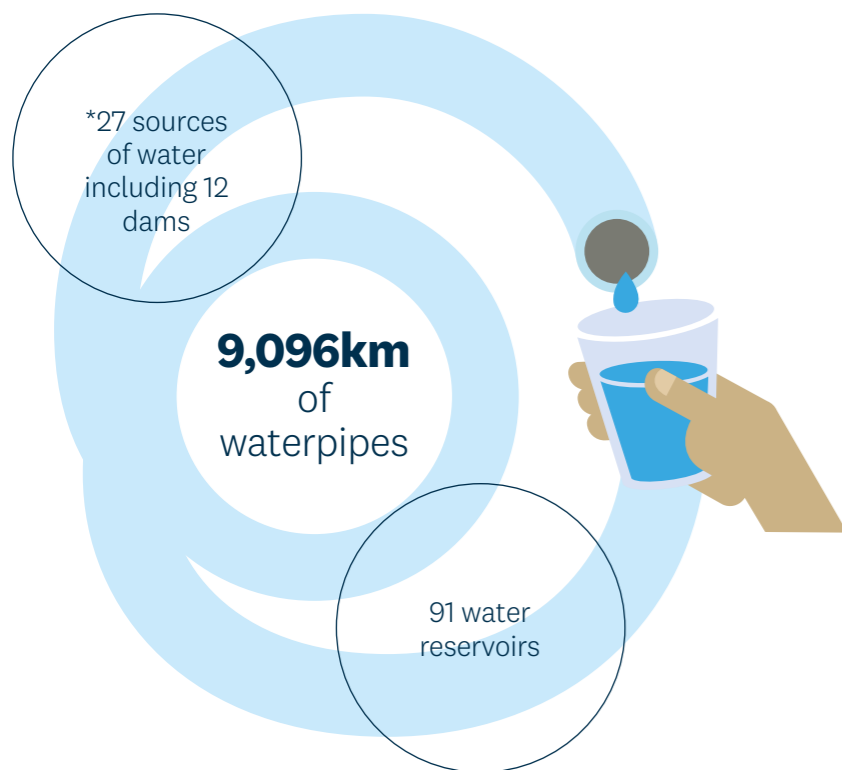
Watercare is New Zealand's largest water utility, supplying reliable and safe water to 1.7 million Aucklanders. They manage an expansive water supply network that is critical to the city's economic, social and environmental health and wellbeing.

We have increased our water supply by 50 million litres a day with the construction of the Waikato 50 facility, which was built in record time, and is a critical addition to our supply network as we continue to experience lower-than-normal rainfall. We've also strengthened the resilience of our water supply through the 31km Hunua 4 Tunnel which will be in service after testing and backfilling.



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

A person must have water to survive



## Things we are keeping an eye on

Augmenting water supply and reducing demand are central to our drought management plan. As part of this, we are leading initiatives to spread awareness and encourage efficient water use. Water resources are managed by Auckland Council through resource consent processes to ensure there are no over-allocation of aquifers and streams.

We sometimes need to turn off your water supply when working on our water network. To minimise disruptions, we provide early notices to those affected and keep the service disruption as short as possible.



We carefully manage discharges from our dams to ensure that downstream flora and fauna ecosystems have sufficient waterflow. Compensation valves have been installed on dams which allow the release the flow of water downstream during dry periods. Our trap and haul programme traps whitebait and eels from downstream systems and moves them upstream, and then back, so that they can complete breeding cycles.

Water is a taonga that needs protection, and we are guided by Māori as our kaitiaki for our water resources.

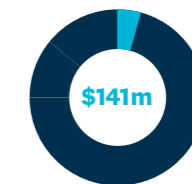


## Our investment

How well did we perform against our performance indicators?

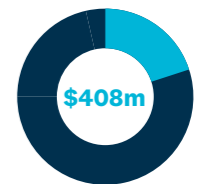


**Operating Expenditure (\$m)**



4% of total operational expenditure

**Capital Investment (\$m)**

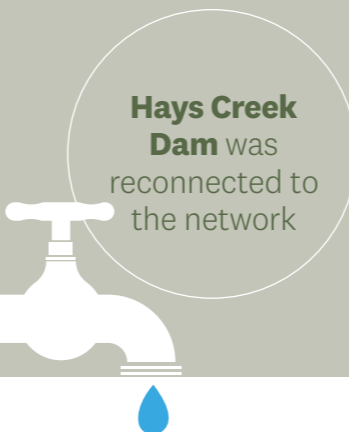


20% of total capital investment



### ENVIRONMENT AND CULTURAL HERITAGE

We provide resilient infrastructure and mitigate negative environmental impacts



### BELONGING AND PARTICIPATION

We support Aucklanders' health by providing safe drinking water



### MĀORI IDENTITY AND WELLBEING

We enable mana whenua participation in the management of water



# Water Supply

Maintaining and creating new watermains is crucial to **mitigate the impacts of drought conditions while future-proofing our city for a larger population.**

Watercare is **planning and investing in our water infrastructure for today and tomorrow.**

A sustainable water system that supports our community and ecological systems, is one we can all contribute to.

Water is precious, and we need to reduce our water loss through leaks from our water pipe system. Auckland has experienced more leaks because of extended **hot and dry weather which causes the ground to contract around pipes and ultimately leads to more breaks and cracks.** We are investing significant resources towards reducing leaks and breaks in water pipes.

**We rapidly increased supply and treatment capacity** as part of our critical response to Auckland’s drought. The **Waikato 50 plant**, which sits alongside Watercare’s existing plant near Tuakau, was designed and built in under a year and can provide up to 50

million litres a day. It is a welcome ‘safety net’ if we experience another prolonged dryer-than-normal period as well as helping our city to be more climate-change resilient. As of May 2021, the **Onehunga Water Treatment Plant** had its capacity expanded, with new pumps and pipes increasing the water drawn down from the aquifer by an additional four million litres a day. After being out of action since 2013, in October 2020, we brought the **Hickeys Spring bore in Pukekohe** into service and a modular treatment plant built inside shipping containers is treating up to five million litres a day. In February 2021, **Hays Creek Dam** was reconnected to the network, initially boosting Auckland’s capacity initially by six million litres a day and by up to 12 million litres when stage two is completed in early 2022.

The **Hunua 4 Watermain** is strengthening the resilience of Auckland’s water supply and will enable us to accommodate future population growth. In May 2021, the final pipe on section 11 of the project was pushed in to place at Edgerley Ave, underneath the Newmarket Viaduct. This was a huge milestone for everyone involved in the project, as it was eleven years of tough mahi to get to this point. Completed

in sections, the watermain extends from Redoubt Road in Manukau to Khyber Pass in Newmarket – that’s 31 kilometres. Those 31 kilometres comprise 27 kilometres of trenches, 3 kilometres of tunnels and 1 kilometre of pipe bridges. Parts of East Tāmaki, Manukau and Māngere are already being supplied by the watermain. With the last section of the pipe in place, testing the pipes and backfilling the shaft come next, with the full watermain expected to be in service by December 2021.

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. The high-capacity discharge valve has been successfully installed and tested this year. The expected completion date is June 2030.

We are replacing the **Huia Water Treatment Plant** as it is reaching the end of its operational life. This plant supplies Aucklanders with high quality water from our western dams which supply approximately 20 per cent of Auckland’s water. The new plant will be capable of treating 140 million litres a day, which is 30 million

more litres than the sustainable production capacity of the current plant. In June 2021, this project was granted resource consent, with a comprehensive and robust plan to prevent the transfer of Kauri dieback disease. At this stage, construction is expected to start in 2026 and be completed by 2029.

We are also replacing two critical watermains that are nearing the end of their useful life, Nihotupu No.1 and Huia No.1. Works are progressing well on two work fronts in **Mount Roskill/Three Kings**, with completion expected by November 2022.

**“We need to build a resilient water future for Auckland and grow the talent and skills for the water and infrastructure industries.”**

– **Jon Lamonte**, Chief Executive of Watercare

## What we achieved

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

	Result against target	Year-on-year change	2021 Target	2021 Result	2020	2019	How did we perform
<b>We provide Aucklanders with a reliable supply of safe water</b>							
The extent to which the local authority’s drinking water supply complies with part 4 of the drinking-water standards (bacteria compliance criteria)	●	—	100.0%	100.0%	100.0%	100.0%	Watercare continued to demonstrate 100% compliance with Drinking Water Standards New Zealand (DWSNZ) Bacterial Compliance Criteria across all water treatment plants and distribution networks. Compliance with DWSNZ is verified through a combination of continuous online analysers at various stages of the water treatment process and an extensive sampling and analysis programme by Watercare Laboratory Services. The results from this programme are independently assessed by a Ministry of Health-appointed drinking water assessor and published on the Drinking Water Online website and the annual report on Drinking Water Quality.
The extent to which the local authority’s drinking water supply complies with part 5 of the drinking-water standards (protozoal compliance criteria)	●	—	100.0%	100.0%	100%	100%	Watercare continue to demonstrate 100% compliance with Drinking Water Standards New Zealand (DWSNZ) Protozoal Compliance Criteria across all water treatment plants and distribution networks. Compliance with DWSNZ is verified through a combination of continuous online analysers at various stages of the water treatment process and an extensive sampling and analysis programme by Watercare Laboratory Services. The results from this programme are independently assessed by a Ministry of Health-appointed drinking water assessor and published on the Drinking Water Online website and the annual report on Drinking Water Quality.
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)	●	↗	≤60 mins	56 mins	50 mins	50 mins	The median response time for our maintenance crew to attend to urgent issues was 56 minutes, which is within the target of 60 minutes or less.
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)	●	↘	≤5 hours	2.8 hours	2.9 hours	2.8 hours	The median response time for our maintenance crews to resolve urgent issues such as faults or interruptions was 2.8 hours, which is within the target of five hours or less.
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)	●	↘	≤5 days	1.0 days	1.7 days	1.3 days	The median response time for our maintenance crews to attend to non-urgent water issues was 1.0 days, which met the target of five days or fewer.
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)	●	↘	≤6 days	1.3 days	2.1 days	2.1 days	The median response time for our maintenance crews to resolve non-urgent issues was 1.3 days, which is well within the target of six days or fewer.

	Result against target	Year-on-year change	2021 Target	2021 Result	2020	2019	How did we perform
<p>● Achieved ● Substantially achieved ● Not achieved *Impacted by COVID-19</p> <p>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</p>	●	▲	≤10	9.0	7.2	7.7	<p>This measure relates to the volume of calls we received regarding water quality and supply issues for the year ended 30 June 2021. The number of complaints received per 1000 connections was 9.0, which meets the target of 10 or fewer.</p>
<p>The percentage of real water loss from the local authority's networked reticulation system</p>	●	▲	≤13%	13.7%	13.2%	13.1%	<p>Watercare did not meet this target, with water loss result (13.7%) exceeding the specified target (13%). The water losses in this measure are calculated by deducting the volume of water sold and unbilled water usage (or non-revenue water) from the total volume of water produced.</p> <p>Non-revenue water includes leaks (real water losses), water used for firefighting and operational use like flushing. Portions of our non-revenue water are also attributed to meter inaccuracy at our bulk supply points and theft. However, leaks are the biggest contributor to our non-revenue water figures.</p> <p>This year, we are again reporting real water loss percentages for the period February 2020 to January 2021, to show the consumption patterns following on from the last reporting period (February 2019 to January 2020).</p> <p>It must be noted that the reported real water loss percentage is not an accurate representation of our performance; the result reflects the proportion of water loss rather than the actual volume of water loss. If the overall demand is low (as it was, due to COVID lockdowns and water use restrictions), conversely the proportion of real losses increases while the overall volumes stay relatively similar.</p> <p>While leaks are unavoidable for all water networks around the world, we have been proactively working on reducing water loss through early detection and fixing of leaks: In 2020/21, we have:</p> <ul style="list-style-type: none"> <li>• swept 5400km of water pipes out of a planned 6000km, proactively checking for leaks</li> <li>• saved 9.1MLD that would have been lost to leaks</li> <li>• replaced 30,000 domestic water meters as part of a planned replacement programme to ensure accurate meter readings of consumption</li> <li>• installed about 1100 smart meters for commercial customers to provide real-time information on water consumption and leaks.</li> </ul>
<p>The average consumption of drinking water per day per resident within the territorial authority district (litres)</p>	●	▼	262 litres +/- 2.5%	245.6*	268.6*	270.7	<p>In 2020/21, the gross per capita consumption of water was 245.63 litres per person per day. Our target for 2020/21 was to maintain consumption within the 262 litres per person per day (+/- 2.5%) band, to meet the overall target of reducing demand by 15% by 2025, based on 2004 levels.</p> <p>This significant reduction in water consumption is the result of the 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.</p> <p>The 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.</p> <p>About our methodology: We continue to use Statistics NZ's 2018 medium population projections which include consumers living in commercial rest homes, hotels and hospitals and other similar dwellings. We have added 1.8% to this figure to account for year-on-year growth based on Auckland Council's median growth forecast and deducted the percentage of the population that is not connected to our water supply network using our 2021 water connection data.</p>

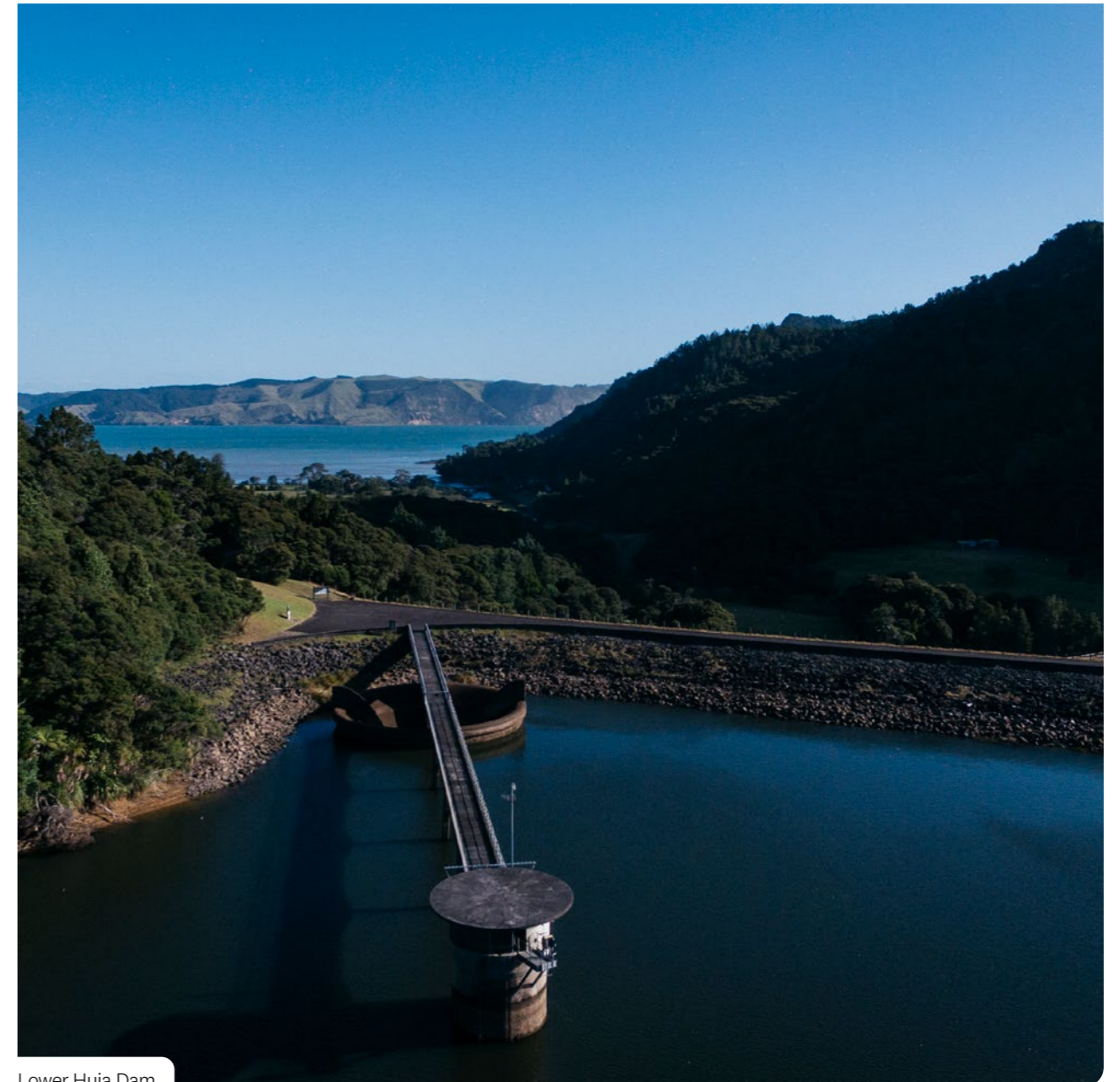
# Funding impact statement – Water Supply

For the period ended 30 June 2021

\$million	Notes	Actual 2020/2021	Long-term Plan 2020/2021	Long-term Plan 2019/2020
<b>Sources of operating funding:</b>				
General rates, UAGC, rates penalties		(1)	(1)	(1)
Targeted rates		-	-	-
Subsidies and grants for operating purposes		1	-	-
Fees and charges	1	154	173	166
Internal charges and overheads recovered		-	-	-
Local authorities fuel tax, fines, infringement fees and other receipts	2	82	64	63
<b>Total operating funding</b>		<b>235</b>	<b>236</b>	<b>228</b>
<b>Applications of operating funding:</b>				
Payments to staff and suppliers	3	110	86	83
Finance costs	4	31	18	17
Internal charges and overheads applied		-	-	-
Other operating funding applications		-	-	-
<b>Total applications of operating funding</b>		<b>141</b>	<b>104</b>	<b>100</b>
<b>Surplus (deficit) of operating funding</b>		<b>94</b>	<b>131</b>	<b>128</b>
<b>Sources of capital funding:</b>				
Subsidies and grants for capital expenditure		-	-	-
Development and financial contributions		-	-	-
Increase (decrease) in debt	5	314	(6)	57
Gross proceeds from sale of assets		-	-	-
Lump sum contributions		-	-	-
Other dedicated capital funding		-	-	-
<b>Total sources of capital funding</b>		<b>314</b>	<b>(6)</b>	<b>57</b>
<b>Applications of capital funding:</b>				
Capital expenditure:				
• to meet additional demand	6	302	58	101
• to improve the level of service	6	21	2	16
• to replace existing assets	6	84	65	68
Increase (decrease) in reserves		-	-	-
Increase (decrease) in investments		-	-	-
<b>Total applications of capital funding</b>	6	<b>408</b>	<b>125</b>	<b>185</b>
<b>Surplus (deficit) of capital funding</b>		<b>(94)</b>	<b>(131)</b>	<b>(128)</b>
<b>Funding balance</b>		<b>-</b>	<b>-</b>	<b>-</b>

## Variance explanation Actual 2020/2021 to Long-term Plan 2020/2021

1. Fees and charges were below the Long-term plan as water restrictions were introduced to manage demand during the drought, as well as COVID-19 impacts resulting in lower commercial water usage.
2. Local authorities fuel tax, fines, infringement fees and other receipts were above plan as a result of strong construction activities which led to increased infrastructure growth charges and other new development revenue, in line with increased capital expenditure. Further, receipts were above plan due to consolidation of a new subsidiary, Lutra, and additional revenue from the Waikato District Council partnership agreement.
3. Payments to staff and suppliers were greater than anticipated in the Long-term Plan due to the consolidation of Lutra and the costs associated with the Waikato District Council partnership agreement. There were also additional asset operations costs and staff costs as new water sources were brought online to provide relief from the drought.
4. Finance costs were above plan as debt requirements were more than anticipated in the Long-term Plan.
5. Capital expenditure was more than planned which resulted in a funding deficit compared to Long-term Plan. The funding deficit meant that more debt funding was required than expected.
6. Capital expenditure was above plan due to:
  - advanced works being required to secure additional water supply on the Waikato River 50 million litres per day project.
  - more connections made than budgeted as part of the Water Service Connection and Meters project.



Lower Huia Dam.

Ngā Tikanga Tiaki me te Tuku Wai Para

# Wastewater Treatment and Disposal

Watercare also provide safe, reliable wastewater services to 1.7 million Aucklanders. Collecting and discharging wastewater in a safe manner crucial for our community and environmental health – it is a defining function of a first world city.

Wastewater, also known as sewage, is what leaves our sinks, washing machines, showers, baths and toilets at home, work and industry. It is mainly water, but also includes human waste, food scraps, cooking fats and debris, there are chemicals, paint and medicines which can harm our health, waterways, and harbours if left untreated. This makes effective treatment very important.



Māngere Wastewater Treatment Plant ▶

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

Look after the water so the land is healthy

We are increasing the capacity of the network and reducing wet weather overflows

**HOMES AND PLACES**

We support and enable growth by unlocking development opportunities

The Northern Interceptor pipelaying expecting to be **completed in 2022**

The **Central Interceptor** tunnel is expected to be completed in 2025

## Things we are keeping an eye on

When we build or repair wastewater pipes, our work can be smelly, involve biohazards and chemicals and be disruptive. We manage our work areas carefully to contain hazardous materials. We mitigate any disruptions through working collaboratively with service providers and informing residents early so that they can be prepared. We also ensure all affected work areas are reinstated to their original condition.

Prevention is always better than cure. To avoid blockages and overflows in our wastewater system, we proactively inform households and residents, educating them on what can safely be flushed down toilets and what can cause issues.

Harbours, estuaries, and freshwater ecosystems need to be kept healthy so Aucklanders can continue to enjoy a safe, clean environment. Integrating environmental considerations into everything we do is key to our role as a trusted iwi partner and community organisation. For example,

we grow bacteria in our treatment ponds to help convert nitrogen in wastewater in an efficient manner, also reducing our power demands.

We fulfil our environmental responsibilities through a regulatory framework. Meeting legal and regulatory obligations are baseline requirements for us. Assets are subject to many consent conditions, and we work to comply with regulatory conditions.

Water is a taonga that needs protection, and we are guided by Māori as kaitiaki for our water resources.

As part of our stringent approach to keeping Aucklanders safe, we support testing of our wastewater for traces of COVID-19.

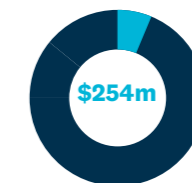


### Our investment

How well did we perform against our performance indicators?

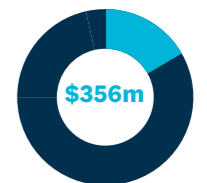


Operating Expenditure (\$m)



7% of total operational expenditure

Capital Investment (\$m)

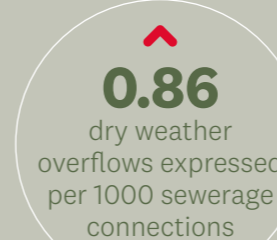


17% of total capital investment



### ENVIRONMENT AND CULTURAL HERITAGE

We provide resilient infrastructure and mitigate negative environmental impacts



### BELONGING AND PARTICIPATION

We support Aucklanders' health by treating wastewater and returning it safely to the environment



### MĀORI IDENTITY AND WELLBEING

We enable mana whenua participation in the management of water

All Central Interceptor project workers undergo a **mana whenua cultural induction**



# Wastewater treatment and disposal

We are investing in our wastewater treatment plants, pipes, and tunnels to **meet the needs of today and tomorrow**. This will ensure we have capacity to serve Aucklanders as our city continues to grow.



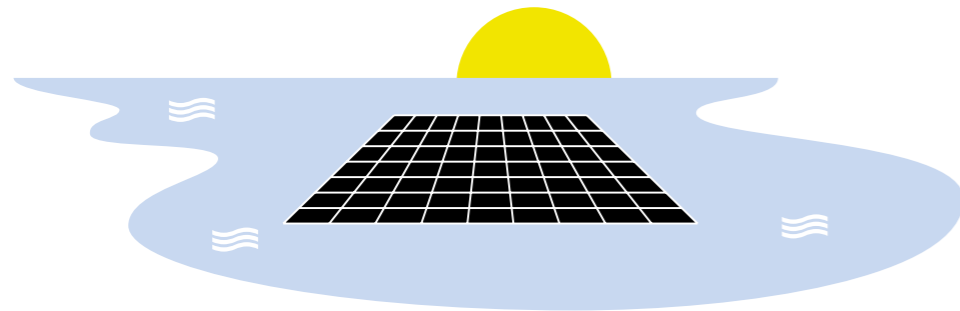
The solar panel installation at the **Rosedale Wastewater Treatment Plant** was completed in September 2020, providing wastewater treatment for approximately 185,000 people. This project included New Zealand's largest solar panel array, the panels are expected to generate approximately 1,480 megawatt hours of electricity each year, with zero emissions – enough power to run the equivalent of 200 average

sized homes per year. The array contains more than 2,700 solar panels and 3,000 floating pontoons. To put that in perspective, the lights on the Harbour Bridge have 248 panels. The Central Interceptor is on track, with the Tunnel Boring Machine (TBM) ready for her five-year journey underground. Clean, sustainable electricity is the way forward and this project is an exemplar.

- The **Northern Interceptor** is a large wastewater pipe that will divert flows from Māngere to Rosedale, increasing the capacity of the network and reducing wet weather overflows. Pipelaying is complete in Greenhithe and ongoing in Schnapper Rock and Rosedale, due for completion in 2022.

- The **Pukekohe Wastewater Treatment Plant** upgrade will provide capacity for population growth in the Pukekohe, Buckland, and Tuakau catchment area. This project is progressing well and is also expected to be completed during 2022.

- We are catering for population growth in **Warkworth and Snells Beach with sub-regional wastewater servicing**. Construction is on track, with the ocean outfall construction complete, and the transfer pipeline works and pump station in progress.



## CASE STUDY

We want everyone to be able to enjoy clean waterways, beaches, and estuaries. In older parts of central Auckland, wastewater, and stormwater flow into a combined network of pipes. When it rains, stormwater overwhelms these pipes that are designed to overflow into our waterways.

The Central Interceptor (CI) is a supersized wastewater tunnel (14.7km), running from Western Springs to the Māngere Wastewater Treatment Plant, that will reduce overflows onto our beaches and into our waterways by around 80 per cent. Construction on the \$1.2 billion dollar project commenced in 2019 and is expected to be completed in 2025.

Completion of access roads, shafts and other structures have been partially completed, and after ten months in a German factory and with parts being brought in from all over Europe, our Central Interceptor Tunnel Boring Machine (TBM), successfully passed its factory testing. The TBM was named Hiwa-i-te-Rangi, after the star in the Matariki constellation connected to the promise of a prosperous season. Hiwa-i-te-Rangi is being launched from our Māngere Pump Station and will undergo a five-year long journey to build our longest wastewater tunnel.



## What we achieved

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

	Result against target	Year-on-year change	2021 Target	2021 Result	2020	2019	How did we perform
<b>We collect and treat Auckland's waste water in a safe and sustainable way</b>							
The number of dry weather overflows from the territorial authority's sewerage system, expressed per 1000 sewerage connections to that sewerage system	●	▲	≤10	0.86	0.55	0.59	The number of wastewater overflows from our network during dry weather is a measure of the network's capability to meet current demand. The result for the year was 0.86 dry-weather overflows per 1000 connections, which is well under the target of ten or fewer. 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) ≤2 b) ≤2 c) ≤2 d) 0	a) 0 b) 0 c) 0 d) 0	a) 0 b) 0 c) 0 d) 0	a) 0 b) 0 c) 0 d) 0	There were no abatement, infringement or enforcement notices or convictions for the 2020/21 year.
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)	●	▲	≤60 mins	51 mins	43 mins	43 mins	The median response time for our maintenance crews to attend to wastewater overflows or blockages was 51 minutes, which is within the target of 60 minutes or less.
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)	●	▲	≤5hrs	2.5 hours	2.4 hours	2.8 hours	The median response time for our maintenance crew to resolve wastewater overflows or blockages was 2.5 hours, which is within the target of five hours or less.
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	29.5	20.1	22.7	This measure relates to the volume of calls we received about wastewater odours, overflows, broken pipes and other network issues for the year ended 30 June 2021. The number of complaints received per 1000 connections was 29.5, which is well within the target of 50 or fewer.



# Funding impact statement – Wastewater Treatment and Disposal

For the period ended 30 June 2021

\$million	Notes	Actual 2020/2021	Long-term Plan 2020/2021	Long-term Plan 2019/2020
<b>Sources of operating funding:</b>				
General rates, UAGC, rates penalties		(2)	(2)	(2)
Targeted rates		-	-	-
Subsidies and grants for operating purposes		1	-	-
Fees and charges	1	346	382	365
Internal charges and overheads recovered		-	-	-
Local authorities fuel tax, fines, infringement fees and other receipts	2	183	63	62
<b>Total operating funding</b>		<b>529</b>	<b>443</b>	<b>425</b>
<b>Applications of operating funding:</b>				
Payments to staff and suppliers	3	197	146	141
Finance costs	4	57	95	84
Internal charges and overheads applied		-	-	-
Other operating funding applications		-	-	-
<b>Total applications of operating funding</b>		<b>254</b>	<b>241</b>	<b>225</b>
<b>Surplus (deficit) of operating funding</b>		<b>275</b>	<b>202</b>	<b>200</b>
<b>Sources of capital funding:</b>				
Subsidies and grants for capital expenditure		-	-	-
Development and financial contributions		-	-	-
Increase (decrease) in debt	5	81	268	148
Gross proceeds from sale of assets		-	-	-
Lump sum contributions		-	-	-
Other dedicated capital funding		-	-	-
<b>Total sources of capital funding</b>		<b>81</b>	<b>268</b>	<b>148</b>
<b>Applications of capital funding:</b>				
Capital expenditure:				
• to meet additional demand	6	193	297	236
• to improve the level of service	6	59	85	43
• to replace existing assets	6	103	88	69
Increase (decrease) in reserves		-	-	-
Increase (decrease) in investments		-	-	-
<b>Total applications of capital funding</b>	6	<b>356</b>	<b>470</b>	<b>348</b>
<b>Surplus (deficit) of capital funding</b>		<b>(275)</b>	<b>(202)</b>	<b>(200)</b>
<b>Funding balance</b>		<b>-</b>	<b>-</b>	<b>-</b>

## Variance explanation Actual 2020/2021 to Long-term Plan 2020/2021

1. Fees and charges were below the Long-term plan as water restrictions were introduced to manage demand throughout the drought, as well as COVID-19 impacts resulting in lower commercial water usage.
2. Local authorities fuel tax, fines, infringement fees and other receipts were above plan as a result of strong construction activities which led to increased infrastructure growth charges and other new development revenue, in line with increased capital expenditure. Further, receipts were above plan due to the consolidation of a new subsidiary, Lutra, and additional revenue from Waikato District Council partnership agreement.
3. Payments to staff and suppliers were greater than anticipated in the Long-term Plan due to the consolidation of Lutra and the costs associated with the Waikato District Council partnership agreement. Further additional processing costs including cost of additional staff for new water sources in response to the drought.
4. Finance costs were below plan as both debt requirements were less than anticipated and interest costs were lower than forecasted in the Long-term Plan.
5. Capital expenditure was less than planned and surplus of operating funding was higher than anticipated which resulted in a funding surplus compared to Long-term Plan. The funding surplus meant that less debt funding was required than expected.
6. Capital expenditure was below plan due to high value works being delayed on the Central Interceptor project due to COVID-19 impacts on resourcing. This was partially offset by works completed ahead of schedule on Pukekohe Wastewater Treatment plant.



Māngere Wastewater Treatment Plant.

Te Whakahaere Wai Āwhā

# Stormwater Management

We are working hard to strengthen our stormwater systems so they can serve our city's growing population and be resilient to climate change.

Integrated management of our stormwater systems is essential to face the challenges presented. These systems are made up of a network of built and natural stormwater infrastructure, overland flow paths and coastal receiving environments.

We manage stormwater assets worth approximately \$4 billion. The operation and maintenance of this network focuses on delivering improved water quality, flood management services including treating stormwater run-off from properties, roads, parks and reserves, and improving our stormwater and wastewater network to prevent them mixing during storms. This will reduce wastewater overflows and stormwater contaminants entering our harbours.



**“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**



St Mary's Bay / Masefield Beach stormwater upgrade project

## Things we are keeping an eye on

When maintaining our stormwater networks, caring for our natural waterways, and undergoing work to reduce the risk of flooding, we can create carbon emissions and run-off sediments, as well as cause disruption to Aucklanders. We endeavour to keep Aucklanders informed about what works are planned and we manage our work areas very carefully to minimise environmental impacts and disruption. We proactively schedule maintenance and renewal programmes to maximise the life of an asset before we replace it. We also work closely with developers to ensure efficient infrastructure investments lead to public benefits.

Our Ngā Whatunga Wai Haumarū (Safe Networks) initiative helps us detect leakages from the wastewater network that can contaminate stormwater. By targeting repair work we reduce contaminants entering our stormwater network.

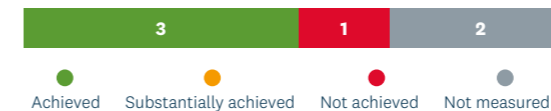
We are keeping our stormwater network safe through the Ōkahu Bay Stormwater Separation project, Safe Networks and the Urban Contamination Reduction programmes.

Water is a taonga and we are guided by Māori as kaitiaki for our water resources.



## Our investment

How well did we perform against our performance indicators?

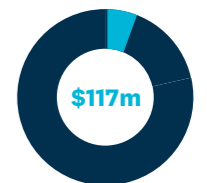


Operating Expenditure (\$m)



2% of total operational expenditure

Capital Investment (\$m)



6% of total capital investment



### HOMES AND PLACES

We support and enable growth by unlocking development opportunities

The Daldy Street outfall improvements were completed, improving water quality in the Viaduct Harbour and Wynyard Wharf areas



### ENVIRONMENT AND CULTURAL HERITAGE

We provide sustainable travel choices that mitigate negative environmental impacts

99% of stormwater manhole callouts completed within three hours during storms



### MĀORI IDENTITY AND WELLBEING

We reflect Māori identity in transport network and services

We monitor waterways through our **Wai Ora Cultural Monitoring Framework** which meets cultural guidelines under Te Tiriti o Waitangi



# Stormwater

**We are enabling Māori participation in the management, restoration, and protection of our Taonga resources.** We have improved staff training and business processes to better reflect Iwi Management Plan Principles into the development and design of our projects. This included working with Makarau Marae to identify changes to the way we do things. We are also working with mana whenua in the revised procurement processes being developed.

We are **co-developing a Māori led monitoring framework with mana whenua and mataawaka** through a series of pilots. This includes projects with Makaurau and Hoani Waititi Marae to develop trainings for our rangatahi (young people) around our wai

(water) monitoring methods, developing monitoring apps and sensors, and providing additional support for the development of marae-led cultural monitoring frameworks focused on their awa (rivers).

**We put the Water Quality Targeted Rate to work, kicking off projects to help us achieve cleaner beaches, streams and harbours.**

**The Western Isthmus Water Quality improvement programme is working** to significantly reduce wastewater overflows into the Waitemata Harbour and reduce stormwater entering the wastewater network.

The **Daldy Street** outfall improvements were successfully completed, improving water quality

in the Viaduct Harbour and Wynyard Wharf areas. Construction finished ahead of the 36th America's Cup, enabling the Daldy St area to be further developed as part of the Wynyard Edge Alliance and for team bases.

The **Picton Street Separation Project** has been partially completed, with remaining works to be completed in FY2021/2022. Separating the stormwater and wastewater network will help reduce overflows and contamination in the Waitemata Harbour.

The major **St Mary's Bay / Masefield Beach** stormwater upgrade project is almost complete, with a few finishing touches due by September 2021. We have installed a new pipeline and a pumping and screening station to reduce combined wastewater and

stormwater overflows and increase swimmable days at these beaches.

**We are seeking new ways of working with suppliers and communities.** The pilot of the **'2 in a Ute'** programme was successfully completed, and formal contracts have been implemented to continue the work. The initiative provides a solution to the problem of how to optimise vegetation maintenance in Auckland's water sensitive infrastructure, upskilling and providing employment for the local community. The franchise-type model creates local community involvement by engaging workers to maintain water sensitive infrastructure in their own communities (including local iwi).

## What we achieved

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

	Result against target	Year-on-year change	2021 Target	2021 Result	2020	2019	How did we perform
<b>We manage our harbours and waterways through sustainable management of the stormwater network</b>							
Auckland Council stormwater compliance with resource consents for discharge from its stormwater system, measured by the number of: a) abatement notices; and b) infringement notices; and c) enforcement orders; and d) convictions, received in relation to those resource consents	●	▲	0	a) 0 b) 1 c) 0 d) 0	0	0	One infringement notice was received, which was issued for Healthy Waters project '19667 Tahi 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.
<b>We manage the stormwater network to minimise the risks of flooding to Aucklanders</b>							
The number of complaints received about the performance of the stormwater system per 1000 properties connected to Auckland Council's stormwater system	●	▲	3 per 1000 properties	0.86 per 1000 properties	0.80 per 1000 properties	0.93 per 1000 properties	Healthy Waters' result is reflective of the below average levels of rainfall that Auckland has received over FY2020/2021. This has led to fewer reported instances of general blockages from leaves & sediment as there has been little rainfall to cause or highlight problems in the network. However the drought and drying of the ground has also led to increased numbers of faults in the network from cracked and disjointed pipes, discovered when the first heavy rainfall is received.
The percentage of response time during storms to close stormwater manholes within three hours	●	▲	90%	99%	97%	99%	We responded quickly to 85 manhole emergency requests for service.
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 this measure, as it relies 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 concise 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 an equivalent and more accurate measure.
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 can't report effectively or accurately on this measure, as it relies 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 concise 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 an equivalent and more accurate measure.
<b>We provide safe water quality at beaches and coastal areas for recreation (Auckland swimmability Index)</b>							
The proportion of time beaches are suitable for contact recreation during the summer swimming season (1 November to 30 April) <sup>1,2</sup>	●	■	80%	82%	82%	81%	

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. Note that the water quality of Onetangi beach was not tested in 2020/21 because it has a permanent green status and therefore was reduced from sampling due to budget restrictions associated with COVID.

We **continued checking stormwater outlets on Safeswim beaches and fixed network issues** to eliminate sources of faecal contaminants that are discharged from the stormwater network and watercourses at popular swimming spots. Over the course of the year, the Safe Networks programme investigated 190 hectares of stormwater catchment. This included investigating 1470 properties for stormwater/wastewater cross-connections, carrying out CCTV of over 8200 meters of stormwater network, and sampling 120 outlets. The programme is key to improving water quality and to safeguarding the health of Auckland's many beach users.

**Our programmes also reduce the contaminants (including litter, sediment, and road pollutants)**

that enter our waterways across the region. The **'Closing the Gap'** small building sites monitoring programme inspected over 5,700 sites in 2020/2021. Approximately 57% of the sites inspected resulted in some measure of enforcement action taken, from issuing a notice of violation that outlines remedies to abatement notices and penalties.

The **Ōkahu Bay Stormwater Separation** project completed separation of 200 private properties' private drainage and constructed around 3380m of new public stormwater pipe network. It will reduce the frequency of wastewater overflows into Ōkahu Bay, increase the capacity of the network to enable more homes to be built in the area, including by Ngāti Whātua Ōrākei, and reduce flooding by extending the stormwater network throughout the Ōkahu Bay catchment.



**We dealt with 4470 maintenance requests this year, the lowest number of requests for service in 10 years**

**Our stream restoration projects improve the ecological health of streams and reduce the flow of contaminants into our harbours.**

The design of the **MacArthur Park Stream Stabilisation** was finished, allowing for construction to start in July 2021. This project will see 90 meters of stream banks and channel restored, reducing the flooding risk to adjoining private properties. The **Mahurangi East Land Restoration** programme engaged with 25 landowners to progress riparian restoration on their property, out of which five contracts were signed with works to be completed in FY2021/2022. While the annual community grant funding to support riparian fencing and planning of private streams was suspended during the Emergency Budget, it is expected to be reinstated to the next financial year.

We completed the **Popes Road wetland** despite delays from COVID-19 and a flock of dotterels and pied stilts making the wetland their home ahead of their usual breeding times, the work had to be put on hold as the nests are protected under the Wildlife Act but was completed as soon as they departed.

**We are aware of our own carbon footprint and how our decisions can have invisible environmental impacts.**

We have developed a carbon portal and dashboard that will measure the carbon footprint of our infrastructure projects and indicate where carbon outputs can be reduced through design, material selection and construction processes. This will contribute to our goal of halving our emissions by 2030, reaching net zero emissions by 2050 and preparing for the impacts of climate change. As a result of the project's potential, **Auckland has been named one of the 50 Champion Cities in the 2021 Bloomberg Mayors Challenge.**



# Funding impact statement – Stormwater management

For the year ended 30 June 2021

\$million	Notes	Actual 2020/2021	Long-term Plan 2020/2021	Long-term Plan 2019/2020
<b>Sources of operating funding:</b>				
General rates, UAGC, rates penalties		119	120	122
Targeted rates		42	43	41
Subsidies and grants for operating purposes		-	-	-
Fees and charges		1	-	-
Internal charges and overheads recovered		-	-	-
Local authorities fuel tax, fines, infringement fees and other receipts		1	2	2
<b>Total operating funding</b>		<b>163</b>	<b>165</b>	<b>165</b>
<b>Applications of operating funding:</b>				
Payments to staff and suppliers		41	38	34
Finance costs		14	15	16
Internal charges and overheads applied		12	12	14
Other operating funding applications		-	-	-
<b>Total applications of operating funding</b>		<b>68</b>	<b>65</b>	<b>64</b>
<b>Surplus (deficit) of operating funding</b>		<b>95</b>	<b>100</b>	<b>101</b>
<b>Sources of capital funding:</b>				
Subsidies and grants for capital expenditure		(0)	-	-
Development and financial contributions	1	37	64	60
Increase (decrease) in debt	2	(15)	(35)	(26)
Gross proceeds from sale of assets		-	-	-
Lump sum contributions		-	-	-
Other dedicated capital funding		-	-	-
<b>Total sources of capital funding</b>		<b>22</b>	<b>29</b>	<b>34</b>
<b>Applications of capital funding:</b>				
Capital expenditure:				
• to meet additional demand		31	48	49
• to improve the level of service		57	52	48
• to replace existing assets		29	29	38
Increase (decrease) in reserves		-	-	-
Increase (decrease) in investments		-	-	-
<b>Total applications of capital funding</b>	3	<b>117</b>	<b>129</b>	<b>135</b>
<b>Surplus (deficit) of capital funding</b>		<b>(95)</b>	<b>(100)</b>	<b>(101)</b>
<b>Funding balance</b>		<b>-</b>	<b>-</b>	<b>-</b>

## Variance explanation Actual 2020/2021 to Long-term Plan 2020/2021

1. Development contributions were lower than planned as a result of the group implementing policy changes to support housing developers to increase the housing stock in Auckland. These policy changes allow developers to utilise demolition credits in order to delay development contributions, resulting in less revenue for this financial year. Although development picked up significantly post-COVID-19, it didn't increase to the levels anticipated in the Long-term Plan.
2. Capital expenditure was less than planned which resulted in a funding surplus compared to Long-term Plan. The funding surplus meant that less debt funding was required than expected.
3. Capital spend on stormwater assets was deferred to mitigate the expected funding deficit arising from the impact of COVID-19.



Grove Road Box Culvert Location, Takanini / Papakura

## Ngā Ratonga Kaunihera ā-Rohe Local Council Services

Local boards work closely with communities. A large part of their work involves community services which help local communities feel connected, contributes to wellbeing and creates a sense of belonging.

Activities and services range from library and literacy, sport and recreation, to community-led action and volunteering, and caring for the environment. Local planning and development focus on street environments, town centres, parks, and local environment and heritage protection. It also includes the business improvement districts which are funded by a targeted rate.

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

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

### Things we're keeping an eye on.

Auckland is demographically diverse, and it can be challenging to equitably meet the needs of our diverse communities. 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.



## “Hei Pononga mā te Iwi”

To be a servant for the people

<p><b>HOMES AND PLACES</b></p> <p>We provide public spaces that enhance urban living</p> <p>5.43m participants in activities at art facilities, community centre and hire venues</p>	<p><b>ENVIRONMENT AND CULTURAL HERITAGE</b></p> <p>We lead environmental action and encourage community stewardship</p> <p>90% of local programmes delivered intended environmental actions and/or outcomes</p>	<p><b>BELONGING AND PARTICIPATION</b></p> <p>We provide opportunities for Aucklanders to participate and foster a sense of belonging and inclusion</p> <p>71% of Aucklanders feel their local town centre is safe during the day</p>
--	---	--

### CASE STUDY

#### Study grants available to Manurewa over 55s

Manurewa Local Board wants to **support older residents keen to continue to learn**. The board's Lifelong Learning Fund offers funding of up to \$2000 to those 55 and over living in the area who want to continue to learn in 2021.

Funds enable study in areas as diverse as computers and information technology, religious studies, conversational te reo, korowai-making and pastoral counselling.

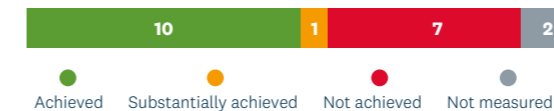
**“We are committed to helping shape an age-friendly city and our Lifelong Learning Fund supports active participation in the community for older people.”**

– Board Chair Joseph Allan

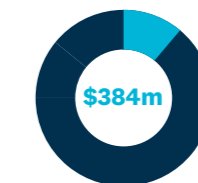


### Our investment

How well did we perform against our performance indicators?

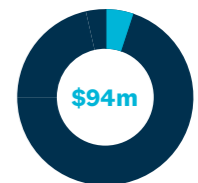


Operating Expenditure (\$m)



11% of total operational expenditure

Capital Investment (\$m)



5% of total capital investment

<p><b>OPPORTUNITY AND PROSPERITY</b></p> <p>We support strong local economies through skills development and lifelong learning</p> <p>Over 7.5m visits to libraries</p>	<p><b>TRANSPORT AND ACCESS</b></p> <p>We integrate travel choices where people live, work and play</p> <p>Since 2012, local transport projects were supported by the <b>Local Board Transport Capital Fund</b></p>	<p><b>MĀORI IDENTITY AND WELLBEING</b></p> <p>We advance wellbeing through creating welcoming spaces and enabling whānau Māori</p> <p>26% of local programmes, grants and activities responded to Māori aspirations</p>
---	--	---

## 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. We promote dual Te Reo Māori / English naming for community facilities and activities.

► **For more information on local board performance**, see the relevant local board 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	2021 Target	2021 Result	2020	2019	How did we perform
<b>Provide safe, reliable and accessible social infrastructure for Aucklanders that contributes to placemaking and thriving communities</b>							
Percentage of Aucklanders that feel their local town centre is safe - day time	●	▼	80%	71%	79%	81%	While a majority of residents feel safe, there has been a drop compared to the prior year. Areas to improve upon include the quality of footpaths and minimising anti-social behaviour.
Percentage of Aucklanders that feel their local town centre is safe - night time	●	▼	42%	36%	39%	37%	While crime prevention programmes, safety patrols and volunteers are active in several town centres, insufficient lighting, crime, the homeless and people who have been drinking make residents feel less safe.
<b>Utilising the Empowered Communities Approach, we support Aucklanders to create thriving, connected and inclusive communities</b>							
The percentage of Empowered Communities activities that are community led <sup>1</sup>	●	▲	60%	81%	71%	78%	During this financial year, there was a significantly higher proportion of activities which were led and delivered by local community groups. Local boards have consistently supported community organisations in the delivery of activities aligning with local outcomes and this has resulted in not only achieving higher than the anticipated target but also higher than prior years.
The percentage of Empowered Communities activities that build capacity and capability to assist local communities to achieve their goals <sup>1</sup>	●	▲	55%	67%	65%	74%	The higher proportion of capacity and capability programmes for communities across the region was a result of increased focus and investment in these areas by local boards. Programmes delivered included building community and business resilience, supporting youth, mana whenua and mataawaka groups, and working with community organisations to deliver their outcomes.
<b>We fund, enable and deliver arts and culture experiences that enhance identity and connect people</b>							
The percentage of arts, and culture programmes, grants and activities that are community led	●	▲	80%	93%	92%	95%	Consistent funding and support by local boards for the delivery of local programmes through community organisations is reflected in the higher result, and is consistent with prior years. Many local boards have all their programmes, grants and activities being delivered through community organisations.
<b>We fund, enable and deliver community events and experiences that enhance identity and connect people</b>							
The number of attendees at council-led community events	●	▼	55,000	41,183*	44,950*	53,070	Council-led community events experienced lower overall attendance as a result of several factors. In the emergency budget, less funding was allocated to community events. There were also restrictions around holding events and physical distancing rules that had to be followed. Some people may have had apprehension about attending our community events.
The percentage of attendees satisfied with a nominated local community event			72%	Not measured*	79%	74%	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.
<b>We provide art facilities, community centres and hire venues that enable Aucklanders to run locally responsive activities, promoting participation, inclusion and connection</b>							
The number of participants in activities at art facilities, community centres and hire venues	●	▼	5.96M	5.43M*	5.46M*	6.47M	There is slow progression toward participant numbers reaching the results achieved prior to COVID-19 closures. During lockdowns in periods of August 2020, February 2021 and March 2021, all ACE venues were working with reduced capacities due to physical distancing rules, i.e. maximum of 10 people per room.
The percentage of art facilities, community centres and hire venues network that is community led	●	—	57%	57%	57%	57%	
<b>We provide library services and programmes that support Aucklanders with reading and literacy, and opportunities to participate in community and civic life</b>							
The number of internet sessions at libraries (unique sessions over public computing or public WIFI networks)	●	▼	7.55M	4.40M*	5.10M*	7.09M	In addition to the impacts of COVID-19 alert levels and the lasting effects of the initial outbreak, the downwards trend is also a result of reduced customer demand. Fewer customers require libraries for their internet access as there are increasing options for affordable internet at home. 35 of our libraries and mobile libraries have partnered with Digital Inclusion Alliance Aotearoa and the Skinny Jump programme to help customers access new, permanent options for more affordable WiFi connections at home.

Local Community Services measures cont'd over

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

	Result against target	Year-on-year change	2021 Target	2021 Result	2020	2019	How did we perform
The number of visits to library facilities	●	▼	9.85M	7.56M*	8.48M*	11.01M	In general, visits to community libraries have continued to decline. Besides the impact of COVID-19 alert levels and the lasting effects of the initial outbreak, this trend is also correlated with changing customers behaviours in favour of online services rather than in-library services. Only a few libraries are showing a slow, but encouraging, return to pre-COVID-19 levels.
Percentage of customers satisfied with the quality of library service delivery	●	▲	86%	97%	96%	95%	The high degree of satisfaction is driven mainly by the high quality of customer service delivered by library staff.
<b>We provide recreation programmes, opportunities and facilities to get Aucklanders more active, more often</b>							
The percentage of park visitors who are satisfied with the overall quality of sportsfields	●	▼	71%	71%	80%	76%	
The customers' Net Promoter Score for Pool and Leisure Centres <sup>2</sup>	●	▲	30	41	34	28	This was a very pleasing result given the impacts of COVID-19 on our facilities. The positive score can be attributed to the hard work of the facility managers and staff. A key improvement during the year was the introduction of online group fitness timetables and online self-service functionality for Swim School bookings and payments.
<b>We provide safe and accessible parks, reserves, and beaches</b>							
The percentage of users who are satisfied with the overall quality of local parks	●	▼	72%	67%	75%	71%	The fact that some park facilities, such as playgrounds, were not accessible to the public during the Covid lockdowns could have had a negative impact on 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%	81%	80%	82%	Although the target was not met, a result of 81% is relatively high and reflects the importance of local parks to the quality of life of Aucklanders.
<b>We showcase Auckland's Māori identity and vibrant Māori culture</b>							
The percentage of local programmes, grants and activities that respond to Māori aspirations	●	▲	19.4%	26%	23.8%	20.5%	We exceeded our target as a direct result of boards focusing on building our relationships and partnerships with local iwi and Marae. Highlights from the year included local Matariki activities and funding local Māori organisations to deliver community led activity such as kapa haka, Te Reo Māori lessons and whakapapa activities.

Local Council Services performance measure targets are reviewed annually to reflect changes in local board priorities and funding as part of the Annual Plan and Local Board Agreement process. The 2021 targets in the above tables reflect the revised targets of our 21 local boards' performance measures as outlined in the 2020/2021 Local Board Agreements and therefore differ from the targets set out in the 2018-2028 long-term plan or 2019/20 annual plan for this group of activities.

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. 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.

## 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 local board performance**, see the relevant local board 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	2021 Target	2021 Result	2020	2019	How did we perform
<b>We manage Auckland's natural environment</b>							
The proportion of local programmes that deliver intended environmental actions and/or outcomes	●	▲	82%	90%*	74%*	93%	We exceeded our target, successfully delivering 173 out of 193 projects. Of the 20 projects not delivered, 18 of these are expected to be delivered by the end of September 2021.

Local Council Services performance measure targets are reviewed annually to reflect changes in local board priorities and funding as part of the Annual Plan and Local Board Agreement process. The 2021 targets in the above tables reflect the revised targets of our 21 local boards' performance measures as outlined in the 2020/2021 Local Board Agreements and therefore differ from the targets set out in the 2018-2028 long-term plan or 2019/20 annual plan for this group of activities.



## Local Governance

We support elected representatives to make well-informed decisions across our 21 local boards to work with their communities, including mana whenua and Māori. We support their input into regional plans, policies, and strategies and offer strategic advice, leadership in preparing annual plans and agreements, and provide democracy and administrative services.

► **For more information on local board performance**, see the relevant local board 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	2021 Target	2021 Result	2020	2019	How did we perform
<b>We provide opportunities for Māori to contribute to community and civic life</b>							
The number of local boards that have signed a formal relationship agreement with at least one iwi (out of 21)			21	Not measured	Not measured	8	<p>The target was set prior to having a full understanding of what resourcing is actually required to have a formal signed relationship agreement. The process involves a significant amount of coordination between a number of parties both internal and external to council, and does take several hui to discuss and reach agreement.</p> <p>Given the resourcing required for each agreement, internal staff resourcing presents challenges to progressing relationship agreements.</p> <p>There are two parties involved in the agreement, council and the respective iwi entity. A target set by council of 21 formal signed relationship agreements, may not be a priority target for the iwi themselves.</p> <p>There was no guidance or process in place for relationship agreements. Ngā Mātārae have been developing a Relationship Agreement Framework to ensure a clear purpose and process is in place. This will assist with identifying resource needed and timeframes.</p> <p>Discussions with iwi show a preference for relationship agreements to be at a governing level (i.e. governing body) rather than local boards. This has impacted on timing and the process.</p>

## Local Planning and Development

We support thriving town centres and communities through improvement plans and developments, supporting Business Improvement districts, heritage plans and initiatives and the Young enterprise scheme.

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

We have helped our local boards develop draft Local Board Plans in consultation with communities. These outline outcomes and priorities for each local board and provide the context for work programming and funding decisions. These will be published in the next financial year.

### What we achieved

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

	Result against target	Year-on-year change	2021 Target	2021 Result	2020	2019	How did we perform
<b>We help attract investment, businesses and a skilled workforce to Auckland</b>							
The percentage of Business Associations meeting their Business Improvement District (BID) Partnership Programme obligations	●	—	100.0%	100.0%	100.0%	91.7%	All of the business associations who participate in the Business Improvement District programme have complied with their BID Policy obligations.

Local Council Services performance measure targets are reviewed annually to reflect changes in local board priorities and funding as part of the Annual Plan and Local Board Agreement process. The 2021 targets in the above tables reflect the revised targets of our 21 local boards' performance measures as outlined in the 2020/2021 Local Board Agreements and therefore differ from the targets set out in the 2018-2028 long-term plan or 2019/20 annual plan for this group of activities.

# Funding impact statement – Local Council Services

For the period ended 30 June 2021

\$million	Notes	Actual 2020/2021	Long-term Plan 2020/2021	Long-term Plan 2019/2020
<b>Sources of operating funding:</b>				
General rates, UAGC, rates penalties	1	333	343	330
Targeted rates		20	19	19
Subsidies and grants for operating purposes		4	5	4
Fees and charges	2	25	34	33
Internal charges and overheads recovered		-	-	-
Local authorities fuel tax, fines, infringement fees and other receipts		7	4	3
<b>Total operating funding</b>		<b>388</b>	<b>404</b>	<b>389</b>
<b>Applications of operating funding:</b>				
Payments to staff and suppliers	3	300	284	279
Finance costs	4	44	70	60
Internal charges and overheads applied		41	41	47
Other operating funding applications		-	-	-
<b>Total applications of operating funding</b>		<b>384</b>	<b>394</b>	<b>386</b>
<b>Surplus (deficit) of operating funding</b>		<b>4</b>	<b>10</b>	<b>3</b>
<b>Sources of capital funding:</b>				
Subsidies and grants for capital expenditure		0	-	-
Development and financial contributions		51	50	47
Increase (decrease) in debt	5	39	146	98
Gross proceeds from sale of assets		-	-	-
Lump sum contributions		-	-	-
Other dedicated capital funding		-	-	-
<b>Total sources of capital funding</b>		<b>90</b>	<b>196</b>	<b>145</b>
<b>Applications of capital funding:</b>				
Capital expenditure:				
• to meet additional demand		15	62	28
• to improve the level of service		12	58	27
• to replace existing assets		67	86	93
Increase (decrease) in reserves		-	-	-
Increase (decrease) in investments		-	-	-
<b>Total applications of capital funding</b>	6	<b>94</b>	<b>206</b>	<b>148</b>
<b>Surplus (deficit) of capital funding</b>		<b>(4)</b>	<b>(10)</b>	<b>(3)</b>
<b>Funding balance</b>		<b>-</b>	<b>0</b>	<b>-</b>

## Variance explanation Actual 2020/2021 to Long-term Plan 2020/2021

1. Less general rates revenue has been allocated to Local Council Services compared to that anticipated in the Long-term Plan.
2. Fees and charges were below plan primarily due to the closure of local community centres, such as pools and leisure centres in response to the COVID-19 pandemic and subsequent slowdown in facility visits.
3. Payments to staff and suppliers were above plan due to the Council taking on full facilities contracts. The Long-term Plan had anticipated that Auckland Transport would undertake these contracts, however they were transferred to Local Council Services. Further, contract rates were above that planned.
4. Finance costs were below plan as debt requirements were less than anticipated and interest costs were lower than forecasted in the Long-term Plan.
5. Capital expenditure was less than planned which resulted in a funding surplus compared to Long-term Plan. The funding surplus meant that less debt funding was required than expected.
6. Capital expenditure was below plan mainly due to the deferral of non-essential capital expenditure such as local asset renewal programmes, in response to the financial pressures created by the COVID-19 pandemic.



Ormiston

Ngā Ratonga Kaunihera ka Tukuna e ngā Rohe

# Regionally Delivered Council Services

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

## Regionally Delivered Council Services include;

- Auckland Emergency Management
  - Investment
  - Environmental services
  - Regional community services
  - Regional governance
  - Regional planning
  - Waste services
  - Third party amenity and grant
  - Organisational support
  - Regulatory services.
- We help keep Aucklanders safe. Our regulatory functions, such as building and resource consents and licensing services, are crucial for a healthy and safe city. We also helped Aucklanders to live more sustainably. We continued to protect our Kauri trees and controlled pests and predators in our parks. Aucklanders' love of digital books and our new auto-renewals system saw 16.2 million library items checked out, including 3.3 million e-items. 82 per cent of Aucklanders have a good understanding of the types of emergencies that can occur in Auckland.

## “Hei Ringa Raupā mō te Iwi”

To be a worker for the people

### HOMES AND PLACES

We support and enable growth by unlocking development opportunities

- All unitary and area plan changes are processed **within** statutory timeframes
- 82%** of notified resource consent applications processed within statutory timeframes

### ENVIRONMENT AND CULTURAL HERITAGE

We lead environmental action and encourage community stewardship

- 49,170** Aucklanders are engaged in living **low carbon lifestyles**

### BELONGING AND PARTICIPATION

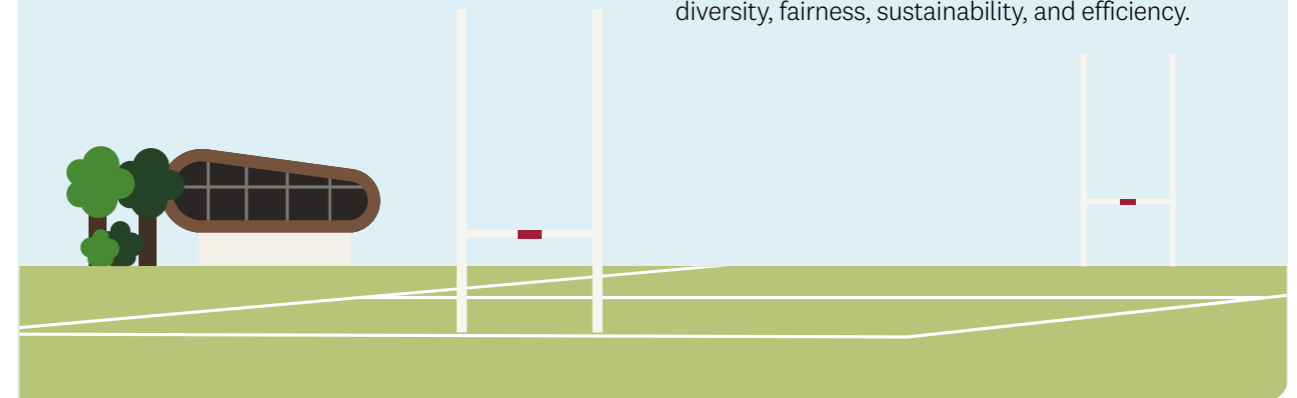
We provide opportunities to participate and foster a sense of belonging

- 36%** of Aucklanders feel they can participate in decision making
- 389K** active library members

## Things we're keeping an eye on.

There are no significant negative social, cultural, economic or environmental effects from our regionally delivered council services. However, there are negative impacts for our community when we do not provide these service-based activities. We are conscientious of this and endeavor to meet our city's needs as best we can.

These services cover different roles and functions – from managing emergencies, overseeing investments, providing community services such as parks, libraries, recreation centres and community centres, through to regulatory functions. The negative effects and risks (challenges) we manage are listed under each activity. Across all the activities, we focus on the principles of equity, diversity, fairness, sustainability, and efficiency.

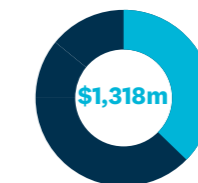


## Our investment

How well did we perform against our performance indicators?

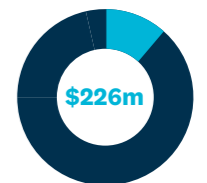


### Operating Expenditure (\$m)



38% of total operational expenditure

### Capital Investment (\$m)



11% of total capital investment

### OPPORTUNITY AND PROSPERITY

We support strong local economies through skills development and lifelong learning

- Over **16m** library items checked out

### TRANSPORT AND ACCESS

We integrate land use and transport decisions

- The upgrades to our **iconic Karangahape Road** were completed

### MĀORI IDENTITY AND WELLBEING

We provide support to mana whenua to exercise kaitiakitanga

- Over **36%** of regional programmes, grants and activities responded to Māori aspirations

# Auckland Emergency Management

We support and strengthen our communities when emergencies strike. We reduce risks from hazards, spread awareness about the importance of preparation and coordinate emergency management.

We do this in partnership with the National Emergency Management Agency, central government, regional emergency services, regional lifeline utilities, and regional government departments. Together we deliver risk reduction and readiness activities along with response and recovery plans for emergency events.

We enabled Auckland businesses to operate at their maximum capacity in the event of an emergency. This was done by upskilling small and medium business owners in emergency response planning, business continuity planning, and communications along with the benefits of strong community networks.

## COVID-19

During the 2020 and 2021 resurgences of COVID-19, we worked with the community and government to provide welfare support to Aucklanders who most needed it.

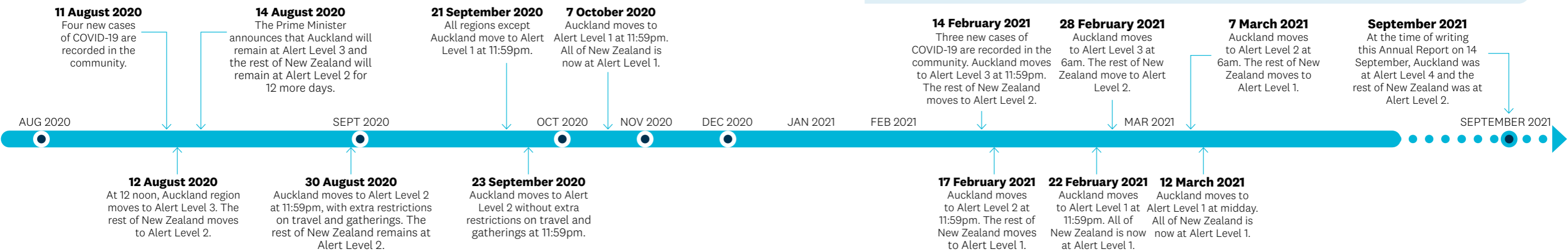
We continue to help those most affected by Auckland's water shortage, our rural communities. We supported them through a variety of initiatives, change to including providing several community water collection sites and commercial bulk water supply stations.

When the Papatoetoe tornado struck, we provided communities with welfare support, emergency accommodation, building assessments and skips to help with the storm debris clean-up efforts. Our response was aided by the Red Cross and Emergency NZ.



We were awarded for the largest COVID-19 response effort, by scale and complexity out of any of NZ's 16 civil defence and emergency management agencies.

## Auckland's COVID-19 timeline



## What we achieved

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

	Result against target	Year-on-year change	2021 Target	2021 Result	2020	2019	How did we perform
<b>We work with partner agencies and stakeholders to coordinate the response in a hazard event and build resilience in the Auckland community</b>							
The percentage of Aucklanders who are prepared for an emergency <sup>1</sup>	●	♥	65%	69%	71%	64%	
The percentage of Aucklanders that have a good understanding of the types of emergencies that could occur in Auckland <sup>1</sup>	●	♥	75%	82%	83%	81%	Aucklanders' most commonly experienced emergencies are power, water and wastewater outages, severe weather and pandemics.

1. This survey was conducted following the COVID-19 lockdown period and this may have affected how well Aucklanders feel prepared for, or understand types of emergencies.



## Papatoetoe agency response



## Things we're keeping an eye on.

It's important that everyone is prepared for, and can respond effectively to, emergencies. Auckland's location and geographic characteristics make it more susceptible to certain events. This includes infrequent events such as eruptions, earthquakes, and tsunamis. It also includes more frequent events such as flooding, infrastructure failure and fires. 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.

Auckland has a hugely diverse population. Auckland Emergency Management tailors how it communicates to be effective with each community. Responding to and recovering from emergencies requires multiple groups working quickly and collaboratively under one lead organisation. Auckland Emergency Management undertakes this role to ensure emergencies, such as the 19 June Papatoetoe tornado, are well managed.

# Investment

Our assets play an integral part in Auckland’s economy and its growth. Auckland Council holds 100 per cent of the shares in Ports of Auckland limited (POAL) and 18.09 per cent of the shares in Auckland International Airport Limited (AIAL), a NZX listed entity.

## Ports of Auckland Limited performance for 2020/2021

The port 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.

### COVID-19

Over the past 12 months, COVID-19 has continued to cause significant disruption to global supply chains, and this disruption has also impacted Auckland’s port. COVID-19 lockdowns caused delays to the ports automation programme and contributed to congestion at both the port’s container terminal and multi-cargo operations. During the 12 months to 30 June 2021, POAL’s revenue decreased 2.34 per cent on the prior year due to lower container volumes.

Construction Health and Safety New Zealand (CHASNZ) did an independent review of the health and safety framework and culture at POAL. Following the findings of the review, POAL established a Board Health and Safety Committee to lead the implementation of the review’s recommendation and will include key health and safety objectives and targets in their next SCI.

POAL paid a reduced dividend for the 2020/2021 year. This is partly the result of reduced earnings and partly due to an agreement with Council to pay a reduced dividend during a period of higher capital expenditure. POAL is investing for the future growth of Auckland with the provision of multiple new facilities including a new deep-water container berth and cranes, a new car handling building and the automation of its container terminal.

## Auckland International Airport performance for 2020/2021

As at 30 June 2021, Auckland Council held 266,328,912 shares, worth approximately \$1.93 billion, at the closing share price of \$7.24.

### COVID-19

COVID-19 related travel restrictions continue to have an adverse impact on AIAL results. During the 12 months to 30 June 2021, passenger numbers decreased by 58.5 per cent from the previous year. International passengers were down 92.8 per cent, transit passengers were down 94.1 per cent and domestic passengers were down by 17.1 per cent.

On 17 February 2021, the directors of Auckland Airport resolved that no interim dividend would be declared for the period ended 31 December 2020.

AIAL is a NZX listed company and provides interim and annual reports each year. Financial statements for the year ended 30 June 2021 can be found on their [website](#).

Things we are keeping an eye on

We invest carefully to minimise investments in entities that cause social, cultural, or environmental harm.



## What we achieved

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

	Result against target	Year-on-year change	2021 Target	2021 Result	2020	2019	How did we perform
<b>We manage the Council’s investment in Ports of Auckland and Auckland International Airport</b>							
The annual growth in Auckland Council’s dividend compared to the Customer Price Index growth	●	▼	CPI growth plus 1.5%	-83.60%*	-71.33%*	-1.82%	Please see above for more detail. This result and target is based on dividends received from Auckland Council’s investments in Auckland Airport and Ports of Auckland, which are held for commercial purposes. It does not include investments held for non-commercial purposes, such as interest and dividends from the Local Government Funding Agency and Eke Panuku. CPI for 2020/2021 was 3.3%.



# Environmental Services

Fresh air, clean water, greenery, and flourishing biodiversity are necessary for a healthy environment and to the people of Tāmaki Makaurau.

**Climate change and human activities are adversely impacting our natural environment** and we all need to work together to protect and restore it. We **collaborate with iwi, communities, agencies, partners and landowners** to protect our environment from threats, such as pests and pathogens, and to restore habitats, ecosystems and taonga species. We are working to catalyse and enable action for a low carbon society, including educating our tamariki so they can meet future environmental challenges head-on.

We want Auckland to have **clean waterways and harbours** to swim in and where marine ecosystems can thrive. We want our city to be enclosed in forest that has ecosystems thriving communities of plants, trees and animals, including the kauri. We want to **eradicate pest plants and animals**, such as possums and stoats, and keep the pest-free status of our island and mainland sanctuaries.

## COVID-19

Amid the re-prioritisation of funds due to COVID-19 related losses, a concentrated effort was made to keep Auckland propelling forward in the areas that mattered most. The continued investment in looking after our **natural environment remained a priority despite the period of financial constraint. We maintained our environmental commitment** with the help of the government’s Jobs for Nature funding which provided an important parallel funding stream to the **Natural Environment Targeted Rate (NETR)**. For example, we were able to accelerate and continue key workstreams including delivering infrastructure and interventions to decrease the risk and spread of Kauri Dieback disease, which is threatening one of our most iconic species.

**We’re keeping our islands safe from unwanted invaders.** We have delivered biodiversity and biosecurity activities across marine ecosystems and the Hauraki Gulf Islands, including pest pathway management, and responding to invasions of new pests. Our dog handlers have carried out over 757

inspections of ferry sailings, with 34 risk goods identified and four items intercepted. We inspected 93 per cent of all vehicle ferries to Rakino, 89 per cent of vehicle sailings to Aotea Great Barrier, and 2 per cent of vehicle sailings to Waiheke.

Using digital technology, we are encouraging Aucklanders to lead more sustainable lives. The **Low Carbon Living team exceeded its target, with 49,170 Aucklanders engaging** with tools and information focussed on supporting **lower carbon lifestyles**. These services provided by the council have attracted support from the Energy Efficiency and Conservation Authority and the Ministry for the Environment.

We have successfully **designed and delivered three enabling digital conservation tools** to better support stakeholder relationship management,

community-led conservation (Tiaki Tāmaki Makaurau) and biodiversity data management.

**“The work never stops but with the help of the Natural Environment Targeted Rate, we are already seeing the benefits and hearing the birdsong...”**

– **Barry Potter**, Director of Infrastructure and Environmental Services

## Things we are keeping an eye on

Safeguarding Auckland’s natural environment is a job for all Aucklanders. Auckland Council has a major role to play, undertaking 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.

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.



## What we achieved

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

	Result against target	Year-on-year change	2021 Target	2021 Result	2020	2019	How did we perform
<b>We manage Auckland’s natural environment</b>							
The proportion of kauri areas on Auckland Council land that have active management in place for kauri dieback disease	●	—	85%	88%	88%	87%	13 track updates have been completed in regional parks with nine of these open to the public with hygiene stations in place. A further eight track networks have been upgraded within our local parks.
The number of hectares under community pest control	●	▲	180,000	258,100	143,775	299,000	Community-led conservation has grown across the region through the provision of funding, tools, resources and technical advice. The Natural Environment Targeted Rate (NETR) has been a big contributor to this expansion.
The percentage of priority native habitats under active management	●	▲	64%	71%*	57%	42%	The increase is largely due to expansion of possum control across the region and the reinstatement of pest control work that had been delayed due to COVID-19.
The percentage of threatened plants and animals under active management	●	▲	49.0%	66%	59%	41.7%	We actively managed more threatened plants and animals than planned, largely due to the continual increase in our knowledge of species distribution and their regional population states. 34 species present on offshore islands have benefited from a combination of Island biosecurity delivered through several of the NETR programmes, and the continued pest free status of DOC managed islands (e.g. Hauturu and the Mokohinaus). 11 species have benefited from the aerial 1080 pest control programme in the Hunua Ranges, including Kokako, Kaka, Hochstetter’s frog and several Gecko species.
<b>We support Aucklanders to adopt a low carbon lifestyle</b>							
Number of Aucklanders engaged in living low carbon lifestyles	●	▲	30,000	49,170	48,816	28,387	This result reflects more effective use of social media channels and successful use of additional investment provided through the emergency budget. This enabled us to reach more Aucklanders, in particular our FutureFit platform saw a significant increase in the number of Aucklanders finding out their carbon footprint (16,695) with many committing to take climate action, collectively avoiding over 1,000 tonnes of CO <sub>2</sub> e.
The percentage of schools engaging in sustainability education programmes	●	▼	58%	56.0%*	61.0%*	72.9%	Our experience centres were closed for 9 weeks due to COVID-19, resulting in fewer schools visiting.

CASE STUDY

### Grads Mawhai and Pip become New Zealand's first specialist kauri dieback sniffer dogs

They're cute, they're cuddly, they're smart and eager to work; these two youngsters have just graduated top of their class, an exclusive class of two.

Five-year-old Jagdterrier Mawhai and four-year-old English Springer spaniel Pip are the country's first pest detection dogs trained to sniff out Kauri Dieback. The dogs are being phased into operation, beginning with the testing of soil samples from possible infected kauri trees.



CASE STUDY

### Natural Environment Targeted Rate

The Natural Environment Targeted Rate (NETR) funds projects that protect our natural environment and tackle the pests, weeds, and diseases that threaten our native species. The NETR also invests in programmes that provide support for communities, schools, and private landowners to engage in conservation and increases the number of priority species and ecosystems actively managed by Auckland Council. In the past year we have delivered the following:

- **Kauri-safe tracks:** Around 42km of tracks were upgraded and 33.6km were made Kauri-safe in our local and regional parks.
- **Pest Management activities:** We invested \$6M amount on pest plant and pest animal control including possums, stoats and rats. We're seeing results already.
  - No sign or sightings of pigs on Waiheke (9,200 hectares), so it is now considered to be feral pig free after six years of management.
  - Just over 12,600 hectares of regional possum control works have been delivered.
  - The areas intensively managed for kōkako in the Hunua Ranges Regional Park have had zero per cent rat tracking for several months.
  - 234.7 hectares of pest plant control was undertaken on Aotea Great Barrier in 2020/2021.

► **For more information on targeted rates and reserve funds**

Please see Volume 3: Financial Statements section D6: Ratepayer equity.



# Regional Community Services

Building a sense of community with strong social connections remains at the forefront as we plan, manage, and provide regional community services.

This includes our parks, libraries, cemeteries, arts and culture events and essential infrastructure like our coastal walls. Our delivery underpins communities and encourages Aucklanders to be actively involved in their surroundings

We enable Auckland's diverse communities to **participate in recreation and sport** by promoting opportunities that encourage Aucklanders to get physically active. We do this through a variety of investments including the sport and recreation Facility Operating Grant, the Programming Grant, and the major Facilities Investment Grant. These three grants support the varied and changing needs of sport and recreation organisations, from a large facility upgrade with thousands of users to a targeted sailing and cycling programme for blind and low vision youth.

We **create safe opportunities for people to meet, connect, participate in and enjoy community life** and at the same time **encourage Aucklanders to be stewards of the environment** through the **Park's community and ecological volunteer programme**.

This is a strong, well established volunteer network whose members take great civic pride in the areas they work in. They work tirelessly throughout the year, undertaking planting, weed control, pest control and monitoring. They help to ensure the natural characteristics of our parks and reserves are maintained. During 2020/2021, over 300 volunteer groups were involved connecting with nature, building stronger communities whilst restoring and enhancing our natural environment.

**We work with our most vulnerable Aucklanders who are facing homelessness or insecure housing.** Auckland Council is one of several organisations and

agencies working to address homelessness in Tāmaki Makaurau, with the goal that homelessness is rare, brief, and non-recurring. Council's role includes leading and coordinating **Kia Whai Kāinga Tātou Katoa** - Auckland's regional, cross-sectoral homelessness plan. We also play a role by using our close ties to local communities, funding for seed initiatives and training our frontline staff who frequently engage with people who are homeless. The Council Group is undertaking a programme of engagement to improve how we interact with and support Aucklanders experiencing homelessness or insecure housing.

Auckland Council provides a range of regional grants programmes that support innovative projects that build community capacity and encourage community collaboration in the areas of Arts and Culture, Community Development and Events. These grants

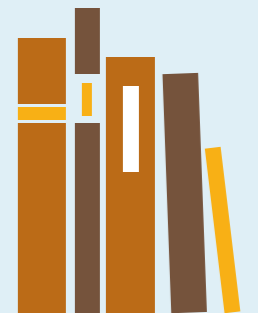
supports community projects that inspire community connection and belonging, build organisational capacity, and encourage innovation, participation, and collaboration.

Despite the challenging year, the regional grants provided over \$1.3 million to 77 community projects, including cultural events. This included



## Things we are keeping an eye on

Auckland has a diverse and dynamic population. This means Aucklanders require our community services in different ways. We endeavour to make our community services (for example libraries, recreation centres, community halls, parks, and swimming pools) both affordable and equipped to meet the diverse needs of our city. We closely monitor our grants programme to ensure the funded activities create a positive effect in their community.



grants to support a number of cultural events for our diverse community.

These smaller grants are in addition to the large events that council supports, such as the **Matariki Festival over June and July**. Working in partnership with Ngāti Whātua Ōrākei, the team delivered 15 pou events, which were part of the larger programme of

93 events, taking place across Tāmaki Makaurau. **Te Korakora on Takutai**, an open-air music and food event was the standout event, attracting over 900 attendees, including Ngāti Whātua Ōrākei kaumātua, families and music fans of all ages.

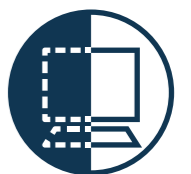
**We also support public art** which helps shape Auckland's vision and cultural landscape. The Auckland Public Art / He Kohinga Toi website went live in October 2020, supported by a social media and publicity campaign in November to celebrate the milestone of reaching 100 artworks online.

**We foster a sense of community.** The **Auckland Pride Festival** ran throughout the month of February, with our Proud Centres hosting more than 100 free community events, meaning money wasn't a barrier for participation. While the level 3 COVID-19 lockdowns

did affect the festival, many events were able to go ahead with physical distancing, leaving only a small number needing to be held online or postponed. The first of a series of **community led fundraising events** was held in November 2020 with Sir Peter Gluckman (first Chief Science Advisor for Government) as the distinguished guest speaker. The event raised \$15,000 towards the development of a 230-metre board walk within Te Muri Regional Park. The **Farmer's Santa Parade** was held on the 29th of November and in a year of uncertainty, was a standout with over 20,000 attendees braving the rain to celebrate one of Auckland's most iconic events. The **World of Cultures Festival** in March focused on the rich diversity of culture within Tāmaki Makaurau. The last day of the festival culminated with **CultureFest**, a one-day celebration representing more than 55 cultures.

### We're using technology where it matters, to serve our vulnerable communities.

The Auckland Council website became a shielded site in November 2020, in support of the Women's Refuge New Zealand Shielded Site initiative. The Shielded Site icon appears on our website, giving victims of domestic violence a safe, untraceable way to access help through a web-based portal.



## What we achieved

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

	Result against target	Year-on-year change	2021 Target	2021 Result	2020	2019	How did we perform
<b>We deliver region-wide graffiti eradication services to improve beautification of the city and enhance perceptions of safety and wellbeing</b>							
The percentage of all assets that are graffiti free across the city	●	▲	95%	98%	97%	96%	
<b>We fund, enable and deliver arts and culture experiences that enhance identity and connect people</b>							
Percentage of eligible capital budget dedicated to public art <sup>1</sup>	●	▼	1.0%	0.6%	3.2%	1.4%	The target was not met due to significantly reduced funding in the emergency budget. Additionally, this result does not include any CCO public art activities as there was not enough data collected from the CCOs. Our Arts and Culture team are working to improve the data collection process and monitoring of the Public Art Policy.



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

	Result against target	Year-on-year change	2021 Target	2021 Result	2020	2019	How did we perform
<b>We manage Auckland's natural environment and help Aucklanders adopt a low carbon lifestyle</b>							
The number of New Zealand native plants grown for revegetation programmes in the Botanic Gardens	●	▼	60,000	56,178	69,532	60,980	We were unable to meet this target due to the impacts of COVID-19. Propagation is a seasonal activity and our production window was shortened due to the lockdowns. We also faced lower staff levels as a result of the emergency budget. The result of 56,178 was good given the difficult circumstances.
The number of volunteer hours worked in regional parks each year	●	▲	80,000	69,117*	51,715*	65,168	To adhere with physical distancing rules, the number of volunteers were limited for our winter planting days. In the past, where up to 300+ volunteers have attended, numbers were kept at between 30 – 200 depending upon the planting site concerned.
<b>We provide and maintain cemeteries, memorial areas and facilities for families, friends and visitors</b>							
The percentage of visitors satisfied with the presentation of cemeteries	●	▼	81%	72%*	77%*	78%	The mixed model for grounds maintenance across our cemetery portfolio (the council's Community Facility contractors, onsite staff and third party contractors) can lead to inconsistencies in our service. There were also some staff vacancies throughout the year. Staffing issues are being addressed and the team will continue to work to improve standards across all sites.
<b>We provide library services and programmes that support Aucklanders with reading and literacy and opportunities to participate in community and civic life</b>							
The number of library items checked out (including e-items) (millions)	●	▲	14.0M	16.2M*	13.5M*	15.2M	Total issues are well above target thanks to the implementation of auto-renewals, which allows customers to keep items longer if there are no pending requests. There has also been on-going growth in e-issues which represent 21% of total issues.
The number of website sessions on Auckland Libraries website (corrected for the percentage of bounces or non-productive page landings) (millions)	●	▼	8.0M	3.85M*	5.03M*	7.04M	Website sessions corrected for bounces are under target due to targets being based on incorrect cross-domain session tracking data at the time. In September 2021, changes to the cross-domain tracking methodology were implemented to improve this measure accuracy.
The number of active library members (members who have used their membership account at least once in the past 12 months)	●	▼	380K	389.2K	403K	404.9K	
<b>We provide recreation programmes, opportunities and facilities to get Aucklanders more active, more often</b>							
The percentage of residents participating in sport and recreation at least once per week	●	▼	72%	68%	72%	73%	We missed the target by a small margin. The August 2020 Level 3 restrictions, would have been a large factor in this, with less organised sport taking place.
The percentage of available time that sportsfields are booked (utilisation rate)	●	▲	90%	91%*	90%*	Not measured	
<b>We provide rental services to older tenants and maintain the older persons property portfolio</b>							
Percentage of tenants satisfied with the provision and management of housing for older people	●	▼	78%	89%	91%	72%	The satisfaction continues to be strongly driven by the support they receive from staff, the way problems are dealt with and having a sense that tenants' needs matter to staff.
<b>We provide safe and accessible parks, reserves and beaches</b>							
The percentage of the public who have used a regional park in the last 12 months	●	▲	76%	67%*	66%*	68%	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 park visitors satisfied with the overall quality of their visit	●	▲	96%	98%*	95%*	98%	
<b>We showcase Auckland's Māori identity and vibrant Māori culture</b>							
The percentage of regional programmes, grants and activities that respond to Māori aspirations <sup>2</sup>	●	▼	17.2%	36%	48.5%	16.0%	We exceeded the target as a result of our continued focus on responding to Māori aspirations through our regional grants programmes, regional events and our arts and culture service lines. Highlights from the year included the delivery of Matariki and our Rāuko Tautoko programme which focuses on enabling young Māori wāhine to be resilient against drugs and alcohol.

1. The eligible capital budget is defined in the Auckland Council Public Art Policy.

2. Arts, culture and events programmes, grants and activities identified to have Māori outcomes including Māori values, kaupapa Māori or mātauranga Māori considerations.

# Regional Governance

We keep the wheels of democracy turning by supporting elected members to effectively serve their communities.

We run local elections, provide advisory support to the mayoral office, councillors and CCOs, and ensure the Governing Body, committees and other council groups run smoothly. We also support co-governance entities such as the Tūpuna Maunga Authority and joint committees of council such as the Hauraki Gulf Forum.

We supported the **Māngere-Ōtāhuhu and the Albert-Eden (Maungawhau subdivision) by-elections**, running communication and marketing promotions as well as community engagement activities to encourage people to vote. Voter turnout was 17.7 per cent and 17 per cent respectively, which was consistent with the lower participation rates experienced for by-elections

compared to the triennial elections for local board areas.

We **make it easier for the public to engage** with the council. We supported public engagement on the 10-year Budget 2021-2031 Long-term Plan consultation document. A total of 19,965 pieces of feedback were received, with 80 per cent of the feedback received digitally. We used interactive technology to engage and inform the public with our budget simulator tool that we piloted to help people understand some of the challenges and trade-offs involved in managing the council's budget.

By **making better use of technology**, we reduce paperwork and speed up processes to support the work of elected members. We upgraded InfoCouncil, our tool that automates government meeting processes, report writing, agenda and minute

compilations. We developed an online Resource Management Act (RMA) learning module to support local boards and trained District Licensing Committee (DLC) Chairs and Members on Nexus, our information system to support elected members' decision making.

## Things we are keeping an eye on

Auckland is governed by the Mayor and 20 councillors who rely on high quality, neutral and thorough advice to make critical strategic 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	2021 Target	2021 Result	2020	2019	How did we perform
<b>We contribute to resilient, sustainable and thriving marae facilities and infrastructure that support marae as hubs for their communities</b>							
The number of mana whenua and mataawaka marae that received support to renew or upgrade marae infrastructure (out of 32 existing Marae)	●	▲	11	12	9	10	
<b>We provide opportunities for Aucklanders to contribute to community and civic life</b>							
The percentage of residents who feel they can participate in Auckland Council decision-making	●	▼	50%	36%	41%	36%	While the result is below the target and slightly lower than last year, we have seen encouraging engagement in some areas of Auckland Council's decision-making processes. Our Long-term Plan 2021-2031 (LTP) received 19,965 pieces of feedback, with 80% of this received digitally. Due to the impacts of COVID-19 during key engagement periods, many events and points of contact were not available.
The percentage of Māori residents who feel they can participate in Auckland Council decision-making	●	▲	50%	35%	34%	32%	The percentage of Māori residents who feel they can participate in Auckland Council decisions has not shifted considerably since 2017. Perceptions held by Māori communities at large have proven slower and more difficult to shift than anticipated. We continue to use build on and create new partner relationships and roll out different engagement tools, utilising technology. We should note that the effects of COVID-19 meant that some planned engagement events could not take place.
The number of iwi that have signed a formal relationship agreement with the Governing Body (out of 19)			19	Not measured	Not measured	4	The target was set prior to having a full understanding of what resourcing is actually required to have a formal signed relationship agreement. The process involves a significant amount of coordination between a number of parties both internal and external to council, and does take several hui to discuss and reach agreement.
The number of complaints regarding council democratic processes upheld by the Ombudsmen or Privacy Commissioner	●	▲	0	7	4	13	Of these complaints, one was upheld in full. The other complaints related to cases where the council accepted there was a delay in providing a response to a request for information. We are working to improve our response timeframes.
The percentage of eligible voters who voted in the local elections (3 yearly)			N/A	Not measured	35%	Not measured	This is a 3-yearly measure and did not apply in 2020/2021.
The percentage of post-hearing survey respondents who feel they have had a fair hearing (annual)	●	▲	75%	69%	56%	72%	Hearings are chaired by independent commissioners and perceptions may be based on the hearings process. Comments noted relate to the size and scale of developments that progress to hearings and the knowledge of the parties who submit and attend hearings. Some submitters who were unsatisfied commented on the imbalance of resources available to the applicant versus members of the community opposing the application.
The percentage of LGOIMA and Privacy requests completed within statutory timeframes	●	▲	95%	88%	86%	81%	Our ability to meet statutory timeframes was affected by fluctuations throughout the year in request volumes, staff turnover and matters of high public interest. Improvements identified in the previous financial year were delayed due to the COVID-19 outbreak. Remaining improvement projects will be delivered in the next financial year, along with additional resourcing to enable consistency of timeliness.
<b>We support the Māori led housing and papakāinga development through the planning processes</b>							
The number of Māori organisations and trusts projects that have been supported to achieve Māori housing and papakāinga development	●	▲	18	20	18	18	We have exceeded our target as a result of multiple factors, including an increased profile across Māori organisations and trusts. This year featured the most applications to the Cultural Initiatives Fund for Papakāinga and Māori Housing support since the grant was introduced.

# Regional Planning

We plan for our city, carefully considering how we will address the key challenges of high population growth, environmental degradation and the need for shared prosperity.

Regional planning includes strategy and research, the Auckland Unitary Plan, area planning, community and social policies, natural environment and heritage protection, urban design, housing and infrastructure, and the southern and western initiatives.

We have updated the Auckland Unitary Plan to approve designations for 38 infrastructure projects and we've made 13 private plan changes operative as well as three of our own council plan changes, **ensuring that the Unitary Plan is meeting the needs of the region.**

We added 33 more sites and places that are of cultural significance to mana whenua to the Auckland Unitary Plan and the Hauraki and Gulf Islands section of the Auckland District Plan, bringing the total to 108. Auckland Council agreed to Auckland's first ever water consumption targets as part of the Water Strategy. We supported elected member decision making to agree on Statement of Proposal settings for a Freedom Camping in Vehicles Bylaw ahead of public feedback being sought later in 2021. Decision making was completed to approve, renew or revoke four bylaws (Outdoor Fires, Alcohol Control, Cemeteries and Navigation). We completed the statutory review of three current bylaws (Trading and Events, Stormwater and Property Maintenance and Nuisance).

A major programme is underway to **position the city centre as Auckland's cultural, civic, retail, and**

## “Kia Whanake, kia Tipu, kia Rea”

To develop, to grow, and to multiply.

**economic heart.** In December 2020, Te Komititanga, the pedestrian friendly **Britomart Precinct** was opened to the public. The upgrade of **Albert Street** (from Wyndham Street to Quay Street), delivering widened footpaths, new street trees and improved amenities, was also opened to the public in December 2020.

The **Downtown Infrastructure Programme has created a generous and transformed space along the water's edge that is recognisably Tāmaki Makaurau.** The programme included utility relocation, Galway Street enhancements, the Lower Albert Street bus interchange, Quay Street strengthening (including Palisade wall, Princes Wharf, the Ferry Basin, and the Ferry Building), Te Wānanga (the downtown public space), and Quay Street enhancements. These changes have created a spacious and welcoming destination, designed to **strengthen Aucklanders' connection with the Waitematā Harbour.**

The 36th America's Cup **showcased Auckland's beautiful waterfront.** Three AC36 events were delivered between December 2020 and March 2021. Emirates Team New Zealand won the America's Cup against Luna Rossa Prada Pirelli on the 17th of March 2021, marking a successful end to the event planned by Auckland Council Group, the Ministry of Business, Innovation and



Employment (MBIE), mana whenua and America's Cup Event Limited.

The first phase of **Wai Horotiu Queen Street** project was completed in June 2021. The improvements between Custom Street and Shortland Street have delivered new streetscaping features including native planting in pots, new stone paving and wide boardwalks. The next phase of the project, between **Shortland Street** and **Mayoral Drive** will be delivered by the end of 2022. The improvements will help create a people-friendly, vibrant, and accessible streetscape that can be enjoyed by everyone who lives, works, shops, and spends time on Queen Street.

We are progressively transforming the surrounding areas of the City Rail Link. The upgrades to our iconic **Karangahape Road** were completed and opened to the public in June 2021.

Regional Planning is also about enabling the delivery of major regional growth projects such as Westgate, Hobsonville Point and Three Kings including working with the Crown and developers to secure the financing and funding to provide development infrastructure. We have worked with central government partners to set up new governance arrangements for establishing Auckland Light Rail, designed to achieve the best outcomes for Auckland, ahead of forthcoming government decisions on the project.

We provide arrangements to help empower Māori Kaitiakitanga. In Papatoetoe, The Southern Initiative (TSI), is supporting the Whenua to Whenua project. This is an onsite composting and recycling station that provides the local community with an opportunity to replicate a similar model at home.

### 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 wellbeing.

We work with central government so that legislative changes accommodate Auckland's needs and align with our policies and plans.

We work closely with mana whenua on development plans and opportunities.

### CASE STUDY

#### Kopupaka Reserve Playground Reserve

This award-winning playground opened in Westgate in March 2021 and exemplifies the concept of the 'Kiwi Big Backyard'. With Auckland's growing population and resulting increases in high-density living, playgrounds are necessary focal points for communities, providing a range of facilities and space to play, socialise and meet new neighbours.



### What we achieved

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

	Result against target	Year-on-year change	2021 Target	2021 Result	2020	2019	How did we perform
<b>We meet all planning legislative requirements</b>							
The percentage of unitary and area 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%	
<b>We provide a coordinated council response to major development and infrastructure programmes, including major housing developments</b>							
Percentage of Development Programme Office programmes that identify and engage with key stakeholders including mana whenua and Māori organisations	●	—	95%	100%	100%	100%	
The percentage of City Centre Targeted Rate programme delivered on time and within budget	●	▲	80%	84%	83%	52%	

# Waste Services

Managing Auckland’s waste effectively is crucial to support a healthy, natural environment.

Auckland Council manages domestic kerbside refuse, recycling and food scrap services as well as hazardous and inorganic waste, illegal dumping, public litter bins and community recycling centres.

We are **leading environmental action and encouraging community stewardship** by making it easier for communities to drop off unwanted goods and recyclable materials. The Resource Recovery Network refresh increased the number of resource recovery sites from 12 to 23, which are made up of 21 community recycling centres and two resource recovery parks by 2031. This programme will expand employment for Aucklanders, which is welcome in the post COVID-19 economy.

In the previous financial year, we signed a contract with EcoGas Limited to process food scraps collected from our kerbside food scraps service. The process will produce biogas which will be used in greenhouses to produce food and produce biofertilizer for use on pasture and farms. **When fully rolled out, it will take 50,000 – 75,000 tonnes of domestic food scraps per year out of our landfills.** Due to COVID-19, the commencement to start date has been pushed back until March 2023.



We’re **enforcing illegal litter and dumping infringements** under the Litter Act. COVID-19

lockdowns, combined with staff vacancies, impacted the ability to investigate in the field, resulting in lower than usual infringement notices.

Despite this, 256 instant fines between \$100-\$400 were issued, and two more serious cases resulted in successful prosecutions. On a positive note, although the population of Auckland is increasing, **the tonnage of illegal dumping each year are relatively stable**, fluctuating between 1300-1500 tonnes annually since 2015.



We are also working with industry to reduce Auckland’s construction and demolition waste. The continuation of the **Construction Waste Enforcement and Leadership programme in large subdivisions with builders improves site waste issues and tackles problems** like illegal dumping that accompanies subdivisions. We are collaborating with tertiary education providers, members of the construction industry and building product retailers to reduce the volume of soft plastic used to wrap building products.

There will be less plastics going to landfill and more plastic recycling in NZ (reducing the reliance on international markets) with the installation of new optical sorting equipment at Visy (our materials recovery facility). The new optical sorters ensures that 99 per cent of the 7700 tonnes of recyclable plastic that Visy processes each year can be correctly sorted and recycled. This was achieved as the result of our collective efforts with Kiwi businesses and government.

**“Sending stuff to landfill wastes valuable resources that can be recycled and reused; it also contributes to climate change by creating carbon emissions.”**

**- Mayor Phil Goff**

## 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, so we have programmes to encourage recycling and reuse.

We service domestic waste across its entire lifecycle – from minimisation to collection, sorting, recycling, composting, landfilling and closed landfill management (particularly monitoring and managing 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.



## What we achieved

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

	Result against target	Year-on-year change	2021 Target	2021 Result	2020	2019	How did we perform
<b>We help Aucklanders minimise waste to landfills</b>							
The volume of domestic kerbside refuse per capita per annum (kg)	●	▲	144kg	148kg	138kg	140kg	Includes estimated volumes of privately collected refuse volumes which is calculated based on an understanding of the private sector’s market share. We should see a significant decrease in refuse volumes once our food scraps collection service is fully rolled out. COVID-19 delayed the commencement of this until March 2023.
Total number of Resource Recovery Facilities	●	▲	8	9	8	5	
The total waste to landfill per year (kg per capita)	●	▼	877kg	883kg	930kg	922kg	High rates of construction and demolition are keeping commercial waste volumes high.
<b>We manage land use and development on council’s closed landfills to safeguard the region’s environment, productivity and economic value of soil</b>							
Percentage of customers satisfied with overall reliability of waste collection services	●	▼	76%	74%	78%	74%	We had a slight drop in satisfaction for our inorganic collections and our refuse collections. Issues that have been identified for our inorganic collection service should be resolved in 2022 with the introduction of a new contract which will remediate pain points that have been identified with the existing service. For the refuse collections, our contracts team are working with the contractors to mitigate issues identified.
Percentage of council controlled closed landfill discharge consents achieving category one or two compliance rating	●	—	98%	100%	100%	100%	These are council-owned and monitored landfills.

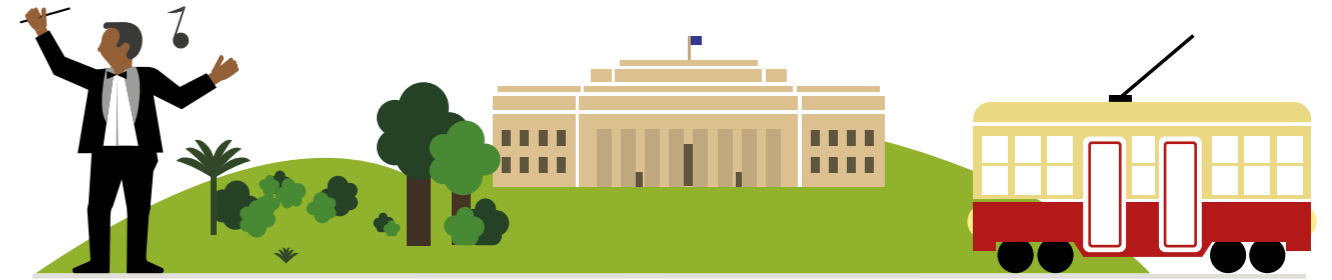
## Third Party Amenity and Grants

Auckland Council funds community organisations across the region who contribute to the rich tapestry of culture, arts, and education in our city. We also fund community groups who keep us safe and who are there to help when we get into danger.

Auckland Council contributes funding to the Auckland War Memorial Museum and the Museum of Transport and Technology (MOTAT). We also contribute funding to the Auckland Philharmonia Orchestra, NZ 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.

We also provide funding for the Independent Māori Statutory Board (IMSB) as required by the Local Government (Auckland Council) Act 2009.



There are no performance measures for this activity

## Organisational Support

Our financial, procurement, corporate support and property, people and culture, strategy, business improvement, communications, engagement, finance, legal, risk and assurance services teams provide support across the council organisation.

This facilitates our operating functions and the day-to-day services provided to our elected decision makers and Aucklanders.

### We exceeded our targets to save money.

Value for money is at the heart of all we do. Through prudent financial management, we saved over \$120 million in operating costs. This was achieved by the valuable contribution of our 876 staff members who opted in to take a voluntary salary reduction of up to 10% for six months of the year, contributing \$2.6 million towards our savings target, postponing lower priority projects, reducing our non-essential staff spend (such as travel and training) and tightening our budgets for temporary staff, contractors, external recruitment and consulting.

### CCO Review

In early 2020, the council commissioned an independent review of the effectiveness of our Council Controlled Organisations (CCO) operating model. The model was broadly considered to work well and be the right structure for Auckland, but the need for improvement was highlighted so that CCO's can strike the right balance between serving public interests and operating commercially. The Governing Body resolved to implement all 64 of the panel's recommendations and through a focused and collaborative approach, the Council Group has already made good implementation progress.

► **The full CCO review report is available at <https://www.aucklandcouncil.govt.nz/about-auckland-council/how-auckland-council-works/council-controlled-organisations/Pages/review-of-council-controlled-organisations.aspx>**

There are no performance measures for this activity

### CASE STUDY

#### Sustainable procurement

Auckland Council is taking a sustainable approach to procurement - making sure that we buy products and services that generate positive social results and minimise environmental impacts.

We were the first public entity in NZ to set targets for supplier diversity and employment creation and established Amotai in 2018 which has now become the official NZ intermediary for Māori and Pasifika businesses. This year a real success was the Ngā Puna Pūkenga programme - a formal partnership between Auckland Council and the Ministry of Social Development (MSD) which generated 302 jobs on Auckland Council projects.



#### Things we are keeping an eye on

Our goal is to deliver front line services as efficiently as possible. We actively support our staff to remain highly engaged in the work.

# Regulatory Services

Regulation is crucial to making sure Auckland is a safe place to call home.

We're making our services future-fit to make sure Auckland maintains its status as a world class city.

Our teams provide a wide range of services. **We assist Aucklanders when they're buying or developing new homes or businesses.** We do this by providing resource and building consents, property reports, enforcing compliance for non-compliant developments, and making sure any building work is done to standard. We know developing property can be a lengthy process and we do our best to make sure our services are customer-focused, pragmatic and reliable.

**We also protect Aucklanders from risky food, harmful animals and neighbours that are not respecting noise limits.** We do this through our food and alcohol licensing, bylaw management, animal control and noise control activities.

The past year has been **defined by record numbers of consents and licenses.** We received and processed more applications for consents of all types. In March 2021, Consentium (Kāinga Ora) registered as a Building Consents Authority (BCA). While this presented opportunities to integrate consent information and

transfer documents securely, enabling both entities to fulfil our respective legislative requirements, we are competing for specialised skillsets in a tight labour market.

We are working hard to address our rising statutory consenting process timelines and improve customer satisfaction. These have been impacted by increased demand for our services and recruitment challenges from a buoyant labour market. Our business optimisation programme is working to improve efficiencies and ensure we retain and recruit the right people.

We are **providing a better experience for customers** applying for and renewing licenses associated with alcohol, food and street trading activities. We've combined the management of the alcohol licensing, environmental health and street trading functions to provide a **comprehensive hospitality industry offering** that is more efficient.

We launched a **communications campaign to address growing Request for Service (RFS) volumes for noise complaints.** The initiative provided a better understanding on what constitutes a

permissible activity, what constitutes excessive noise and what we can and can't do to alleviate noise issues.

We are using **digital technology to improve our customer's experience.** We have simplified our dog registration process and rolled out automated billing, enhanced help-desk services, and a more flexible system-user experience. These improvements have been embraced with over 90% of annual dog registrations being made online and a significant reduction in our call centre volumes. Responding to customer feedback, we improved the website for our consenting service, separating out the various consent options which allows our customers to directly access the information they're after.

## COVID-19

We kept our customers informed throughout the COVID-19 alert level changes. We did this by providing bulletins to industry professionals and responding to the associated service level changes to ensure our customers could keep their businesses compliant and operate as efficiently as possible.

We consider the values of mana whenua more effectively and comprehensively in our resource consent process. Together we have co-designed and implemented a cultural values assessment process that will provide practical guidance for our in-house planners and also cover how mana whenua values are incorporated under the Auckland Unitary Plan.

## Things we're keeping an eye on

Regulation is necessary for a city that is sustainable, effective, healthy, and safe. Regulation informs smart urban development and keeps us safe from dodgy food, aggressive animals, and inappropriate behaviours from others.

We're mindful when providing our regulatory functions, we act lawfully, are neutral, consistent and provide clear advice. When reviewing regulations, we consider the rights and needs of all relevant stakeholders, partners and mana whenua.

## What we achieved

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

	Result against target	Year-on-year change	2021 Target	2021 Result	2020	2019	How did we perform
<b>We help reduce harm from noise and other nuisances</b>							
Percentage of complainants satisfied with the noise control services	●	▼	60.0%	42.0%	45.5%	52.3%	Customer satisfaction with noise control remains below target. There is a gap between customer expectations and what can be realistically achieved under the relevant statutory provisions. Note, the Governing Body has agreed that the indicator will change to 'percentage of response times achieved' for the next financial year.
The percentage of verified noise complaints issued with a formal notice	●	→	99%	97%	97%	95%	The Noise team actively collaborates with our external contractors to ensure Excessive Noise Direction (END) notices are issued where non-compliance exists.
<b>We make it easy for customers to apply for consents and we process these in a timely and professional way</b>							
The percentage of non-notified resource consent applications processed within 10 working days	●	▼	30%	9%	22%	21%	Demand has driven a primary focus on our 20-working day statutory timeframes, therefore, the 10-working day statutory timeframes have been impacted.
The percentage of notified resource consent applications processed within statutory time frame	●	▲	100%	82%	78%	75%	Although the performance level of the overall Resource Consent statutory timeframes has improved year on year, the volumes have placed significant pressure on our service levels and our ability to meet the notified and non-notified targets.
The percentage of building consent applications processed within 10 working days	●	▼	20%	10%	12%	9%	Demand has driven a primary focus on our 20-working day statutory timeframes, therefore, the 10-working day statutory timeframes have been impacted.
<b>We register dogs and respond efficiently when animals cause harm or nuisances</b>							
The percentage of cases of non-compliance for menacing dogs that reach compliance within 3 months	●	▼	90%	62%*	76%*	89%	COVID-19 lockdowns and the limited availability of vets continued to affect our ability to reach our target. With the previous 'Text To Desex' central government-funded programme not being available, Auckland Council funded a smaller version making discounted desexing available to community and Super Gold Card holders, significantly reducing the community participation and, therefore, this measure's performance.

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

	Result against target	Year-on-year change	2021 Target	2021 Result	2020	2019	How did we perform
<b>We regulate the safe operation of premises selling food and/or alcohol</b>							
Percentage of licensees satisfied with the food and hygiene licensing service	●	—	80%	85%	85%	80%	
Percentage of licensees satisfied with the alcohol licensing service	●	—	85%	85%	85%	85%	
The percentage of food premises that improve from a D or E grade to an A, B or C grade when revisited	●	✓	95%	95%	100%	100%	
The percentage of off-licence premises that pass a Controlled Purchase Operation targeting underage drinkers	●	✓	90%	89%	91%	92%	Controlled Purchase Operations have been a priority and focus for the current year. As such, more premises have been inspected have been undertaken and more regularly. This is being reflected in a higher non-compliance rate.

## Building and non-notified consents key issues

These measures show how long it takes to process applications, from when a consent application is received, through to when a decision is made to issue the consent. They do not measure the quality of the technical decisions, which are the basis on which consents are issued.

Following data accuracy issues in the 2017/18 and 2018/19 financial years, we continued testing of Building Consents in 2019/20 to confirm that the issues had been resolved. We found in 2019/20 that all issues with building consent processing times have been resolved. Our testing in 2020/21 has confirmed that we can continue to rely on the system data for building consents.

However, there continues to be issues with non-notified resource consents.

Accordingly, we have been unable to rely on the system data for non-notified resource consents this year. As in 2019/20, to determine our non-notified resource consents result for 2020/21, we have

recalculated the consent processing time manually, based on a representative sample of consent documentation and other evidence. The statistical samples for resource consents provide us with a 95 per cent level of confidence that the results reported are accurate.

The results based on the sample show that 77.6 per cent per cent of non-notified resource consents were processed within the statutory timeframe of 20 days, as compared to 71 per cent of consents in 2019/20.

We have focussed our efforts on improving systems and controls to ensure the integrity of consenting information.

In 2018/2019, we embarked on a business optimisation programme focusing on our customers, our people and our tools and capability. We improved our end-to-end systems and processes including the lodgement and the request for information processes. We automated information processes, implemented calculation fixes and provided quick reference guides to staff using

the system. We clarified our business processes, so our staff know when to start and stop the “clock” we use when tracking consenting timelines. We provided additional targeted training to our staff to ensure they understand the new processing and recording system requirements for consenting information. We also introduced new assurance steps to check the accuracy of the information in our consenting systems on an ongoing basis.

In 2019/2020, we mapped the resource consent process end to end. Also reporting modifications were implemented and are now monitored to detect and correct any technical decision date inconsistencies.

This year, for resource consents, we:

- (a) rolled out changes to the SAP system, training was completed in October 2020.
- (b) progressed work from the previous year, such as training in process, practice and data requirements, as well as ensuring checklists were

used appropriately on an on-going basis. The R-UX project was completed, which has seen changes to the computer system that enables information and processes to be followed more intuitively, and improved reporting.

For building consents, we:

- (a) designed, implemented and embedded enhancements to our building consent statutory clock algorithm to reflect the latest MBIE guidance.
- (b) advanced the improvement specified in the 2019-2020 year; creating a mandatory browser link to ‘tag’ RFI-related evidence associated with substantiating the time a response was received, that satisfied requests for information, and enabled a re-starting of the clock. This will make it easier to validate the accuracy of our reporting and dispense with the requirement for a 100 per cent audit of all applications.

## What we achieved

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

	Result against target	Year-on-year change	2021 Target	2021 Result	2020	2019	How did we perform
<b>We make it easy for customers to apply for consents and we process these in a timely and professional way</b>							
The percentage of customers satisfied with overall quality of resource consents service delivery <sup>1</sup>	●	↑	65%	64%	54.5%	53.1%	Although Resource Consents customer satisfaction has improved compared to the previous year, customer satisfaction was below target due to record volumes of consents lodged (up 15% from FY20).
The percentage of non-notified resource consent applications processed within 20 statutory working days	●	↑	100%	77.6%	71.2%	56.0%	See above for 2021 performance information.
The percentage of customers satisfied with the overall quality of building consent service delivery <sup>1</sup>	●	↑	65%	64%	62.1%	45.4%	This result has been achieved in the face of unprecedented demand and record numbers of consents issued.
The percentage of building consent applications processed within 20 statutory working days	●	✓	100%	80.1%	82.1%	60.0%	See above for 2021 performance information.

1. At the start of the financial year (July 2020), a decision was made to stop inviting customers to participate who only provided mobile telephone or landline contact details. Previously, the overall response from customers invited by SMS or landline was very low, making up an inconsequential proportion of results (1% for Building Consents and less than 1% for Resource Consents over the course of a year).

# Funding impact statement – Regionally Delivered Council Services

For the period ended 30 June 2021

\$million	Notes	Actual 2020/2021	Long-term Plan 2020/2021	Long-term Plan 2019/2020
<b>Sources of operating funding:</b>				
General rates, UAGC, rates penalties	1	529	543	481
Targeted rates	2	169	140	145
Subsidies and grants for operating purposes		15	11	11
Fees and charges	3	497	586	524
Internal charges and overheads recovered		201	201	216
Local authorities fuel tax, fines, infringement fees and other receipts	4	75	84	85
<b>Total operating funding</b>		<b>1,487</b>	<b>1,565</b>	<b>1,462</b>
<b>Applications of operating funding:</b>				
Payments to staff and suppliers	5	1,083	1,068	1,034
Finance costs	6	85	93	86
Internal charges and overheads applied		148	148	155
Other operating funding applications		1	-	-
<b>Total applications of operating funding</b>		<b>1,318</b>	<b>1,309</b>	<b>1,275</b>
<b>Surplus (deficit) of operating funding</b>		<b>170</b>	<b>256</b>	<b>187</b>
<b>Sources of capital funding:</b>				
Subsidies and grants for capital expenditure	7	6	-	13
Development and financial contributions	8	41	86	81
Increase (decrease) in debt	9	(242)	16	201
Gross proceeds from sale of assets	10	108	24	24
Lump sum contributions		-	-	-
Other dedicated capital funding		-	-	-
<b>Total sources of capital funding</b>		<b>(87)</b>	<b>126</b>	<b>319</b>
<b>Applications of capital funding:</b>				
Capital expenditure:				
• to meet additional demand	11	57	139	212
• to improve the level of service	11	103	62	102
• to replace existing assets	11	66	78	81
Increase (decrease) in reserves	12	56	79	81
Increase (decrease) in investments	13	(199)	24	30
<b>Total applications of capital funding</b>		<b>83</b>	<b>382</b>	<b>506</b>
<b>Surplus (deficit) of capital funding</b>		<b>(170)</b>	<b>(256)</b>	<b>(187)</b>
<b>Funding balance</b>		<b>-</b>	<b>-</b>	<b>-</b>

## Variance explanation Actual 2020/2021 to Long-term Plan 2020/2021

- Less general rates revenue has been allocated to Regionally Delivered Council Services compared to that anticipated in the Long-term Plan.
- Targeted rates were above plan due to introduction of waste management targeted rate base service charge to cover increasing costs to provide waste management services.
- Fees and charges were below plan largely as a result of less revenue derived from port operations due to a combination of the automation project, stevedore and labour shortages earlier in the financial year, as well as disruption to the global shipping industry and supply chain issues due to COVID-19. Specifically container volume was less than anticipated, as well as marine revenue given the lack of cruise ships entering the port. This was partly offset by higher regulatory revenue, driven by increased volumes of consents that were also larger and more complex, resulting in higher processing charges than anticipated in the Long-term Plan.
- Local authorities fuel tax, fines and infringement fees and other receipts were below plan as dividend income generated from Ports of Auckland was significantly less than expected due to unfavourable financial results. This was partly offset by greater than anticipated rental revenue as a result of increased rent and fewer vacancies than expected.
- Payments to staff and suppliers were more than plan as a large streetscape maintenance contract was taken over from Auckland Transport and there was an increase in waste management costs. Further the council embarked on a corporate property strategy aimed at reducing floor space and enabling remote working. This was partially offset by tight cost controls to mitigate the expected financial impact of COVID-19.
- Finance costs were below the Long-term Plan as both debt requirements were less than anticipated and interest costs were lower than forecasted.
- Subsidies and grants for capital expenditure were above plan due to receipt of capital subsidies from the Ministry of Business, Innovation and Employment for the construction of the 36th America's Cup infrastructure, which was originally planned to be received in both 2018/2019 and 2019/2020.
- Development contributions were lower than planned as a result of group implemented policy changes to support housing developers to increase housing stock in Auckland. These policy changes allow developers to utilise demolition credits in order to delay development contributions, resulting in less revenue for this financial year. Further, although development picked up significantly post-COVID-19, it didn't increase to the levels anticipated in the Long-Term Plan.
- Capital expenditure was less than planned. This resulted in a funding surplus compared to Long-term Plan which was partly offset by lower than anticipated operating funding. The overall funding surplus meant that less debt funding was required than expected.
- Gross proceeds from sale of assets were greater than planned largely as a result of the asset recycling target introduced, as well as the sale of the corporate property portfolio sale which was not budgeted for in the Long-term Plan.
- Capital expenditure was below plan mainly due to:
  - the land acquisition plans for Manukau cemeteries being disbanded due to COVID-19 budget reductions.
  - planned ICT projects having resource constraints resulting in delay and underdelivery of projects.
- Increase in reserves were less than planned as weathertightness and associated building defects payments were lower than anticipated largely due to the timing of payments being different than anticipated in the Long-term Plan.
- The increase / (decrease) in investments is based on forecasted annual movement of cash balances and working capital. For 2020/2021 the group maintained a higher level of cash and working capital.



Ormiston



## 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.

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.

Auckland Unlimited (formerly ATEED) is Auckland’s economic and cultural organisation. AUL is New Zealand’s largest producer of cultural, entertainment, sporting and wildlife experiences, and the largest regional economic development agency in the country.


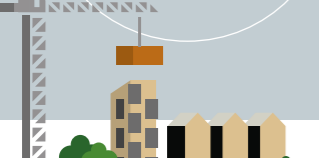



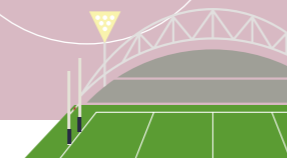
Auckland Transport’s and Watercare’s work and funding is summarised in pages 68-105 of this report.

**“As this financial year drew to a close, we had made great progress in constructing the new cultural and economic development agency that has been shaped by the past, but built for the future”**

– **Nick Hill**, Chief Executive, Auckland Unlimited Ltd.

## “Hei Oranga mō te Iwi”

To provide wellbeing for the people

 <p><b>HOMES AND PLACES</b></p> <p>We support and enable growth by unlocking development opportunities</p> <p>This year Eke Panuku has helped to deliver ~<b>200</b> dwellings for Auckland</p> 	 <p><b>ENVIRONMENT AND CULTURAL HERITAGE</b></p> <p>We provide sustainable travel choices that mitigate negative environmental impacts</p> <p>Auckland Art Gallery unveiled <b>Toi Tū Toi Ora</b>, featuring over 300 artworks by Māori artists</p> 	 <p><b>BELONGING AND PARTICIPATION</b></p> <p>We provide safe opportunities for physical activities</p> <p><b>1.86m</b> people experienced our arts, environment and sports venues and events</p> 
--	--	---

## 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.



### Our investment

How well did we perform against our performance indicators?



**Operating Expenditure (\$m)**









7% of total operational expenditure

**Capital Investment (\$m)**



6% of total capital investment

 <p><b>OPPORTUNITY AND PROSPERITY</b></p> <p>We deliver efficient transport networks to support productivity growth</p> <p>Auckland Unlimited helped us achieve <b>99k</b> visitor nights</p> <p>Over <b>7300</b> businesses went through our programmes</p> 	 <p><b>TRANSPORT AND ACCESS</b></p> <p>We make walking and cycling preferred choices</p> <p><b>Free public transport</b> to and from large concerts and events held in our stadia</p> 	 <p><b>MĀORI IDENTITY AND WELLBEING</b></p> <p>We reflect Māori identity in transport network and services</p> <p><b>127</b> programmes contributed to the <b>visibility and presence of Māori</b> in Tāmaki Makaurau</p> 
---	--	--

# Auckland Development

Eke Panuku Development Auckland facilitate economic growth through urban regeneration that optimises and integrates desirable public transport outcomes, efficient and sustainable infrastructure and quality public services and amenities. Eke Panuku also manages approximately \$2.4 billion of council non-service properties, including property disposals and acquisitions.

**Eke Panuku targets areas where there is an opportunity to expand on the existing vitality of a neighbourhood by improving buildings and making areas even more attractive for communities to live in.** Eke Panuku partners with the Council group, the private sector, iwi and central government to facilitate investment in urban redevelopment. We have an important role in contributing to the Auckland Plan 2050 outcomes and implementing the plan's strategic direction, including building a quality, compact, low-

carbon, and climate resilient city for the future. Plans are in place and delivery is underway after significant engagement with communities, local boards, mana whenua and stakeholders.

Across all regeneration locations Eke Panuku **requires a minimum 6 Homestar sustainability rating for new homes and a Greenstar 5 Star rating for commercial buildings.**

Eke Panuku is reviving town centres by facilitating the construction of new homes and public realm upgrades such as improving connections, active transport links and other initiatives to improve the vitality, safety, and attractiveness of the centres.

In **Takapuna**, the multi-storey Toka Puia (Gasometer) car park was opened to the public on the 3rd of December 2020. The innovative car park features bike parks, electric bike charging facilities, changing rooms and space for electric vehicles. Final works were also completed in December 2020 to reinstate Huron and Northcroft streets, allowing the progress of mixed-use and residential development, and the town square

redevelopment project on the Anzac Street car park site. Once complete, this area will represent the heart and soul of Takapuna.

Te Ara Awataha is **Northcote's** new greenway, a 1.5km network of existing and new reserves connecting the town centres, schools, and homes. The Te Ara Awataha project received the Environmental Leadership Award. A zero-waste hub, supported by the Kaipātiki Project is being trialed in a vacant area opposite the library, providing the community with a space to enjoy fun workshops and learn how to reduce their waste. This initiative supports the Para Kore project for a zero waste Northcote community.

In **Henderson**, the subdivision and new road construction at 2-6 Henderson Valley Road (the Laidlaw College site) were completed in December 2020. This will prepare the area for the construction of over 100 new homes. Part of the Auckland Council civic complex, will become the new home of a tertiary education provider, playing a key role in attracting more students to Henderson.

**Avondale** is undergoing significant change. Ockham Residential and Marutūāhu are busy constructing 117 apartments, including 47 Kiwibuild homes. All homes have been pre-sold, highlighting the attractiveness of this neighbourhood. The town square and associated library and community hub project is progressing well, with the concept design being approved by the Whau Local Board in June 2021.

A significant milestone was the aggregation of a large 1.6ha block of land in the centre of Avondale for urban development through the purchase of an additional site. This combined site will enable more high-quality homes and business developments.



## What we achieved

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

	Result against target	Year-on-year change	2021 Target	2021 Result	2020	2019	How did we perform
<b>We make the waterfront and town centres dynamic, culturally-rich, safe and sustainable places for Aucklanders and visitors to enjoy</b>							
The percentage of visitors surveyed satisfied with their experience of the public spaces on the city centre waterfront	●	▼	80%	86%	92%	92%	While the target was met, the result is slightly below last year due to several major events not being held as a result of COVID-19. This impacted on visitors to the city centre waterfront and their experience of public spaces.
The percentage of Aucklanders surveyed who have visited the city centre waterfront in the past year	●	▲	73%	69%*	65%*	72%	There were less visitors to the waterfront due to the COVID-19 lockdowns and also the physical construction works around the waterfront area. However, the America's Cup event was a successful event, attracting a large number of visitors.
The number of significant Māori initiatives implemented per annum	●	▼	54	45	64	65	The target was not met due to COVID-19 related budget cuts and activities not being able to be carried out.
Percentage of marina customers surveyed satisfied overall with marina facilities and services	●	▲	88%	94%	89%	91%	The strong result can be attributed to the America's Cup event which had positive flow-on effects on the marina facilities and services.
<b>We manage and maintain council's properties, assets and services to optimise financial returns</b>							
The return on investment on like-for-like properties managed for Auckland Transport and Auckland Council	●	▼	1.75%	2.35%	2.37%	2.4%	The ROI on like-for-like properties is above target but comparable to prior year results. The target was set at a lower rate, more conservative percentage because we expected a council revaluation during the financial year. Due to COVID-19, the council valuations was delayed resulting in the use of existing capital value (CV) in the calculation.
The monthly average occupancy rate for tenantable properties	●	▼	95.0%	96.3%	96.9%	97.8%	The occupancy rate has been stable against target and comparable to prior years despite the impact of COVID-19 on our tenants. The reasons are due to Eke Panuku providing appropriate COVID-19 relief when support was requested, applying a flexible arrears management and retaining the tenants where feasible.
Return on equity on commercial assets and services	●	▲	8.25%	9.29%*	8.78%*	11.4%	The increase is mainly due to an increase in capital value of Waterfront Investment Property.

The **Ormiston** town centre, a major retail destination, was officially opened by the mayor in March 2021. This was delivered by the Todd Property Group in partnership with Eke Panuku. The newly developed centre will provide Ormiston's 88,000 residents with a high-quality town centre offering supermarkets, gyms, a cinema complex, department stores, food and beverage outlets and specialty services.

The redevelopment of the **Onehunga** Wharf will provide an opportunity to connect the town centre and surrounding neighbourhoods to the harbour. Renewals work and dredging at the wharf are currently taking place to secure the operational status of the facility and enable the next phase of transition for the site.

In Manukau, we enhanced the area for residents in **Barrowcliffe**. The bridge and place improvement works were completed to reconnect the Wiri community with the Manukau town centre, improving safety and allowing easier access. The completion of the Barrowcliffe pond shared pathway enhances and strengthens the pedestrian and cycle network across the new development. We also completed the Puhinui Wiri playground, the Puhinui Regeneration Strategy and the development agreement for a mixed-use development on Osterley Way to enable 115 new homes.

**A world-class destination that excites the senses and celebrates our sea-loving Pacific culture and maritime history is what the waterfront development vision is all about. It supports commercially successful and innovative businesses and is a place for all people, an area rich in character and activities that link people to the city and sea.**

To enable the construction of AC36 infrastructure, Eke Panuku relocated a number of public and commercial tenants. We also partnered with the Wynyard Edge Alliance to complete the design and delivery of the Silo Park extension ahead of the event. The new space was blessed and opened to the public on the 7th of December 2020. **Following the America's Cup, Eke Panuku is managing the area's infrastructure to safeguard its availability for future major events.** to address interim use and activation of the Wynyard Point and Hobson Wharf infrastructure created for the event, to retain flexibility for major events in the future.

Work continues to transform **Wynyard Quarter** from an industrial area to a **vibrant residential** neighbourhood. Willis Bond completed construction of the Beaumont Street and Daldy Street Building development, providing a mix of 91 apartments and 1,700m<sup>2</sup> of commercial/retail space in the heart of Wynyard Quarter. The first apartment residents moved into their new homes in February 2021.

The Ūrunga (entry) Plaza, opened to the public in September 2020 and connects the Karanga (welcome) Plaza to the Viaduct Promenade for the first time.

The **Percy Vos Boat Shed** has been restored, and located in the heart of Auckland's marine precinct, will showcase New Zealand's maritime history to the public and will be operated by the New Zealand Maritime Museum.

Eke Panuku is increasing access and proactively completing maintenance to **showcase Westhaven as Auckland's premier marina**. The **Westhaven Marine Village** opened in November 2020, and is fully tenanted, providing Auckland's waterfront with a new home for marine businesses and hospitality offerings. These improvements will ensure the marine industry has a home in central Auckland further enhance Westhaven as a world-class facility and the largest marina in the Southern Hemisphere.

The public are now enjoying an uninterrupted 400m boardwalk for walking and cycling from the Auckland Harbour Bridge to Wynyard Quarter with the completion of the **Westhaven Promenade Project**, which also won the Best Project in the 2020/21 HYNDIS CCNZ Construction Awards.

Ormiston Town Center ►



# Economic growth and visitor economy

As Auckland’s economic development agency, Auckland Unlimited worked hard to help businesses impacted by COVID-19.

We **raised business capability, encouraged business networking, and connected small businesses to resources** including R&D support through our **Regional Business Partner Programme** which was delivered for the 10th consecutive year. Over 650 Māori businesses were assisted, \$1.6 million worth of NZTE capability vouchers connected businesses to business management training, and over \$17 million worth of business advisory funding was provided to businesses impacted by COVID-19. Nearly \$3 million was provided to businesses in the tourism sector via Tourism Transition Funding.

**Successful business attraction webinars were hosted in conjunction with Enterprise Singapore, Immigration New Zealand and MUFG bank** which highlighted opportunities in future transport and mobility sector, infrastructure, and future energy generation. The Auckland Convention Bureau secured 88 events which are estimated to generate 68,431 visitor nights and a collective estimated economic impact value of \$217m. The number of wins was up 20 per cent on the previous financial year. We also advocated for increased places in MIQ for critical workers and the development of more critical worker exemption classes, including investors.

We developed and delivered **domestic tourism campaigns** to support the struggling regional industry. This included partnerships with neighbouring regions such as Hamilton and Waikato for our **If you love this, you’ll love that** marketing campaign. This highlighted activities and attractions across five themes –nature, active breaks, family, relaxation and wellness, and food. We also partnered with Northland Inc and AA Traveller to encourage Kiwis to discover Great Kiwi Road Trips between our regions by following the Twin Coast Discovery Highway routes. The domestic marketing campaign, **Dear NZ, Love AKL** was rolled out regionally across our key fly and drive markets through social, print, digital, radio and national content partnerships. We also provided support for Tourism New Zealand’s, “Do something new, New Zealand campaign” throughout the year.

We showcase Auckland as a cultural destination by helping to promote and organise major events. These included Elemental AKL the Auckland Diwali Festival, – delivered via a community-based programme held in multiple locations across the Auckland region, and Tāmaki Herenga Waka Festival which attracted over 7000 attendees.

We launched Iconic Auckland Eats to build the city’s reputation as a food and beverage destination.

50 dishes were selected by well-known Aucklanders and the public selected the other 50 dishes.

We led event planning to ensure that we could **maximise the benefits of being the host city for the America’s Cup**. More than 450,000 visitors experienced the race village during December’s **World Series Auckland** and **Christmas Race**, the **Prada Cup** in January and February, and the **Cup Match** in March. More than 195,000 people soaked up the excitement at the village during the five America’s Cup match days.

Our **screen sector continues to prosper**. Eight international screen productions were based in Auckland over the last year, in addition to an ongoing slate of television commercials and local screen productions. The first season of Amazon Studios’ as-yet unnamed series based on The Lord of the Rings had its main production base in Auckland during this financial year. Auckland Unlimited, which includes the regional film office Screen Auckland, had played a key role, alongside the NZ Film Commission, in attracting the production to Auckland. Through very difficult economic times due to the COVID-19 pandemic, the Amazon Studios’ project employed nearly 2000 local people – mostly Aucklanders – and spent well over \$600 million in New Zealand’s economy, much of it in Auckland. Filming was still underway at the end of the financial year, and wrapped up in August 2021. Although it has

recently been announced that subsequent series will be filmed in the UK, when the first series screens to the huge Lord of the Rings fanbase (projected to be in the latter part of 2022), it will showcase the Auckland region in an unprecedented way.

We are **growing Auckland’s innovation expertise** through the ongoing development of GridAKL, which last year supported 140 businesses, 800 entrepreneurs and hosted 290 events with over 15,000 attendees.

We officially opened the new Media Design School in Wynyard Quarter Innovation Precinct.

We promoted New Zealand as a desirable place to study through our various international promotions. **Be Kiwi** launched in December 2020 and is a digital-led generator for over 60 Auckland tourism and volunteer providers, enabling Auckland students to discover unique destination experiences.

### COVID-19 COVID-19 significantly impacted the timing and number of events we could host.

Auckland Lantern Festival was set to be held during February but was postponed and then unfortunately cancelled due to Auckland’s change in Alert Levels. Pasifika Festival was delivered at Western Springs during April 2021, after a postponement from March. Badminton Junior World Champs was originally scheduled to take place in 2021 but is now confirmed for 2024.



## What we achieved

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

	Result against target	Year-on-year change	2021 Target	2021 Result	2020	2019	How did we perform
<b>We support the sustainable growth of the Auckland visitor economy through destination management and marketing, major events, business events and international education attraction and support programmes</b>							
The contribution to regional GDP from major events and business events attracted or supported	●	✓	\$66.50M	\$14.3M*	\$33.7M*	\$43.9M	The primary reason for not achieving the target was the impact of the COVID-19 pandemic, which resulted in 21 major events and 6 business events that were due to occur over 2020/21 being cancelled or postponed. Additionally, a number of business events were held virtually and, as a consequence no visitor impact eventuated.
The number of visitor nights generated as a result of an Auckland Unlimited intervention <sup>1</sup>	●	✓	435,000	99,037*	244,259*	295,282	The primary reason for not achieving the target was the impact of the COVID-19 pandemic, which resulted in 21 major events and 6 business events that were due to occur over 2020/21 being cancelled or postponed. Additionally, a number of business events were held virtually and, as a consequence no visitor night impact eventuated.
<b>We deliver information, advice, programmes and initiatives to support the creation of high value jobs for all Aucklanders</b>							
Number of businesses that have been through an Auckland Unlimited programme or benefited from an Auckland Unlimited intervention <sup>1</sup>	●	✓	3,000	7,357*	4,315*	3,303	Over 2020/21, 7357 businesses went through an Auckland Unlimited programme or benefited from an Auckland Unlimited intervention. This year’s result is significantly above the target of 3,000 businesses and is a 55% increase compared to last year. The primary reason for the significant variation between the target and the result this year was Auckland Unlimited’s response to the COVID-19 crisis. In particular, the Regional Business Partner (RBP) programme team at Auckland Unlimited supported over 5369 businesses alone.
Number of Māori businesses that have been through an Auckland Unlimited programme or benefitted from an Auckland Unlimited intervention <sup>1</sup>	●	✓	120	665*	333*	244	Over 2020/21, 665 Māori businesses went through an Auckland Unlimited programme or benefited from an Auckland Unlimited intervention. This year’s result significantly exceeds the target of 120 businesses and last year’s result. The primary reasons for the changes from last year’s result are the increased business support provided to Māori businesses (including tourism business) to apply for a COVID-19 business grants.

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

# Regional Facilities

Auckland Unlimited operate a wide range of brands including Auckland Art Gallery, Auckland Conventions, Auckland Live, Auckland Stadiums, Auckland Zoo and the New Zealand Maritime Museum. Landmark venues include Aotea Centre, Auckland Town Hall, Bruce Mason Centre, The Civic, Mt Smart Stadium, North Harbour Stadium, Queens Wharf and Western Springs Stadium.

## We had another busy year bringing vibrancy and culture to Auckland.

Due to the effects of COVID-19 we focussed on delivering engaging experiences for Aucklanders and regional visitors. Over 1,000,000 visitors experienced natural and cultural heritage at the Auckland Zoo, Auckland Art Gallery and NZ Maritime Museum and we delivered more than 3000 event days across our locations, including a number of free and subsidised experiences for families.



We refurbished **Aotea Centre**, the **home for performing arts** in Auckland, the modernised Aotea Centre held over 170 events attended by over 120,000 patrons. Despite border restrictions, Auckland Live worked with promoters to host major events at The Civic, including hit musicals Mary Poppins and Jersey Boys. Additionally, Auckland Live worked with the APO, ASO, NZSO and National Youth Theatre to host live concerts and performances on our digital stage to spark the imagination. A bumper 12 months on the comedy circuit saw us hosting acts such as Urzila Carlson, Ben Elton, Bill Bailey, Russell Howard and Tim Minchin.

We partnered with Performing Arts Network of New Zealand (PANNZ) to deliver the 2021 PANNZ Digital Arts Market – the first-ever hybrid New Zealand arts

market. This is an annual performing arts industry event and the sole marketplace for performing arts in New Zealand. Nearly 300 delegates from around the world participated to connect with 80-plus artists and companies.

We're developing our stadiums to meet the evolving interests of Aucklanders, including the **growth of interest in a wider range of sports** and signing agreements to **make Mount Smart the home of Pacific rugby**. At Western Springs and Mount Smart, we undertook a programme to improve the amenity and safety of our stadiums for sports teams, performing artists and fans alike. At Mount Smart, we began converting fields 1 and 4 to a hybrid turf to allow a variety of events to be held there. This is part of our work towards a unified, customer-focused network of fit-for-purpose stadiums to benefit the community and ensure long-term value for ratepayers; while also being ready for the return of international touring concerts.

We continue to develop Auckland Zoo as a **world-class wildlife conservation facility and experience**. Auckland Zoo welcomed over 680,000 visitors and for the fifth year in a row received Carbon Zero certification. The **South East Asia Precinct** development is progressing well and proving popular with visitors. During the year we opened the High Canopy Aerial Pathway which showcases our orangutans and siamangs and we also opened the new Te Puna Café.

The NZ Maritime Museum launched its first publication, *Endless Sea: Stories told through the taonga of the New Zealand Maritime Museum Hui te Ananui a Tangaroa*.

## CASE STUDY

### Toi Tū Toi Ora: Contemporary Māori Art

Auckland Art Gallery unveiled the largest exhibition in its 132-year history during December 2020. Toi Tū Toi Ora, was free to the public and featured over 300 artworks by 110 Māori artists, showcasing contemporary Māori art from the 1950s to the present day.

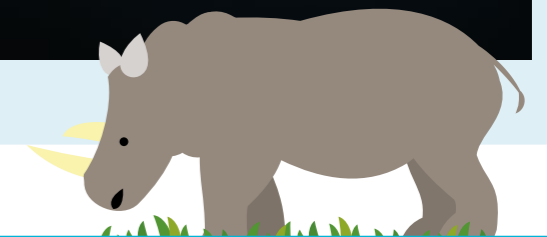
This landmark exhibition celebrated a vast range of contemporary Māori art, including painting, sculpture, printmaking, clay-making, jewellery and

body adornment, photography, digital media, film and installation art. The Māori creation narrative provided the exhibition's framework, highlighting its enduring resonance and the multiplicity of interpretation that artists have brought to bear on the narrative in making their art.

The exhibition is now available digitally <https://virtual.aucklandartgallery.com/ttto/english/?lan=en>.



▲ Toi Tū Toi Ora opening



## What we achieved

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

	Result against target	Year-on-year change	2021 Target	2021 Result	2020	2019	How did we perform
<b>Regional Facilities Auckland deliver arts, wildlife, collections, sports and events that provide experiences that are engaging and embraced by Aucklanders</b>							
The number of people who experience Regional Facilities Auckland's arts, environment and sports venues and events	●	▼	3.90M	1.86M*	2.79M*2	3.36M	Fluctuations between COVID-19 alert levels impacted the ability to host gatherings and diminished event promoter confidence. Unfortunately, a strong year for Auckland Zoo was more than offset by lower event attendance. The removal of the VEC, a key venue from RFA's events programme will continue to impact on RFA's expected visitor/patron numbers.
The net promoter score for Regional Facilities Auckland's audiences and participants <sup>1</sup>	●	▲	20	53*	45*2	43	In a year where COVID-19 consistently applied pressure to Aucklanders, we were able to use our assets to engage and delight the public. Auckland Zoo and Auckland Art Gallery were particularly strong contributors to our strong Net Promoter Score, due to parts of the South East Asia Jungle Trail opening and the ground-breaking Toi Tū Toi Ora exhibition.
The percentage of operating expenses funded through non-rates revenues	●	▼	65%	50%*	52%*2	57%	Non-rates revenues were impacted by COVID-19 cancellations and closures. Revenue did however include COVID-19 related relief grants.
The number of programmes contributing to the visibility and presence of Māori in Auckland, Tāmaki Makaurau	●	▲	18	127	44	68	The Toi Tū Toi Ora programme at Auckland Art Gallery was extremely successful and provided a popular platform for programmes which contributed to the visibility and presence of Māori in Tāmaki Makaurau. This was the main contributor to us exceeding the target by such a large margin.

1. Net promoter score is an index ranging from -100 to 100 that measures the willingness of customers to recommend a product or service to others.  
 2. The 2019/2020 result is made up of ticketed attendees of 1.8m and non-ticketed attendees of 0.98m. The non-ticketed attendance

numbers related mainly to free community events that have been held at various facilities in the Auckland region e.g. Mt Smart Stadium and Aotea Square. Estimates of event attendance was based on the professional expertise of RFA staff which could not be audited resulting in a qualification. The full disclosure is available in RFA's 2019/2020 Annual Report.

# Funding impact statement – Council Controlled Services

For the period ended 30 June 2021

\$million	Notes	Actual 2020/2021	Long-term Plan 2020/2021	Long-term Plan 2019/2020
<b>Sources of operating funding:</b>				
General rates, UAGC, rates penalties		175	175	160
Targeted rates	1	4	14	14
Subsidies and grants for operating purposes	2	19	2	2
Fees and charges	3	26	58	56
Internal charges and overheads recovered		-	-	-
Local authorities fuel tax, fines, infringement fees and other receipts	4	84	97	102
<b>Total operating funding</b>		<b>307</b>	<b>346</b>	<b>334</b>
<b>Applications of operating funding:</b>				
Payments to staff and suppliers	5	214	224	218
Finance costs	6	14	50	45
Internal charges and overheads applied		-	-	-
Other operating funding applications		-	-	-
<b>Total applications of operating funding</b>		<b>228</b>	<b>274</b>	<b>263</b>
<b>Surplus (deficit) of operating funding</b>		<b>79</b>	<b>72</b>	<b>71</b>
<b>Sources of capital funding:</b>				
Subsidies and grants for capital expenditure		-	-	-
Development and financial contributions	7	8	3	3
Increase (decrease) in debt	8	(24)	(2)	20
Gross proceeds from sale of assets	9	62	47	80
Lump sum contributions		-	-	-
Other dedicated capital funding		-	-	-
<b>Total sources of capital funding</b>		<b>46</b>	<b>48</b>	<b>103</b>
<b>Applications of capital funding:</b>				
Capital expenditure:				
- to meet additional demand		15	51	69
- to improve the level of service		43	31	58
- to replace existing assets		67	38	47
Increase (decrease) in reserves		-	-	-
Increase (decrease) in investments		-	-	-
<b>Total applications of capital funding</b>		<b>126</b>	<b>121</b>	<b>174</b>
<b>Surplus (deficit) of capital funding</b>		<b>(79)</b>	<b>(72)</b>	<b>(71)</b>
<b>Funding balance</b>		<b>-</b>	<b>-</b>	<b>-</b>

## Variance explanation Actual 2020/2021 to Long-term Plan 2020/2021

1. Targeted rates were below plan because the Accommodation Provider Targeted Rate, and the tourism promotion activity that it funds, were suspended for the entirety of 2020/2021 in response to impacts of COVID-19 on the tourism sector.
2. Subsidies and grants for operating purposes were above plan due to funding received from the Ministry of Business, Innovation and Employment in relation to the Strategic Tourism Assets Protection Programme, funding from the Tourism Industry New Zealand Trust, the government wage subsidy, Creative Sector Grant funding and Wildlife Institutions Relief Funding for the Auckland Zoo.
3. Fees and charges were below plan due to lower revenue from events, festivals, shows, concerts and conventions as many were either cancelled, delayed or attracted fewer visitors due to COVID-19.
4. Other receipts were below plan mainly due to the reclassification of the movement of lease revenue received in advance to the increase / (decrease) in investments within Regionally Delivered Council Services.
5. Payments to staff and suppliers were below plan as a result of decreased full time employee numbers across Eke Panuku, Regional Facilities Auckland and Auckland Unlimited through attrition, restructures and the sharing of management and staff by the latter two entities. Further, fewer staff were required due to closed facilities, cancelled shows, events and conventions and the decline in tourism due to COVID-19.
6. Finance costs were below plan as both debt requirements were less than anticipated and interest costs were lower than forecasted in the Long-term Plan.
7. Development contributions received were above plan as growth was higher than initially forecasted for some funding areas within Council Controlled Services. The surplus will be retained for future planned growth expenditure.
8. Gross proceeds from sale of assets was greater than planned which resulted in a funding surplus compared to Long-term Plan. The funding surplus meant that less debt funding was required than expected.
9. Gross proceeds from sale of assets were above plan due to the timing of sales of assets under the "Transform and Unlock" programme led by Eke Panuku.



Waka hourua Te Aurere at the Maritime Museum

Wāhanga tuarima:  
He pārongo atu anō

## **Section 5: 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:

- A three-yearly progress report against the plan's outcomes. The report supplements the annual scorecards and provides a more detailed analysis of trends and opportunities 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.

KEY Positive trend Little or no change Negative trend

AUCKLAND PLAN OUTCOME MEASURES	LATEST RESULT	TREND	DATA SOURCE
<b>BELONGING AND PARTICIPATION</b> All Aucklanders will be part of and contribute to society, access opportunities, and have the chance to develop to their full potential.			
<b>Aucklanders' sense of community in their neighbourhood</b> Proportion of respondents to the Quality of Life Survey who strongly agree or agree feeling a sense of community in their local neighbourhood	50% (Dec 2020)		Quality of Life Survey <sup>1</sup>
<b>Aucklanders' sense of safety in their homes and neighbourhood</b> Proportion of respondents to the Quality of Life Survey who rate their feelings of personal safety as safe or very safe	64% (Dec 2020)		Quality of Life Survey <sup>1</sup>
<b>Aucklanders' quality of life</b> Proportion of respondents to the Quality of Life Survey <sup>1</sup> who rated their overall quality of life positively	87% (Dec 2020)		Quality of Life Survey <sup>1</sup>
<b>Treaty of Waitangi awareness and understanding</b> Respondents to the Council's Resident Survey who rate their knowledge of te Tiriti o Waitangi (the Treaty of Waitangi) either very well or a fair amount (%)	46% (June 2021)		Auckland Council - Residents survey
<b>MĀORI IDENTITY AND WELLBEING</b> A thriving Māori identity is Auckland's point of difference in the world - it advances prosperity for Māori and benefits all Aucklanders.			
<b>Māori in employment, education and training</b> Proportion of Māori youth in education, employment or training	77% (Dec 2020)		Household Labour Force Survey
<b>HOMES AND PLACES</b> Aucklanders live in secure, healthy, and affordable homes, and have access to a range of inclusive public places.			
<b>New dwellings consented</b> Number of dwellings consented by location and type	18,891 (June 2021)		Stats NZ Building Consent Data

AUCKLAND PLAN OUTCOME MEASURES	LATEST RESULT	TREND	DATA SOURCE
<b>New dwellings completed</b> Number of dwellings issued with Code of Compliance Certificate <sup>3</sup>	14,298 (June 2021)		Stats NZ and Auckland Council Code of Compliance Certificate data
<b>Housing costs as a percentage of household income</b> Ratio of housing costs to disposable household income (%)	23.4% (June 2020)		Household Economic Survey
<b>Satisfaction with built environment</b> Respondents to the Quality of Life Survey who agree they feel a sense of pride in their local area	63% (Dec 2020)		Quality of Life Survey <sup>4</sup>

## **TRANSPORT AND ACCESS** Aucklanders will be able to get where they want to go more easily, safely and sustainably.

<b>Delay from congestion</b> Congestion in the arterial network in the AM peak period (%)	Average annual congestion rate of 20% (Dec 2020)		Auckland Transport
<b>Use of public transport, walking and cycling</b>			
a) Annual number of public transport boardings (millions)	61.5 million (Dec 2020)		Auckland Transport
b) Annual number of cycle movements past selected count sites	3.66 million (Dec 2020)		Auckland Transport
<b>Household Transport costs</b> Average household transport costs (\$/wk)	\$233.50 per week (June 2019)		Household Economic Survey
<b>Deaths and injuries from transport network</b> Annual number of serious and fatal injuries	489 serious injuries 37 fatalities (Dec 2020) <sup>4</sup>		Auckland Transport

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

<b>Treasuring of the environment</b> Domestic kerbside (tonnes per annum)	187,561 (June 2020)		Auckland Council
<b>Active management of priority native habitats</b> The proportion of rural mainland Auckland under sustained management for possums	26% (June 2021)		Auckland Council
<b>Marine and fresh water quality</b>			
a) Stream water quality (Water Quality Index - scale 1-100)	Native - 86.4 Exotic - 71.6 Rural - 60 Urban - 50.2 (Dec 2019)		Auckland Council
b) Lake water quality (Trophic Level Index - scale of 1-5+)	Pupuke - 4.5 Rototoa - 3.7 Tomarata - 4.7 Wainamu - 4.6 (Dec 2019)		Auckland Council
c) Coastal water quality (Coastal Water Quality Index - scale 1-100)	Open coast - 82.3 Estuary - 60.2 Tidal Creek - 43.9 (Dec 2019)		Auckland Council
d) Proportion of time Safeswim reference beaches are suitable for contact recreation <sup>2</sup>	81.6% (Apr 2021)		Auckland Council
<b>Air quality and greenhouse gas emissions</b>			
a) Concentration of air pollutants (NO <sub>2</sub> g/m <sup>3</sup> )	Glen Eden - 4 Henderson - 7.4 Patumahoe - 2.3 Penrose - 15.2 Queen Street - 36.8 Takapuna - 12.4 (Dec 2020)		Auckland Council



AUCKLAND PLAN OUTCOME MEASURES	LATEST RESULT	TREND	DATA SOURCE
b) Concentration of fine particulate matter (PM2.5 g/m <sup>3</sup> )	Patumahoe – 4.5 Penrose – 5.7 Queen Street – 6.4 Takapuna – 6 (Dec 2020)	▲	Auckland Council
c) Greenhouse gas emissions (kilotonne CO <sub>2</sub> )	Gross 11,396 Net 10,198 (Dec 2018)	▼	Auckland's Greenhouse Gas Inventory
<b>Statutory protection of environment and cultural heritage</b>			
a) Total area (ha) of scheduled Significant Ecological Areas	Terrestrial – 79,121 Marine – 100,691 (June 2021)	—	Auckland Council
b) Number of scheduled sites of significance to Mana Whenua	109 (June 2021)	▲	Auckland Council



**OPPORTUNITY AND PROSPERITY**

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

<b>Labour Productivity</b> Real GDP per filled job (\$)	\$133,592 (Mar 2020)	▲	Auckland Economic Profile
<b>Aucklanders' average wages</b> Average weekly wages (\$)	\$1,080 (June 2020)	▲	Household Labour Force Survey
<b>Employment in advanced industries</b> Number of people employed in knowledge intensive industries	1.7% growth (versus 1.3% growth in total employment) (Feb 2020)	—	Auckland Economic Profile
<b>Zoned industrial land</b> Zoned industrial land (ha)	6,316 hectares (Feb 2021)	—	Auckland Unitary Plan
<b>Level of unemployment Unemployment level (%)</b>	5.1% (Mar 2021)	—	Household Labour Force Survey
<b>Educational achievement of young people</b> Percentage of those aged 20-24 with a Level 4 qualification or above (%)	37% (Dec 2020)	—	Household Labour Force Survey

- Sourced from Nielsen's 'Quality of Life' Survey. The order of this survey question was recently moved from the end of the questionnaire to the beginning, helping ensure respondents' opinions about their quality of life are not influenced by the questions asked throughout the survey. It has also been noted, in a former survey, that this change had resulted in a slight improvement in results. So it is probable that a part of this result is due to the changing in the placement of this question in the questionnaire. Also, in 2020 the survey method was modified – respondents aged under 35 were only able to complete the survey online, unless they proactively requested a hard copy questionnaire was sent to them. We note that, respondents aged 35 years or older were able to complete the survey online or via hard copy as in previous years. The Quality of Life survey is a collaborative research project amongst 9 councils in New Zealand. In 2020, a total of 12,700 potential respondents from the Auckland area were randomly selected from the Electoral Roll and invited to participate in the survey. A total of 2536 Auckland residents aged 18 years and older completed the survey. The response rate for Auckland is 20% (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 2536 respondents, the results are subject to a maximum sampling error of plus or minus 2.0% at the 95% confidence level.
- 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 numbers of new residential dwellings that have a Code of Compliance Certificate(CCC) issued between 1 July 2020 and 30 June 2021. It includes CCC issued for new dwellings where the building consents were issued prior to 1 July 2020. This may be due to the complexity, length of projects and delays in applicants applying for a CCC.
- The figure above differs from the reported result of 454 (page 71) as this number is reflective of Auckland Transport's 'local road network' and excludes state highways.

**Data and Trend Analysis**

The results and trends reflect the data and information available at the time of writing this report. Some data in this section are different from the published Auckland Plan 2050: Annual Monitoring Report, that's because we updated them to the most recent results. 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.



## 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
<b>Auckland Residents' Survey</b>	To measure residents' use of, and satisfaction, with council services	Annual	Mix of online and phone questionnaires	4109	± 1.5%
<b>Leisure Net Promoter Score</b>	To measure pools and leisure centres' customer loyalty and satisfaction, based on customers' likelihood to recommend the facility to others	Continuous	Online questionnaire	6,617	± 1.2%
<b>Customer Experience Monitor Survey</b>	To measure the satisfaction of customers applying for a resource consent/building consent, food/alcohol licence, or who enquired about noise control, resource/building consents	Continuous	Online questionnaire	Alcohol - 1,659 Food - 1,378 Building Control - 4,118 Resource Consent - 575 Noise Control - 3,462	± 2.5% ± 2.7% ± 1.5% ± 4.1% ± 1.7%
<b>Quality of Life Survey</b>	To measure residents' perceptions across a range of measures that impact on New Zealanders' quality of life	Biannual	Online and paper questionnaires	2536 for Auckland (6412 across New Zealand)	± 1.9% for Auckland (1.2% for New Zealand)

## 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, 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.

### 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 on 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 Unlimited

Auckland Tourism, Events and Economic Development, the organisation that delivers major events for council and provides tourism promotion and economic development services on council's behalf

### 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)

### AUL

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

### BID

Business improvement district

### Capital investment, capital expenditure or capital programme

Building (or buying) assets such roads, pipes and buildings that are we use to provide services to Aucklanders

### 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)**

This document sets out the council's vision, activities, projects, policies, and budgets for a 10-year period. Also commonly referred to as the LTP, the 10-year Budget

**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

**Panuku Development Auckland Limited**

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

**Papakāinga**

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

**Rangatahi**

Younger generation, youth

**Rangatira**

Chief

**Rangatiratanga**

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

**Rates**

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

**Revenue or income**

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

**RLTP**

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

**RFT**

Regional Fuel Tax

**Savings**

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

**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

**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.

**UAGC**

Uniform Annual General Charge – a fixed rate set uniformly across all properties regardless of property value or category, applied to every separately used or inhabited part of a rating unit (e.g. a dwelling on a section, a shop in a mall, or a granny flat)

**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 contact the council

<b>Online</b>	<a href="https://aucklandcouncil.govt.nz/contactus">aucklandcouncil.govt.nz/contactus</a>
<b>Phone</b>	09 301 0101
<b>Post</b>	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**

81 Hector Sanderson Road,  
Claris, Great Barrier Island

#### **Helensville**

49 Commercial Road, Helensville

#### **Henderson**

6 Henderson Valley Road, Henderson

#### **Huapai**

296 Main Road (SH16), Huapai

#### **Kumeū Library**

296 Main Road, Kumeū

#### **Manukau**

Ground floor, Kotuku House, 4 Osterley Way,  
Manukau

#### **Orewa**

50 Centreway Road, Orewa

#### **Papakura Sir Edmund Hillary Library**

1/209 Great South Road, Papakura

#### **Pukekohe Library, Franklin: The Centre**

12 Massey Avenue, Pukekohe

#### **Takapuna Library**

9 The Strand, Takapuna

#### **Te Manawa**

11 Kohuhu Lane, Westgate

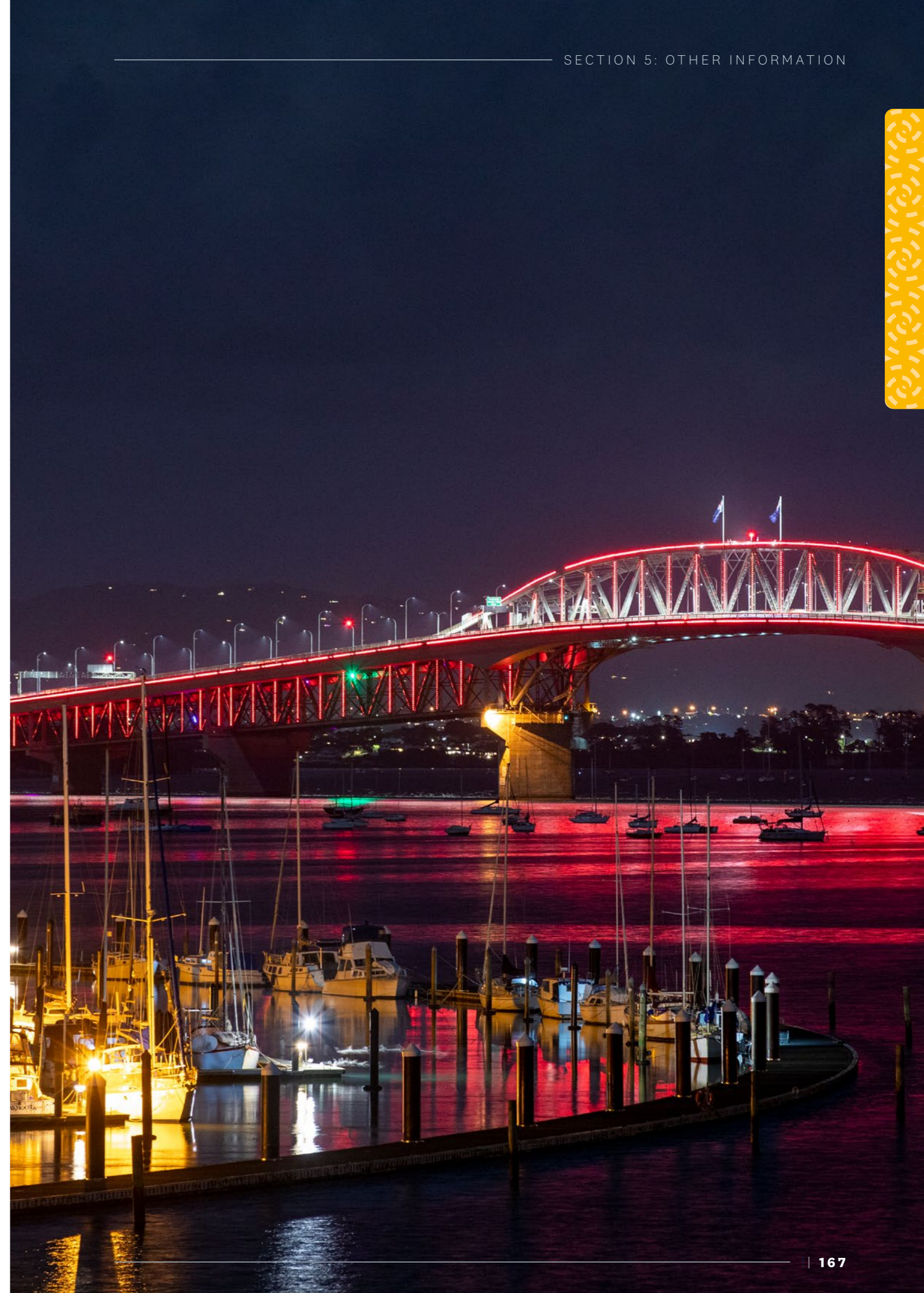
#### **Waiheke Island**

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 [aucklandcouncil.govt.nz](https://aucklandcouncil.govt.nz)



Auckland Council disclaims any liability whatsoever in connection with any action taken in reliance of this document for any error, deficiency, flaw or omission contained in it.

ISSN: 2253-1335 (Print)  
ISSN: 2253-1343 (PDF)