

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

# Auckland Council

## Summary Annual Report 2021/2022



Summary

# Mihi

Noho mai rā Tāmaki Makaurau,  
moana waipiata,  
maunga kākārīki.  
Mai i ngā wai kaukau o ngā tūpuna,  
ki ngā puke kawē i ngā reo o te tini,  
i puta ai te kī mōu.  
Tū ana he maunga,  
takoto ana he raorao,  
heke ana he awaawa.  
Ko ō wahapū te ataahua,  
ō tāhuna te mahora,  
te taiao e whītiki nei i a koe he taonga tuku iho.  
Tiakina kia meinga tonu ai koe  
ko ‘te tāone 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, kumea māu ki tō umu.  
Tāmaki Makaurau  
he tāone ūmanga kurupounamu koe;  
tukua tō rongō kia rere i te ao.

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

# Te Rārangi Kaupapa

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## Nau mai ki ngā kōrero mō mātou

# Welcome to our story

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

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

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

### Volume 1

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

### Volume 2

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

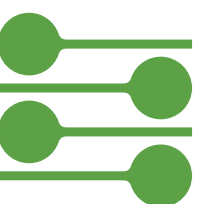
**21 volumes**

### Volume 3

**Volume 3: Financial statements**  
 The financial statements of the Auckland Council Group and Auckland Council for the year ended 30 June 2022.

### Volume 4

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



Nā te Koromatua

## From the mayor

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

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

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

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

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

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

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

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

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

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

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



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

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

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



Ngā tāngata o te Kāhui Hautū

## Governing Body members

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



**Hon Phil Goff** CNZM, JP  
Mayor



**Bill Cashmore**  
Deputy Mayor, Franklin



**Alf Filipaina** MNZM  
Manukau



**Angela Dalton**  
Manurewa-Papakura



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



**Chris Darby**  
North Shore



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



**Daniel Newman**  
Manurewa-Papakura



**Desley Simpson** JP  
Orākei



**Fa'anana Efeso Collins**  
Manukau



**Greg Sayers**  
Rodney



**John Watson**  
Albany



**Josephine Bartley**  
Maungakiekie-Tāmaki



**Linda Cooper** JP  
Waitākere



**Paul Young**  
Howick



**Pippa Coom**  
Waitematā and Gulf



**Richard Hills**  
North Shore



**Shane Henderson**  
Waitākere



**Sharon Stewart** QSM  
Howick



**Tracy Mulholland**  
Whau



**Wayne Walker**  
Albany

## Nā te Tumu Whakarae From the chief executive

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

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

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

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

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

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

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



Te Paataka Koorero o Takaanini official opening ▲►

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

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

Our work to address climate change included:

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

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

**Jim Stabback**  
Tumu Whakarae | Chief Executive



Te Kāhui Whakahaere o te Kaunihera  
o Tāmaki Makaurau

## Auckland Council Executive Leadership Team



**Jim Stabback**  
Chief Executive



**Patricia Reade**  
Deputy Chief Executive



**Herewini Te Koha**  
Tumuaki Huanga Māori/Director  
Māori outcomes



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



**Barry Potter**  
Director Infrastructure and  
Environmental Services



**Craig Hobbs**  
Director Regulatory  
Services



**Phil Wilson**  
Director Governance &  
CCO Partnerships



**Peter Gudsell**  
Group Chief Financial Officer



**Megan Tyler**  
Chief of Strategy



**Richard Jarrett**  
Director Group Services

Ngā Whakahaere i Raro i te  
Mana o te Kaunihera

## Council-Controlled Organisations



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



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



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



**Jon Lamonte**  
Chief Executive of Watercare



**Margaret Devlin**  
Chair of Watercare



**David Rankin**  
Chief Executive  
of Eke Panuku



**Paul Majurey**  
Chair of Eke Panuku



**Nick Hill**  
Chief Executive of  
Tātaki Auckland Unlimited



**Mark Franklin**  
Chair of Tātaki Auckland  
Unlimited



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

## **Section 1: Overview of our performance**







Tā mātou mahere

## Our plan

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

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

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

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

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



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

## The impacts on our plan...

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

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



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

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

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

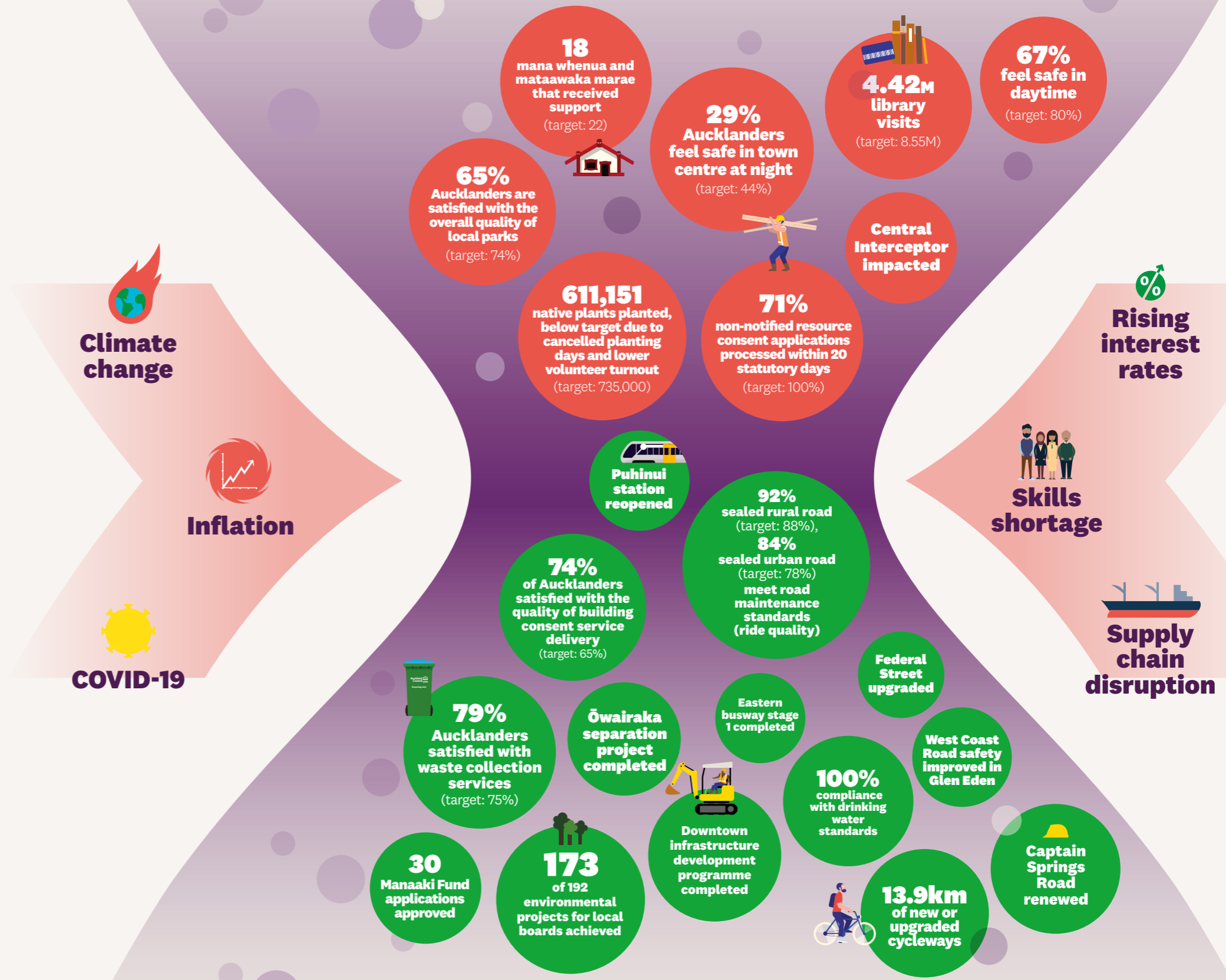
This year's annual report shows how we delivered and improved critical transport, housing and water infrastructure needed to sustain our growing city. These projects are also helping us to adapt to the impacts of climate change and transition to a low carbon economy.

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

Some of our **key highlights** were:

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

### Our challenging operating environment impacted some of our key deliverables



**Despite the impacts of COVID-19 we delivered projects and maintained services in our key priority areas**

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

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

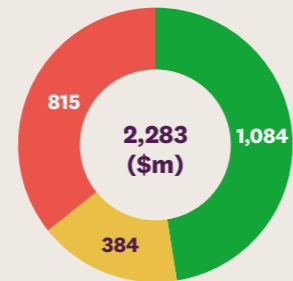
Our response to population growth and caring for the natural environment continued with our three waters projects including the:

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

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

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

**Capital investment 2021/2022**  
(\$million)

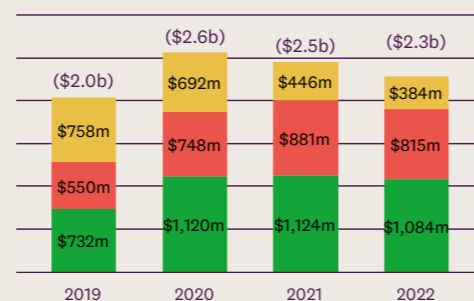


■ Roads and public transport assets<sup>1</sup>  
■ Other assets ■ Three waters assets

<sup>1</sup> The total includes \$428 million CRL capex

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

**Capital investment**  
(\$million)



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

## Prudent management of debt

We use debt to help finance our capital investment. This helps spread the cost of the assets across the generations that will benefit from them. Net debt increased by \$757 million to \$11.1 billion, and our debt to revenue ratio decreased 1 percentage point to 257 per cent. This is well below our prudential limit of 290 per cent.

## Revenue

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

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

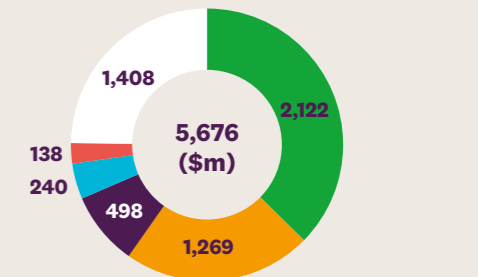
We reduce our reliance on rates by funding our work with a substantial amount of non-rates income such as fees and user charges, subsidies and dividends from investments. The COVID-19 restrictions, and high levels of isolation, illness and caution resulted in decreased fees and user charges, which were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

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



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

**Revenue**  
(\$million)

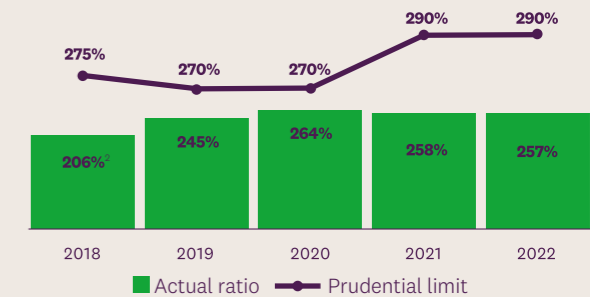


■ Rates ■ Fees and user charges  
■ Operating subsidies  
■ Infrastructure growth charges ■ Regional fuel tax  
■ Other operating revenues

**4,000**

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

**Debt to revenue**



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

## Expenditure

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

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

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

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

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

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

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



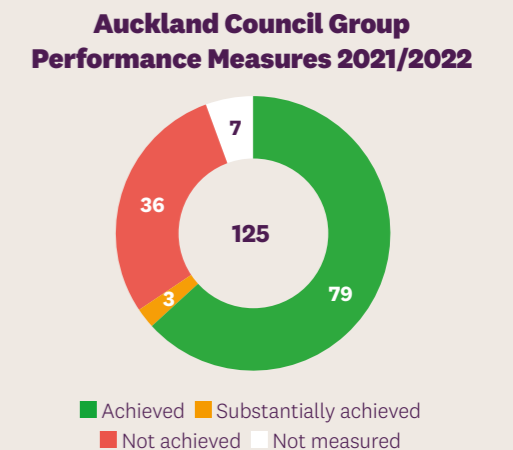
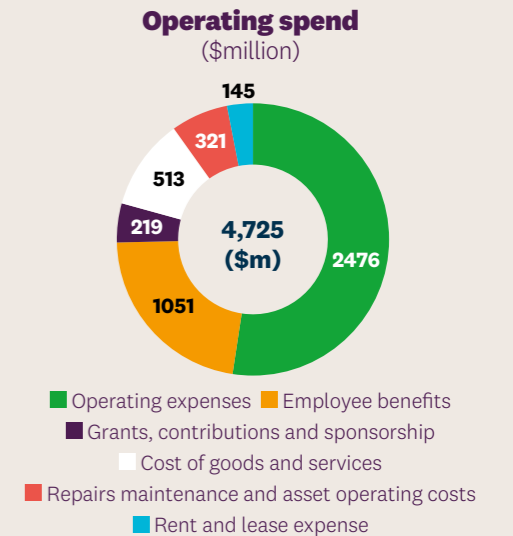
\*\* Customer satisfaction results for the year ended June 2022

## Performance measure results

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

## Looking ahead

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



## Introduction to Group of Activities/themes

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

The groups of activities includes a high-level overview of value we create towards our Auckland Plan outcomes, key project updates, and results extracted from the Statement of Service Performance (SSP) reporting. More details can be found on pages 55-141 in the Annual Report 2021/2022 volume one.

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

## Summary statement of comprehensive revenue and expenditure

For the period ended 30 June 2022

\$Million	Group			Auckland Council		
	Actual 2022	Budget 2022	Actual 2021	Actual 2022	Budget 2022	Actual 2021
<b>Revenue</b>						
Rates	2,122	2,117	1,976	2,133	2,129	1,986
Fees and user charges	1,269	1,468	1,263	315	307	319
Grants and subsidies	793	880	837	35	79	29
Development and financial contributions	236	248	226	236	248	226
Other revenue	662	496	632	242	244	283
Vested assets	582	450	376	297	106	132
Finance revenue measured using effective interest method	11	3	5	36	31	30
Other finance revenue	1	1	-	101	101	89
<b>Total revenue excluding other gains</b>	<b>5,676</b>	<b>5,663</b>	<b>5,315</b>	<b>3,395</b>	<b>3,245</b>	<b>3,094</b>
<b>Expenditure</b>						
Employee benefits expense	1,051	1,021	963	566	586	533
Depreciation and amortisation*	1,073	1,063	1,006	306	301	291
Grants, contributions and sponsorship	219	171	162	1,081	1,127	1,049
Other operating expenses*	1,944	1,971	1,866	729	714	713
Finance costs	438	447	408	424	429	388
<b>Total expenditure excluding other losses</b>	<b>4,725</b>	<b>4,673</b>	<b>4,405</b>	<b>3,106</b>	<b>3,157</b>	<b>2,974</b>
<b>Operating surplus before gains and losses</b>	<b>951</b>	<b>990</b>	<b>910</b>	<b>289</b>	<b>88</b>	<b>120</b>
Net other gains	997	-	998	1,039	-	957
Share of net deficit in associates and joint ventures	(187)	(10)	(28)	(190)	(12)	(30)
<b>Surplus before income tax</b>	<b>1,761</b>	<b>980</b>	<b>1,880</b>	<b>1,138</b>	<b>76</b>	<b>1,047</b>
Income tax expense*	37	66	43	-	-	-
<b>Surplus after income tax</b>	<b>1,724</b>	<b>914</b>	<b>1,837</b>	<b>1,138</b>	<b>76</b>	<b>1,047</b>
<b>Other comprehensive revenue/(expenditure)</b>						
Net gain on revaluation of property, plant and equipment*	8,218	199	3,275	3,108	199	1,732
Tax on revaluation of property, plant and equipment	(298)	-	(263)	-	-	-
Movement in cash flow hedge reserve	6	-	5	-	-	-
Tax on cash flow hedge	(2)	-	-	-	-	-
Fair value movement on revaluation of financial assets held at fair value through other comprehensive revenue and expenditure	(22)	-	175	(19)	-	179
<b>Total other comprehensive revenue</b>	<b>7,902</b>	<b>199</b>	<b>3,192</b>	<b>3,089</b>	<b>199</b>	<b>1,911</b>
<b>Total comprehensive revenue</b>	<b>9,626</b>	<b>1,113</b>	<b>5,029</b>	<b>4,227</b>	<b>275</b>	<b>2,958</b>

\*The comparative balances have been restated to reflect a change in accounting policy and correction of prior year error. Refer to pages 21-22 of Annual Report 2021/2022 Volume 3: Financial Statements.

## Summary statement of financial position

For the period ended 30 June 2022

\$Million	Group			Auckland Council		
	Actual 2022	Budget 2022	Actual 2021	Actual 2022	Budget 2022	Actual 2021
<b>Current assets</b>						
Non-current assets held-for-sale	86	106	7	86	106	5
Other current assets	1,014	831	987	687	563	634
<b>Total current assets</b>	<b>1,100</b>	<b>937</b>	<b>994</b>	<b>773</b>	<b>669</b>	<b>639</b>
<b>Non-current assets</b>						
Property, plant and equipment*	64,273	54,944	54,884	21,142	17,479	18,009
Investment in subsidiaries	-	-	-	19,957	19,681	19,693
Investment in associates and joint ventures	1,160	1,437	926	1,158	1,433	926
Other non-current assets*	3,851	3,749	3,863	6,414	5,927	6,145
<b>Total non-current assets</b>	<b>69,284</b>	<b>60,130</b>	<b>59,673</b>	<b>48,671</b>	<b>44,520</b>	<b>44,773</b>
<b>Total assets</b>	<b>70,384</b>	<b>61,067</b>	<b>60,667</b>	<b>49,444</b>	<b>45,189</b>	<b>45,412</b>
<b>Current liabilities</b>						
Current borrowings	994	1,257	1,413	993	1,263	1,412
Other current liabilities	1,467	1,272	1,240	1,368	914	1,126
<b>Total current liabilities</b>	<b>2,461</b>	<b>2,529</b>	<b>2,653</b>	<b>2,361</b>	<b>2,177</b>	<b>2,538</b>
<b>Non-current liabilities</b>						
Non-current borrowings	10,369	10,488	9,274	9,911	9,977	8,794
Other non-current liabilities*	3,280	4,167	4,092	1,083	2,125	2,218
<b>Total non-current liabilities</b>	<b>13,649</b>	<b>14,655</b>	<b>13,366</b>	<b>10,994</b>	<b>12,102</b>	<b>11,012</b>
<b>Total liabilities</b>	<b>16,110</b>	<b>17,184</b>	<b>16,019</b>	<b>13,355</b>	<b>14,279</b>	<b>13,550</b>
<b>Net assets</b>	<b>54,274</b>	<b>43,883</b>	<b>44,648</b>	<b>36,089</b>	<b>30,910</b>	<b>31,862</b>
<b>Equity</b>						
<b>Total equity*</b>	<b>54,274</b>	<b>43,883</b>	<b>44,648</b>	<b>36,089</b>	<b>30,910</b>	<b>31,862</b>

\*The comparative balances have been restated to reflect a change in accounting policy and correction of prior year error. Refer to pages 21-22 of Annual Report 2021/2022 Volume 3: Financial Statements.

## Summary statement of changes in equity

For the period ended 30 June 2022

\$Million	Group			Auckland Council		
	Actual 2022	Budget 2022	Actual 2021	Actual 2022	Budget 2022	Actual 2021
Opening equity as at 1 July*	44,648	42,770	39,619	31,862	30,635	28,895
Total comprehensive revenue*	9,626	1,113	5,029	4,227	275	2,967
<b>Closing equity as at 30 June</b>	<b>54,274</b>	<b>43,883</b>	<b>44,648</b>	<b>36,089</b>	<b>30,910</b>	<b>31,862</b>
<b>Components of equity</b>						
Contributed equity	26,693	26,732	26,693	26,539	26,569	26,539
Accumulated funds	5,812	4,974	4,088	492	(643)	(610)
Reserves	21,769	12,177	13,867	9,058	4,984	5,933
<b>Total equity</b>	<b>54,274</b>	<b>43,883</b>	<b>44,648</b>	<b>36,089</b>	<b>30,910</b>	<b>31,862</b>

\*The comparative balances have been restated to reflect a change in accounting policy and correction of prior year error. Refer to pages 21-22 of Annual Report 2021/2022 Volume 3: Financial Statements.

## Summary statement of cash flows

For the period ended 30 June 2022

\$Million	Group			Auckland Council		
	Actual 2022	Budget 2022	Actual 2021	Actual 2022	Budget 2022	Actual 2021
Net cash inflow from operating activities*	1,459	1,650	1,705	307	304	562
Net cash outflow from investing activities*	(2,130)	(2,661)	(2,311)	(1,025)	(1,329)	(1,165)
Net cash inflow from financing activities	603	911	605	627	925	617
<b>Net increase/(decrease) in cash and cash equivalents and bank overdraft</b>	<b>(68)</b>	<b>(100)</b>	<b>(1)</b>	<b>(91)</b>	<b>(100)</b>	<b>14</b>
Opening cash and cash equivalents and bank overdraft	294	200	295	257	180	243
<b>Closing cash and cash equivalents and bank overdraft</b>	<b>226</b>	<b>100</b>	<b>294</b>	<b>166</b>	<b>80</b>	<b>257</b>

\*The comparative balances have been restated to reflect a change in accounting policy and correction of prior year error. Refer to pages 21-22 of Annual Report 2021/2022 Volume 3: Financial Statements.

## Notes to the summary

### Basis of reporting

Auckland Council has designated itself and the Auckland Council Group (the group) as public benefit entities and applies New Zealand Tier 1 Public Benefit Entity Accounting Standards (PBE Accounting Standards).

These standards are based on International Public Sector Accounting Standards, with amendments for the New Zealand environment.

The full financial statements have been prepared in

accordance with New Zealand Generally Accepted Accounting Practice, PBE Accounting Standards and other applicable financial reporting standards, as appropriate for public benefit entities. The summary financial statements comply with Public Benefit Entity Financial Reporting Standard 43: *Summary Financial Statements*.

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

The summary financial statements and associated disclosures have been extracted from the full annual report. However, the summary financial statements do not include all the disclosures provided in the full financial statements and cannot be expected to provide as complete an understanding as provided by the full financial statements.

The Annual Report 2021/2022 and Summary Annual Report 2021/2022 were authorised for issue by the group governing body on 29 September 2022.

The Annual Report 2021/2022 can be found on the Auckland Council website and in Auckland Council libraries.

### Budget information

The budget figures presented in the financial statements of the group and Auckland Council are those included in 2021/2022 of the 10-year Budget 2021-2031 (Our Recovery Budget) and are consistent with the accounting policies used to prepare the financial statements.

### Change in accounting policy

#### Software-as-a-Service (SaaS) arrangements

In April 2021, the International Financial Reporting Interpretations Committee (IFRIC), a committee supporting profit-oriented reporting, published an agenda decision clarifying how configuration and customisation costs incurred in implementing SaaS should be accounted for.

The New Zealand Accounting Standards Board has not issued similar guidance, however, in the absence of a PBE standard specifically dealing with such costs, management considers the IFRIC decision relevant to the accounting for similar types of arrangements of the group in accordance with PBE IPSAS 31 Intangible assets.

The group revised its accounting policy in relation to configuration and customisation costs incurred in implementing SaaS arrangements from 1 July 2021 to be consistent with the IFRIC agenda decision. The group applied the change in accounting policy retrospectively, and has restated comparative balances. The impact of the change in accounting policy is that some of previously capitalised intangible assets no longer meet the criteria for capitalisation and have therefore been expensed. Refer to 'Basis of reporting' section in Annual Report 2021/2022 Volume 3: Financial Statements pages 21 and 22 for more details.

#### Extension of time costs

Auckland Council group's contractors are entitled under the terms of their respective construction

contract to recover time and additional costs resulting from the Alert Level 4 lockdowns due to closure of construction sites.

In prior years, these costs were capitalised in our financial statements. The group has reconsidered the accounting treatment and concluded that the costs relating to Alert Level 4 lockdowns are not directly attributable to the construction of an asset, as the costs do not directly relate to bringing the asset to their working condition and should have been expensed. The change in accounting treatment has been applied prospectively from 1 July 2021 as the financial impact is not considered material to the group. Refer to 'section B1: Property, plant and equipment' in Annual Report 2021/2022 Volume 3: Financial Statements page 48 for more details.

### Contingent liabilities of associates and joint ventures

CRLI has received additional claims from the Link Alliance for COVID-19 costs. These claims cover the period 20 June 2020 to 30 June 2022 and are currently being reviewed by an independent estimator appointed by the Link Alliance participants. The claims are material and complex, and until CRLI and the other Link Alliance participants have received and considered the work of the independent estimator, it is not possible to provide a reliable estimate or robust guidance on the likely outcome of such claims or the quantum of any settlement.

CRLI anticipates settlement of the claims will occur in the following financial year 2022/2023. CRLI has indicated they will seek funding for the settlement of any claims from its sponsors.

Except as disclosed above, the group's and council's associates and joint ventures did not have any other significant contingent liabilities at 30 June 2022 (2021: \$nil).

### Subsequent event

The group acknowledges the passing of Mr Julian Robertson in late August 2022. Mr Robertson was a significant supporter of the Auckland Art Gallery (the Gallery) and on 24 March 2009 signed an agreement to contribute works of art to the Gallery in which a selection of works of art from the Robertson collection were to be donated to the Gallery on the event of Mr Robertson's death. While Mr Robertson's donation is substantial, the works of art have not been received by the Gallery and the current value is yet to be determined.



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

## Section 2: Our key areas of focus



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

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

“Tuia i roto, tuia i waho”

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

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

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

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

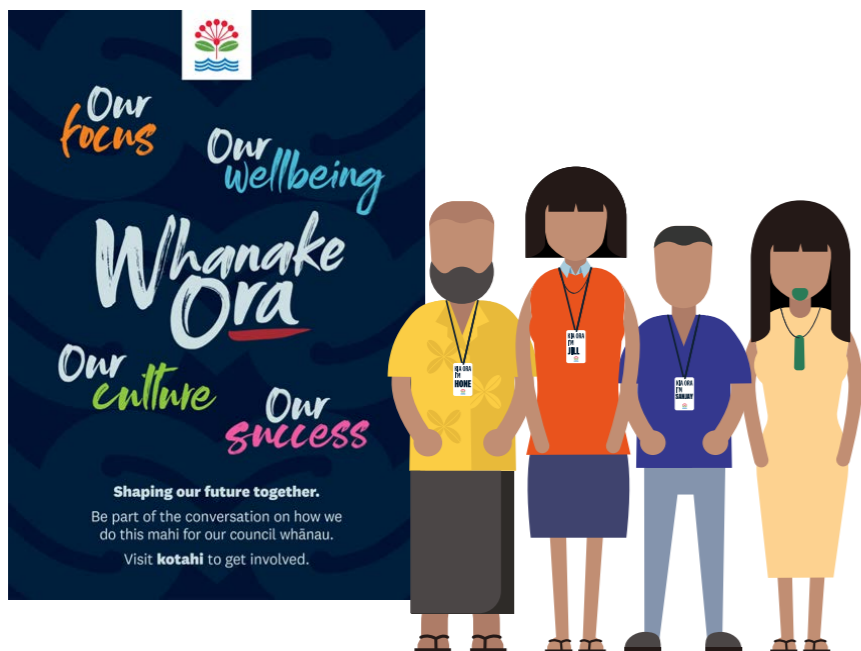
## Whanake Ora | Our Strategy 2025

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

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

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

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



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

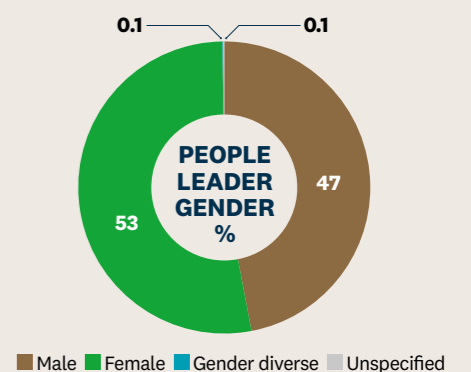
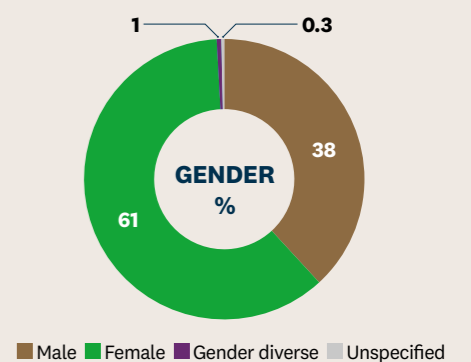
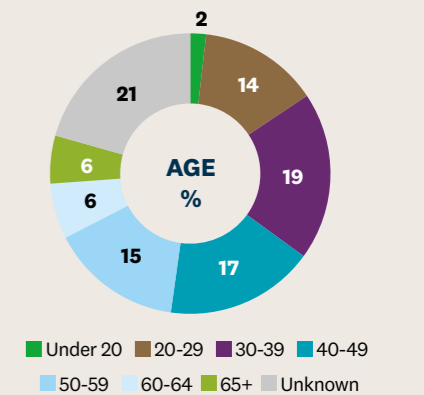
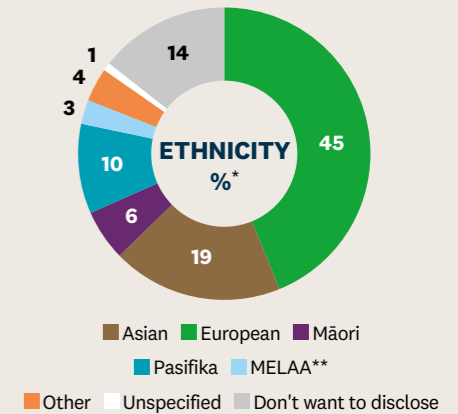
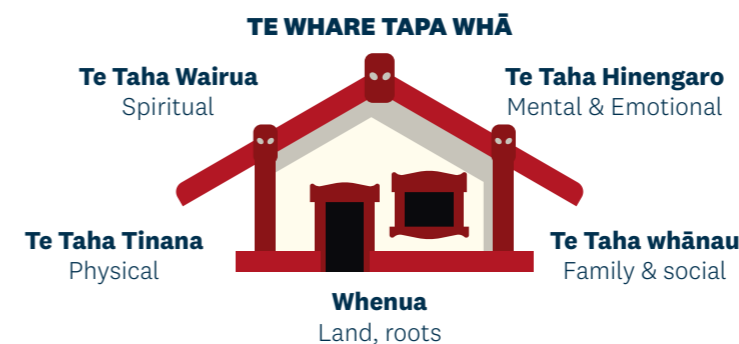
Full vaccination is strongly encouraged among Auckland Council kaimahi but as of 5 April 2022, it was no longer a requirement in carrying out their roles and access our workplaces, apart from in certain circumstances, like when a government mandate is in place.

We followed the government’s guidance to open our corporate buildings and welcome our kaimahi back into our offices. Returning to our offices means our kaimahi can reconnect with each other again, kanohi ki te kanohi (face-to-face). We continued to recommend the one-metre physical distancing and set controls in place so our kaimahi can feel safe in the office, including personal protective equipment and rapid antigen tests are available if required. We used other environmental controls, such as ventilation, air-conditioning and regular cleaning to ensure the safety of our kaimahi.

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

## Te Papa Hauora | Wellbeing

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



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

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

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

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

**Over the last year we:**

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

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

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

**Retaining and attracting talent**

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

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

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

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

**Flexible working and workplace environment**

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

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

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

**Graduates and interns**

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

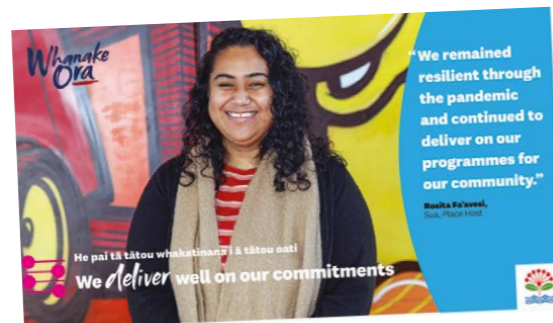
While we are working to mitigate impacts on recruitment and retention, we are doing so within organisational constraints (budgets and workloads) and market realities (nationally and globally).

**Achieve outcomes and benefits for and with Māori**

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

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

“Kia Hāngai te Kaunihera”  
An Empowered Organisation



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

— Richard Jarrett,  
Director Group Services

Ngā take rawa - Te urupare ki te tupuranga

## Material issues – responding to rapid growth

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

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

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

Responding to this growth requires the delivery of world-class infrastructure that addresses the needs of current and future residents while balancing across social, cultural, environmental, and financial outcomes to optimise wellbeing.

Our focus has been on addressing three critical areas of housing, transport and water to make sure we respond well to needs like consenting new dwellings, developing a compact city with transport-oriented growth and have the water infrastructure to support this sustainably. We do this while recognising Auckland’s climate is changing with higher temperatures, droughts, more intense rainfall events and sea level changes beginning to be felt, which will impact our communities, infrastructure, and natural environment.

### Housing

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

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

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

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

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

Our activity also includes planning, funding, financing, and delivery of enabling infrastructure. We ensure the infrastructure such as water pipes, public transport, parks, roads, and community facilities supports building development. Examples, including the City Rail Link and the Redoubt Road reservoir are found under the transport and water headings in the groups of activities section on pages 62 and 68 in Annual Report 2021/2022 volume one. We accept that our capacity to support growth through infrastructure is not unlimited and have made decisions to prioritise

key areas through the 10-year Budget 2021-2031. We are also working with government to access funding through both the Housing Acceleration Fund and the Infrastructure Acceleration Fund that will help support the provision of some critical infrastructure that unlocks land for housing development.

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

### Transport

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

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



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

being completed, the opening of Te Ngau o Horotiu, the new downtown ferry terminal, the reopening of the new Puhinui station, the Northern Busway Extension and building and upgrading 13.9km of cycleways including the Tāmaki Drive Cycleway.

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

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

On pages 56 to 67 in Annual Report 2021/2022 volume one, there are more projects Auckland Transport delivered to support a safe, efficient, and accessible transport system and one that protects and restores the environment for future generations.

## Water

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

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

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

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

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

The projects undertaken by Watercare and Auckland Council to provide safe and healthy water to homes and businesses, to treat and dispose of wastewater, and to manage stormwater networks are found on pages 68 to 79 in the Annual Report 2021/2022 volume one.



## Te hurihanga āhuarangi Climate change

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

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

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

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

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

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

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

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

## Our journey to date

June 2021

**Adopted 10-year Budget 2021-2031 (our Recovery Budget)**

**\$152m climate package**

July 2021

**Adopted Regional Land Transport Plan (2021-2031)\***



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

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

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

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

**Key achievements**

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

- The Rangatahi programme released the promotional video for the Rangatahi programme through social media and iwi networks with a significant uptake of Rangatahi applications applying to be involved.
- Work has begun on reducing corporate emissions. The first project, a 200kW array at Albany Pool, aiming to be completed by the end of 2022. A second project at Manurewa Pool is expected to be completed by the end of financial year 2022/2023.
- As part of a long-term plan to manage Auckland's Coastal resilience to climate change, the Shoreline Adaptation Plan (SAP) programme has seen the Whangaparāoa Pilot completed and full SAP endorsed by committee with several more in public engagement.
- As part of work within the communities, a total of 72,749 engagements were conducted (via events, campaigns, local board projects, online tools and community partnerships). These engagements educated and inspired Aucklanders to reduce their carbon footprints.
- By partnering with Habitat for Humanity we reached 1,611 Aucklanders, who were part of 304 households living with energy hardship. We offered tools and resources to save on power and warm up their homes.
- Resilient and sustainable Marae work has seen 19 hui with individual iwi representatives between Dec 2021 to April 2022, with presentations at the Infrastructure & Environmental Services Mana

Whenua Forum between Dec 2021 to April 2022 and regular monthly updates at the May, June, and July Mana Whenua Forum.

- Other community engagements have enabled 12,745 Aucklanders using FutureFit to calculate their carbon footprint, leading to 101 tonnes of carbon reduced and over 20,000 carbon saving actions.
- Planting of 11,000 street trees has seen development of plans and specifications for tree stock, along with completed action plans to increase canopy coverage for 16 local boards. Planting is due to start in 2023.
- As part of the 200ha regional planting, a plan on regional parks has been developed and signed off. Planting sites have been identified and contracts, service agreements and procurement documents developed for several planting sites. Work is underway clearing and preparing sites for planting at Te Arai, Waitawa, Anawhata and Mahurangi East regional parks.

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

- Providing much greater access to efficient and reliable low-carbon public transport, including: Improved frequency and coverage of bus services in all Auckland wards, including 10 new bus routes, and extension of existing services. Further, an addition of 79 low-emission buses and 6 to 7 low-emissions ferries will be included, with associated ferries wharf upgrades and charging infrastructure.

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

May 2022

June 2022

August 2022

September 2022

Release of Central Government's Emissions Reduction Plan

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

\$574m climate package

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

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



Waiho i te toipoto, kua i te toiroa

## Leading and influencing better outcomes for and with Māori

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

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

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

However, the \$150 million Māori Outcomes Fund is only part of the picture in delivering Māori outcomes. A wide portfolio of everyday activities funded through department budgets also contribute to advancing Māori identity and wellbeing. Our intention is to also

capture the wider spend and effort so we can show the fuller picture in our future annual reports.

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

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

### Kia Ora Tāmaki Makaurau 10 priorities

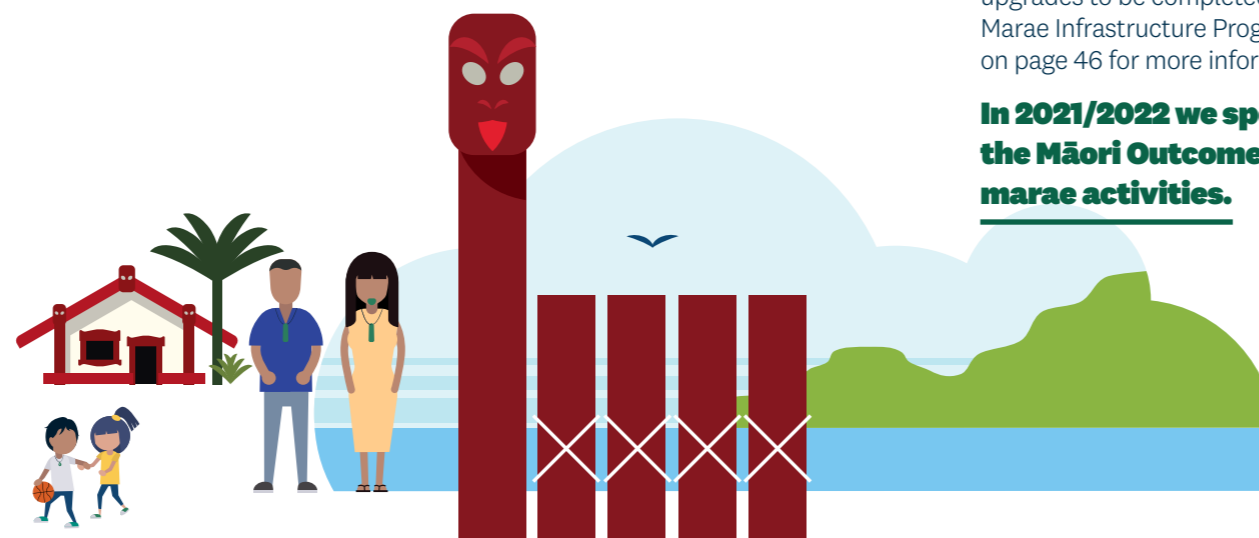
#### ► Kia ora te kāinga – Papakāinga and Māori Housing

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

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

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

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



#### ► Kia ora te umanga – Māori Business, Tourism and Employment

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

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

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

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

#### ► Kia ora te marae – Marae Development

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

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

In 2021/2022, the council group supported major upgrades to be completed for six marae through its Marae Infrastructure Programme – see success story on page 46 for more information.

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

#### ► Kia ora te whānau – Whānau and Tamariki Wellbeing

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

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

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

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

#### ► Kia ora te reo – Te reo Māori

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

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

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

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

## ► Kia ora te ahurea – Māori Identity and Culture

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

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

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

A year-long programme of post-exhibition mahi, during financial year 2022, included the creation of an online exhibition, internships, te reo Māori guided tours, eight gallery kaiārahi (guide) positions, a new Head of Kaupapa Māori role, community wānanga (seminars) on toi Māori, a permanent whānau Māori art trail and more – see success story on page 46 for more details.

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

## ► Kia ora te rangatahi – Realising Rangatahi Potential

**Outcome:** Rangatahi Māori realise their potential

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

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

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

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

## ► Kia ora te taiao – Kaitiakitanga

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

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

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

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

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

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

## ► Kia ora te hononga – Effective Māori Participation

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

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

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

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

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

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

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

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

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

## ► Kia hāngai te kaunihera – Empowered organisation

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

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

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

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

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

## Manaaki Fund 2021

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

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

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

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

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

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



## Success Stories

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

#### Te Kotahi a Tāmaki

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

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

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

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

### The Marae Infrastructure Programme

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

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

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

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

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

### Beyond Toi Tū Toi Ora – the learning continues

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

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

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

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

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

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

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

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

“Hoani Waititi Marae is extremely grateful for the support from Auckland Council and the Marae Infrastructure Programme. It helped us provide a safe, warm, and healthy environment for our community and future generations of our mokopuna who are currently at our kohanga reo and kura kaupapa.

The marae sees this as a first step in a move to provide world class facilities for our people of west Auckland and beyond.

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

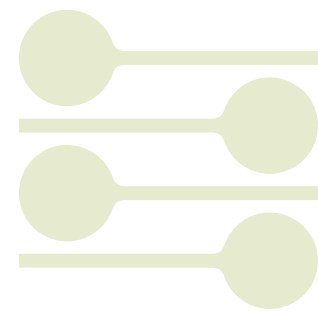
**Eynon Delamere,**  
Chairperson, Hoani Waititi Marae





He Kupu Whakataki mō ngā Tōpūtanga Mahi

## Section 3: Performance by Groups of Activities



### Key to performance measures

#### Result against target

**Achieved**  
Target has been met or exceeded

**Not achieved**  
Target not achieved

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

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



## Ngā Huarahi me ngā Ara Hīkoi Roads and footpaths

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

### In progress

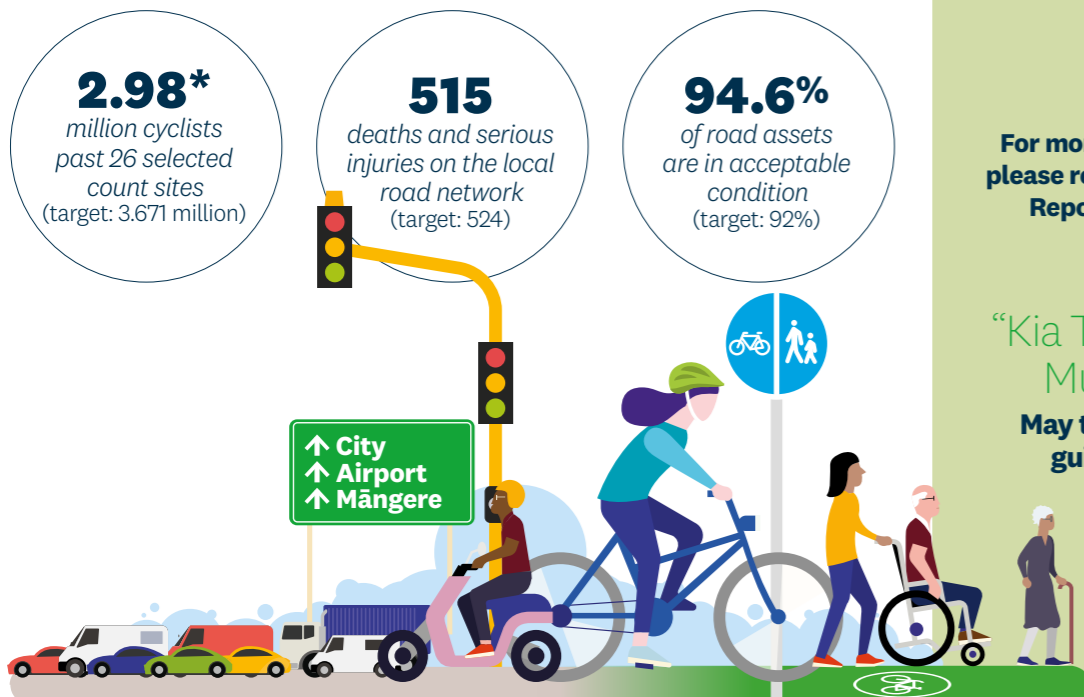
**Safe Speed programme** is helping reduce deaths and serious injuries.

**West Coast Road project** has improved road safety in the town centre.

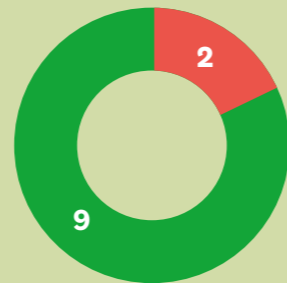
### Completed

**St Heliers safety improvements** making it safer to walk, bike and drive.

**Northcote safe cycle route** where two bridges were made for cyclists and pedestrians across SH1 at Northcote Road.

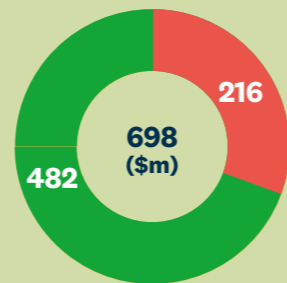


### How well did we perform against our performance indicators?



■ Achieved ■ Substantially achieved  
■ Not achieved ■ Not measured

### Our investment



■ Opex ■ Capex

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

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



## Ngā Tikanga Kāwe Pāhihi Public transport and travel demand management

AT manages, maintains, and develops the public transport network which consists of the rail network, bus system and ferries.

AT encourages more people to use public transport which will make travelling around Auckland more efficient, convenient and sustainable. The goal is to move people quickly and predictably around the city, switching easily from one mode of transport to another.

### In progress

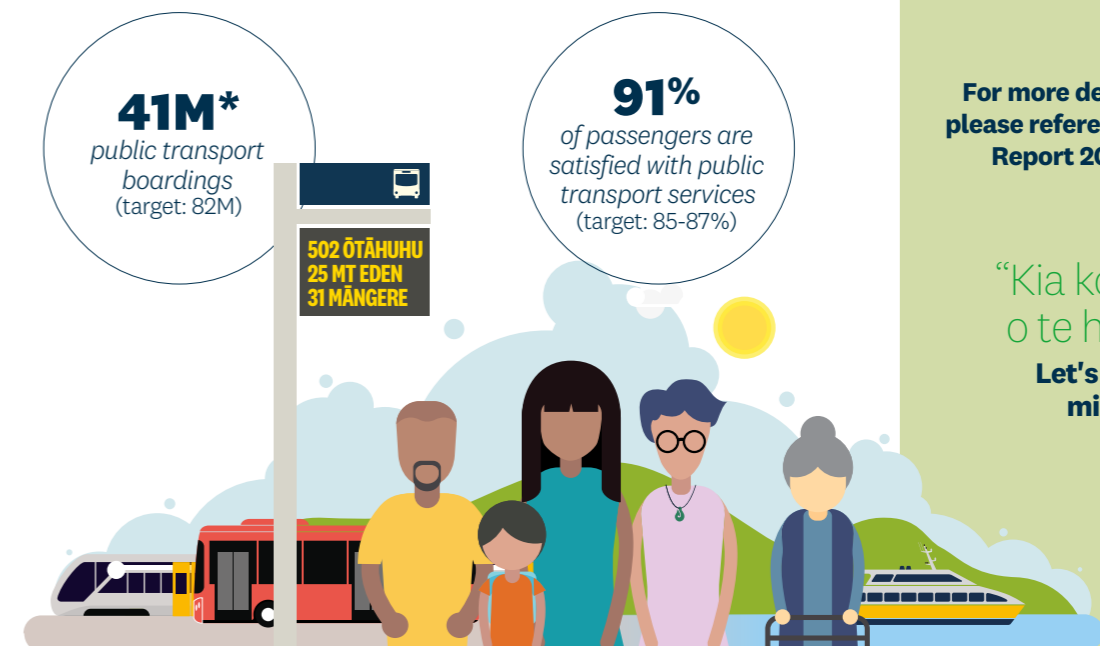
**Te reo Māori** bilingual audio announcements and signage.

**CRL** New Zealand’s largest transport infrastructure project ever.

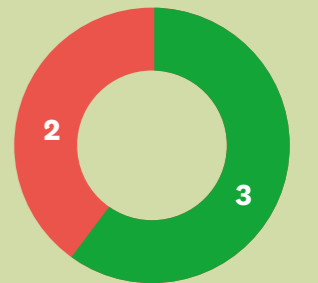
### Completed

**Puhinui Station** major bus and train interchange within 10 minutes of the airport.

**Eastern Busway stage 1** making it easier to connect people to the places they want to go.

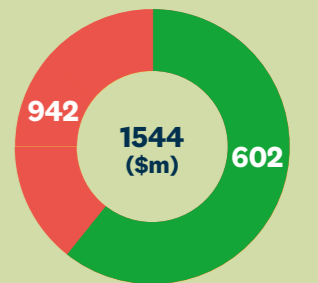


### How well did we perform against our performance indicators?



■ Achieved ■ Substantially achieved  
■ Not achieved ■ Not measured

### Our investment



■ Opex ■ Capex

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

“Kia kotahi te hāpai o te hoe i te waka”  
Let’s travel with one mind and heart



Ngā Putunga Wai

# Water supply

Watercare Services Limited (Watercare), New Zealand’s largest water utility, supplies 378 million litres of safe and reliable drinking water to Auckland’s homes, work, and community places.

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

### In progress

**Nihotupu 1 and Huia 1 watermain replacement projects** will increase Auckland’s supply of water and treatment capacity.

**North Harbour no 2 watermain** will service growth in the north.

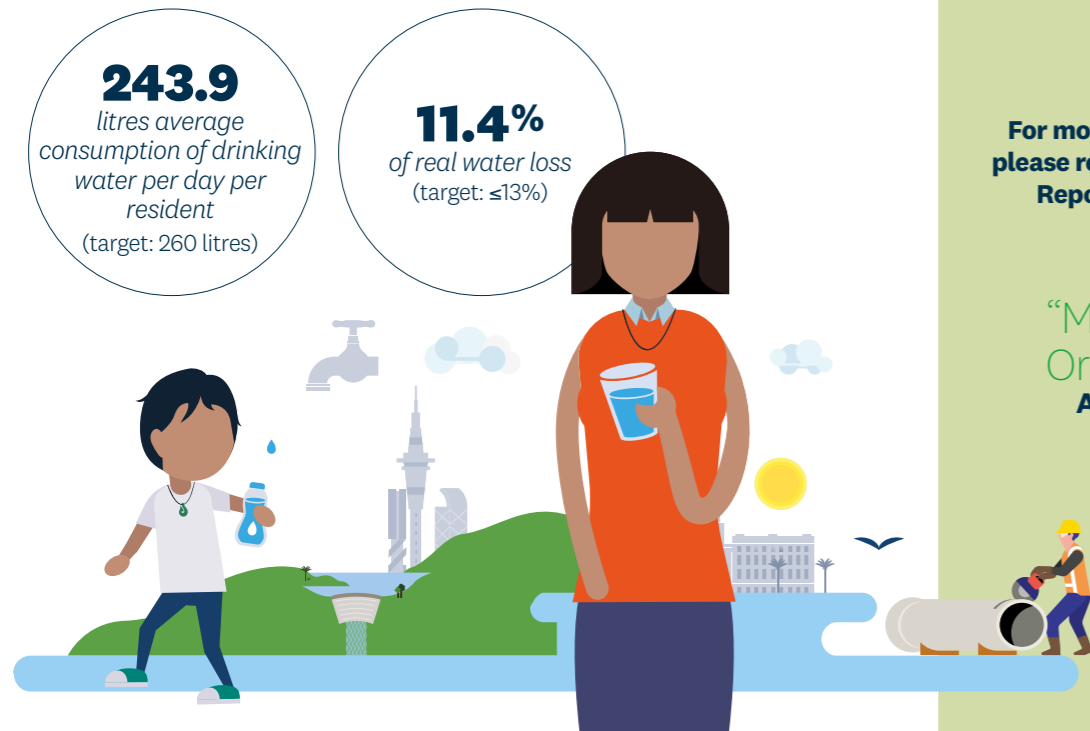
### Completed

**Redoubt Road reservoir expansion** will add two additional reservoirs to the complex, each able to hold 50 million litres.

**Meter replacement programme** focuses on improving the accuracy of both bulk metering and customer meters.

**243.9** litres average consumption of drinking water per day per resident (target: 260 litres)

**11.4%** of real water loss (target: ≤13%)

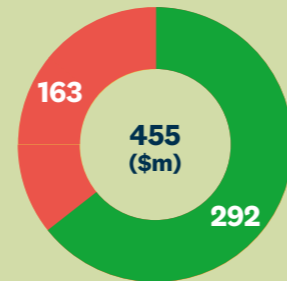


## How well did we perform against our performance indicators?



■ Achieved ■ Substantially achieved  
■ Not achieved ■ Not measured

## Our investment



■ Opex ■ Capex

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

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



Ngā Tikanga Tiaki me te Tuku Wai Para

# Wastewater treatment and disposal

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

### In progress

**Central Interceptor Tunnel** will increase Auckland’s supply of water and treatment capacity.

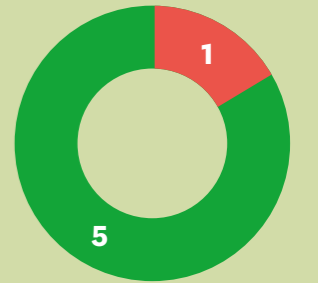
**Northern Interceptor** will redirect wastewater from the north-west to the Rosedale treatment plant.

**Western Isthmus water quality improvement programme** will reduce both stormwater entering the wastewater network and overflows into the harbour.

**63\*** minutes median response time for attendance to sewerage overflows resulting from blockages or other faults (target: ≤60 mins)

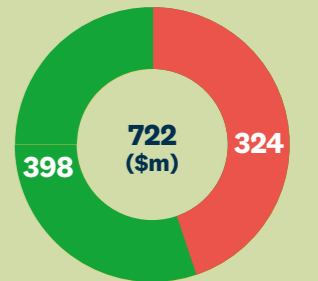


## How well did we perform against our performance indicators?



■ Achieved ■ Substantially achieved  
■ Not achieved ■ Not measured

## Our investment



■ Opex ■ Capex

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

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



Te Whakahaere Wai Āwhā

# Stormwater management

Auckland Council works hard to strengthen and maintain our stormwater network as it flows through public and private pipes, drains, streams and channels.

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

## Completed

**Ōwairaka separation project** separates the combined sewer systems of 50 properties which will reduce wastewater overflows into Oakley Creek.

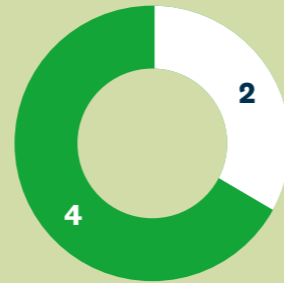
**Picton Street project** reduces overflows and contamination in the Waitematā Harbour.

**97%**  
of response time during storms to close stormwater manholes within three hours  
(target: 90%)

**86%**  
of beaches are suitable for contact recreation during the summer swimming season  
(target: 81%)

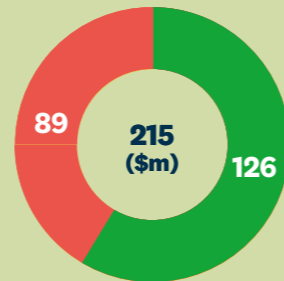


## How well did we perform against our performance indicators?



■ Achieved ■ Substantially achieved  
■ Not achieved ■ Not measured

## Our investment



■ Opex ■ Capex

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

“Ko te wai te toto o te whenua; ko te whenua te toto o te tangata”  
Water is the lifeline of the land; the land is the lifeline of the people



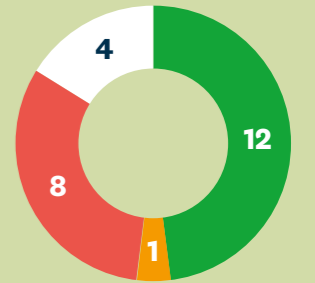
Ngā Ratonga Kaunihera ā-Rohe

# Local council services

Local council services focus on activities governed locally by 21 local boards.

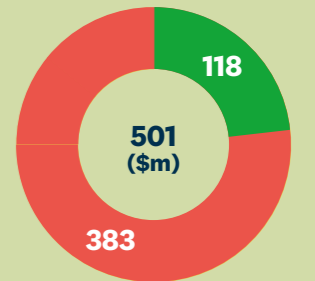
This primarily centres on community services and public spaces to enhance community well-being and create a sense of belonging. Local boards are charged with decision-making on local issues, activities and services, and providing input into regional strategies, policies, plans and decisions. Services range from library and literacy services, arts and culture, sport and recreation, open spaces, community-led action, volunteering, and caring for the environment. Local planning and development activities are focused on street environments, town centres, local environment, and heritage protection. It also includes the business improvement districts which are funded by targeted rates. The council supports local boards in preparing local board plans and agreements, engagement with mana whenua and Māori, and providing input into regional plans, policies, and strategies.

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



■ Achieved ■ Substantially achieved  
■ Not achieved ■ Not measured

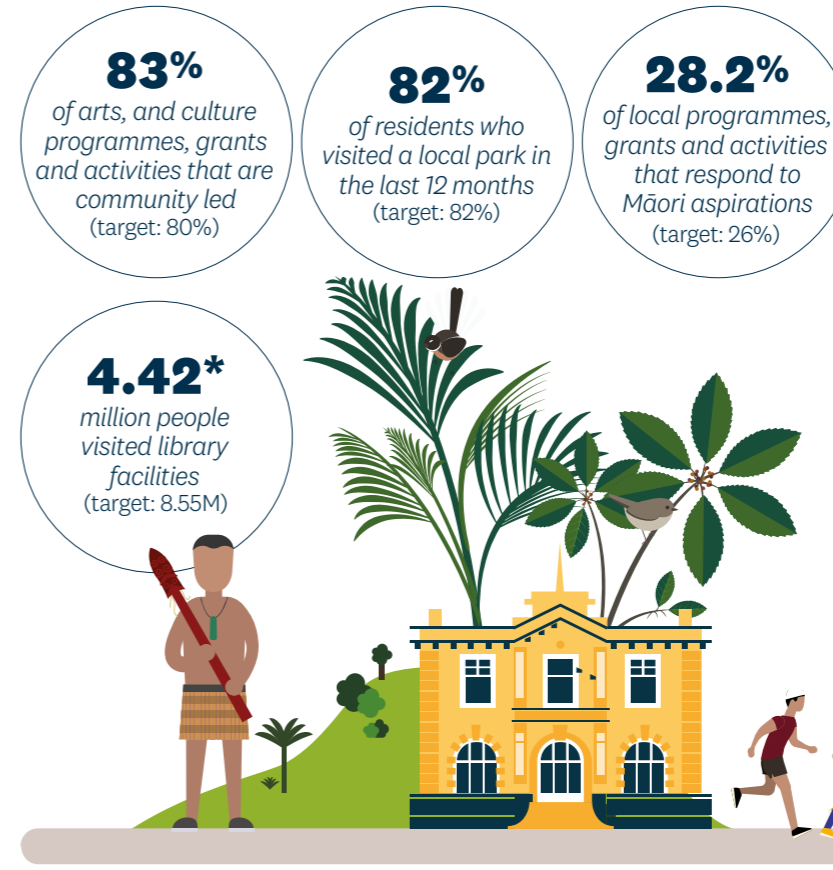
## Our investment



■ Opex ■ Capex

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

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



**83%**  
of arts, and culture programmes, grants and activities that are community led  
(target: 80%)

**82%**  
of residents who visited a local park in the last 12 months  
(target: 82%)

**28.2%**  
of local programmes, grants and activities that respond to Māori aspirations  
(target: 26%)

**4.42\***  
million people visited library facilities  
(target: 8.55M)



Ngā Ratonga Kaunihera ka Tukuna e ngā Rohe

# Regionally delivered council services

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

<b>Auckland Emergency Management</b>	Auckland Emergency Management partners with emergency services and other organisations to ensure effective coordination of civil defence and emergency management within Auckland. Our teams actively monitor and prepare to provide information and support to the community for any emergencies.
<b>Investment</b>	Our investments play an integral part in Auckland's economy and its growth and as such, we seek to have a positive influence on environmental, social, cultural and governance outcomes.
<b>Environmental Services</b>	Together with iwi, mana whenua, communities, schools, agencies, partners, and landowners, we are working to preserve, protect, and enhance our natural environment so that Auckland is a healthy, vibrant, and resilient place to live for generations.
<b>Regional Community Services</b>	We plan, manage, and provide community services that build a strong, vibrant and connected community. This includes our regional parks, libraries, cemeteries, arts and cultures events and essential infrastructure.
<b>Regional Governance</b>	We provide support and advice to the Governing Body which consists of the mayor and 20 councillors, and council-controlled organisations (CCOs) to enable effective governance.
<b>Regional Planning</b>	We plan for Auckland's long-term challenges such as climate change and high population growth, while keeping in mind key immediate challenges such as responding to and managing ongoing COVID-19 impacts.
<b>Waste Services</b>	We manage Auckland's kerbside domestic refuse, recycling, and food scrap services as well as hazardous and inorganic waste, illegal dumping, public litter bins and community recycling centres. We are responsible for the operational management of 200 closed landfill sites.
<b>Third Party Amenity and Grants</b>	We are required by legislation to provide funding to support the ongoing sustainability of the organisations which deliver arts, culture, recreational, heritage, rescue services and other facilities and services to Aucklanders.
<b>Organisational Support</b>	We facilitate the operating functions and the day-to-day services to Aucklanders, and provide support to our elected members to help with decision making.
<b>Regulatory Services</b>	We deliver vital consenting, licensing and compliance services that underpin the successful development of Tāmaki Makaurau, enabling our city to grow and thrive safely and sustainably.



## In progress

**Kōkiri Whakamua Strategy 2024** will make services more efficient and more intuitive for customers, delivering better value for Auckland.

We continue to improve our **kerbside rubbish and recycling collections**.

**Ecogas' anaerobic digestion plants** are under construction in Reporoa, Waikato, and the food scraps consolidation facility in Papakura are on track for our food scraps collection service which is due to begin in April 2023.

## Completed

**Contactless Click and Collect service** was launched by the Auckland Council Libraries during COVID-19 restrictions and remains popular.

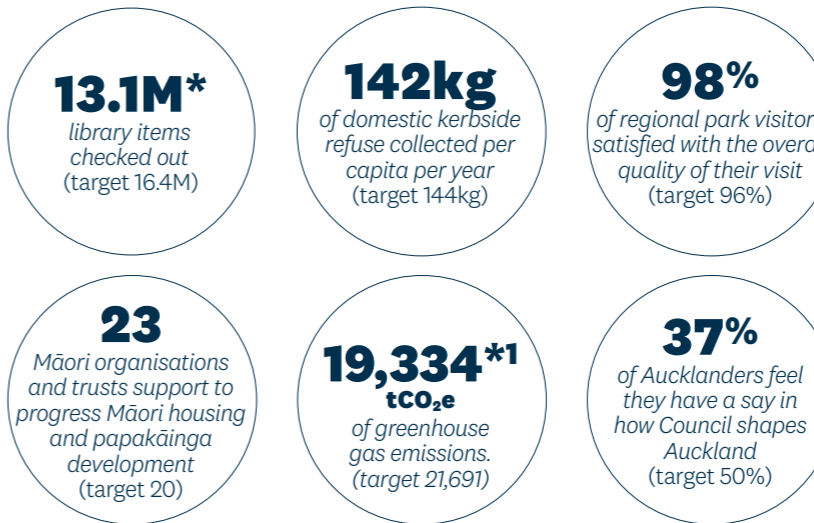
**Empowering Auckland Creative Spaces Sector Project** connected creative spaces in Auckland.

**Mainland and freshwater activities** dealt with Low Incidence Pest Plants on 513 sites, possum control on 10,000ha of regional parkland, feral goat control in western and southern areas, red deer control in Hūnua and wallaby control.

**Federal Street Upgrade** which forms part of the city centre's laneway circuit was completed.

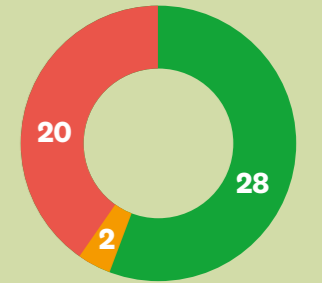
**Matariki Festival** featured the spectacular Pakiata Matariki, a projected light show illuminated the entire front of the old chief post office in Te Komititanga.

**Christmas Light Show** at the public square on lower Queen Street.



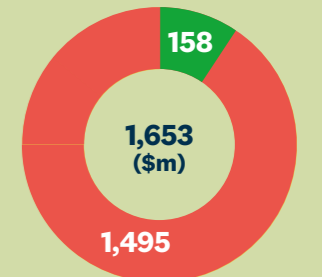
1. Measurement of GHG emissions is subject to inherent uncertainty because the scientific knowledge, and methodologies used to determine the emissions factors and processes used to calculate or estimate quantities of GHG sources is still evolving, as are GHG reporting and assurance standards.

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



■ Achieved ■ Substantially achieved ■ Not achieved ■ Not measured

## Our investment



■ Opex ■ Capex

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

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



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.

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

### In progress

#### Phase two of the Auckland is Calling and the Stay Auckland Now campaigns support the Auckland's tourism, hospitality and accommodation sectors.

**Major expansion of the Auckland Film Studios** will create a world-class studio capable of housing multiple productions simultaneously.

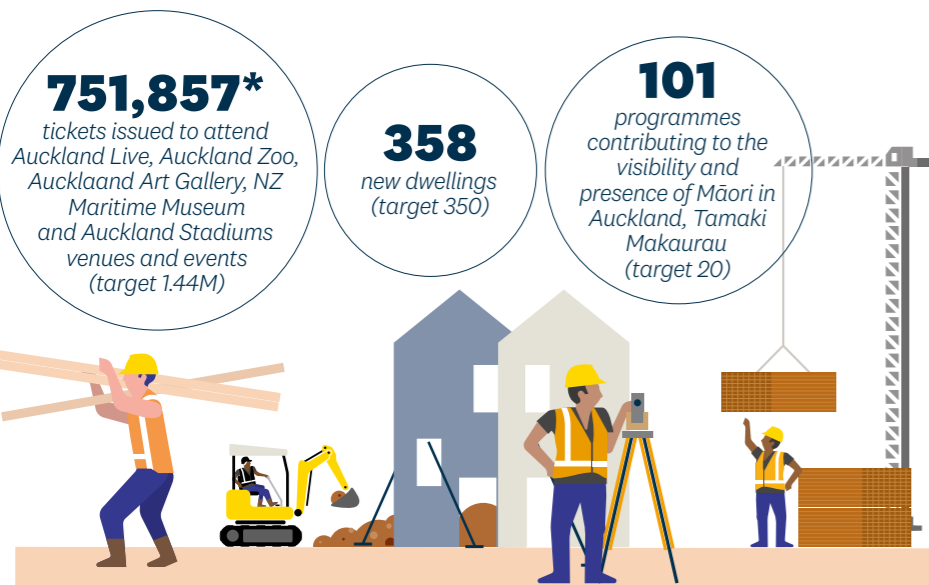
**Avondale projects** included improving the streetscape and strengthening the connection between the town centre and the train station, and acquisition of properties to help facilitate a new community facility at Avondale Town Square

### Completed

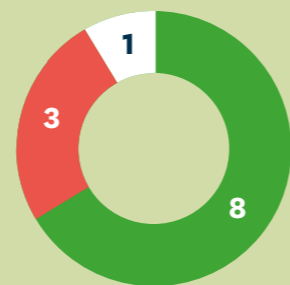
**Stage two of Tiramarama Way** provides a pedestrian and cycle-only public laneway within Wynyard Quarter.

**Westhaven Marina** was awarded a 4 Gold Anchor international accreditation by the Marina Industries Association.

**South-East Asia Jungle Track** continued Auckland Zoo's development as an active world-class wildlife conservation facility.

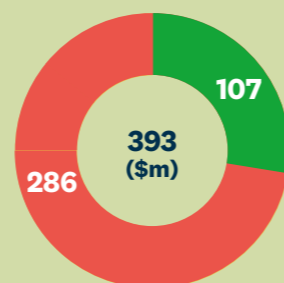


### How well did we perform against our performance indicators?



■ Achieved ■ Substantially achieved  
■ Not achieved ■ Not measured

### Our investment



■ Opex ■ Capex

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

“Hei Oranga mō te Iwi”  
To provide wellbeing for the people



CONTROLLER AND AUDITOR-GENERAL

Tumuaki o te Mana Arotake

### Independent Auditor's Report To the readers of Auckland Council's summary of the annual report for the year ended 30 June 2022

The summary of the annual report was derived from the annual report of the Auckland Council for the year ended 30 June 2022.

The summary of the annual report comprises the following summary statements of the Auckland Council and Group on pages 26 to 29 and pages 50 to 58:

- the summary statement of financial position as at 30 June 2022;
- the summaries of the statement of comprehensive revenue and expenditure, statement of changes in equity and statement of cash flows for the year ended 30 June 2022;
- the notes to the summary financial statements that include accounting policies and other explanatory information; and
- the summary statement of service provision, referred to as the statement of service performance.

### Opinion

In my opinion:

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

### Summary of the annual report

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

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

I expressed an unmodified audit opinion on the information I audited in the full annual report for the year ended 30 June 2022 in my auditor's report dated 29 September 2022.

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

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

#### ***The Government's three waters reform programme***

In June 2022, the Government introduced legislation to establish four publicly owned water services entities to take over responsibilities for service delivery and infrastructure from local authorities with effect from 1 July 2024. The impact of these proposed reforms, once legislated, will mean that the Auckland Council and Group will no longer deliver three waters services or own the assets required to deliver these services. The bill is currently before Parliament and as such, the impacts of the proposed reforms are currently unclear. Additional legislation is expected later in 2022 that will provide detail on the transfer of assets and liabilities to the water services entities. This matter is disclosed on page 38 of the summary financial statements.

#### ***City Rail Link project - additional cost claims for the impact of Covid-19***

City Rail Link Limited has received claims from the Link Alliance for additional costs due to Covid-19 related matters. City Rail Link Limited is unable to reliably estimate the quantum of the claims settlement because the outcome of the claim is uncertain at this stage. However, the amount may be significant and may require additional funding from the Sponsors. This matter is disclosed on page 29 of the summary financial statements.

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

The Council has chosen to include a measure of its greenhouse gas (GHG) emissions in its performance information. In considering the public interest in climate change related information, I drew attention to the disclosures in the full annual report that outline the uncertainty in the reported GHG emissions. Quantifying GHG emissions is subject to inherent uncertainty because the scientific knowledge and methodologies to determine the emissions factors and processes to calculate or estimate quantities of GHG sources are still evolving, as are GHG reporting and assurance standards. The uncertainty in the reported GHG emissions is outlined on page 57 of the summary financial statements.

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

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

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

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

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

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

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



Greg Schollum  
Deputy Auditor-General  
Wellington, New Zealand  
29 September 2022

Te huarahi whakapā mai ki te kaunihera

## How to contact us

### Online

[aucklandcouncil.govt.nz/contactus](https://aucklandcouncil.govt.nz/contactus)

### Phone

09 301 0101

### Post

Auckland Council, Private Bag 92300, Auckland 1142

## Locations that offer council services

### **Bledisloe Lane (CBD)**

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

### **Aotea / Great Barrier Island**

75 Hector Sanderson Road, Claris, Great Barrier Island

### **Helensville**

49 Commercial Road, Helensville

### **Henderson**

1 Smythe Road, Henderson

### **Kumeū Library**

296 Main Road (SH16), Kumeū

### **Manukau**

Ground floor, Kotuku House, 4 Osterley Way, Manukau

### **Ōrewa**

50 Centreway Road, Ōrewa

### **Papakura Sir Edmund Hillary Library**

1/209 Great South Road, Papakura

### **Pukekohe Library, Franklin: The Centre**

12 Massey Avenue, Pukekohe

### **Takapuna Library**

9 The Strand, Takapuna

### **Te Manawa**

11 Kohuhu Lane, Westgate

### **Waiheke Island**

10 Belgium Street, Ostend, Waiheke Island

### **Warkworth**

1 Baxter Street, Warkworth

For opening hours and a list of services available at each service centre, visit

<https://www.aucklandcouncil.govt.nz/report-problem/visit-us/Pages/default.aspx>





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