

Te Whakarāpopoto o te
Pūrongo ā-Tau a Te Kaunihera
o Tāmaki Makaurau 2020/2021

Auckland Council

Summary Annual Report 2020/2021



Mihi

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

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

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Nau mai ki ngā kōrero mō mātou Welcome to our story

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

This report tells the story of what we did and how we performed across the group (the council, council-controlled organisations (CCOs), subsidiaries, associates, and joint ventures) over the past year. This includes some of the critical infrastructure projects and the services we delivered for Auckland to be the world-class city that New Zealand needs it to be.

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

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

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

Finding your way around the volumes:

Volume 1: Overview and Service Performance

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



Volume 2: Local Board reports

A collection of individual annual reports for each of the 21 local boards, reporting financial and non-financial performance.



Volume 3: Financial Statements

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



Volume 4: Climate change risk

A summary of the group’s climate-related financial risks and opportunities.





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

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

Responsibility

The Governing Body and management of Auckland Council accept responsibility for the preparation and completion of the financial statements and the related assumptions, estimates and judgements. The Governing Body and management adopted the financial statements as presented here on 27 September 2021.

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

In the opinion of Auckland Council, the group summary annual report, for the year ended 30 June 2021 fairly presents the financial performance, financial position, cash flows and service performance of the Auckland Council Group and Auckland Council.

Hon Phil Goff
Mayor of Auckland
27 September 2021

Jim Stabback
Chief Executive
27 September 2021

Nā te Koromatua

From the Mayor

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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



Hon Phil Goff, CNZM, JP
Mayor of Auckland



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

Nā te Tumu Whakarae From the Chief Executive

Kia ora koutou katoa

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

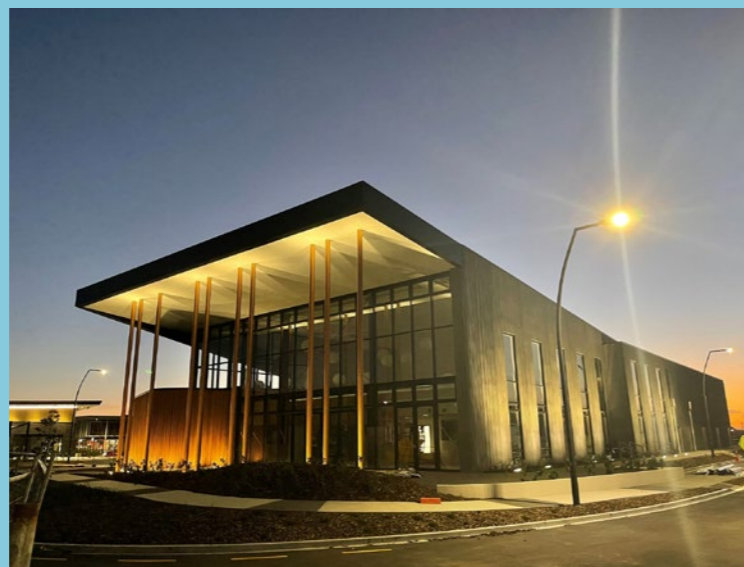
The Emergency Budget decisions required us to:

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

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

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

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



Star rating. Of our 122 thousand streetlights in the network, over 104 thousand have moved to energy efficient LED reducing CO₂ emissions by over 1500 tonnes. While this is a good start, we know there is more to do.

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

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

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

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

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

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

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

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

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

Jim Stabback
Chief Executive

“Ko tā te Rangatira he Ranga Tira”

A leader’s role is to weave people together



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

Section 1: Overview of our performance



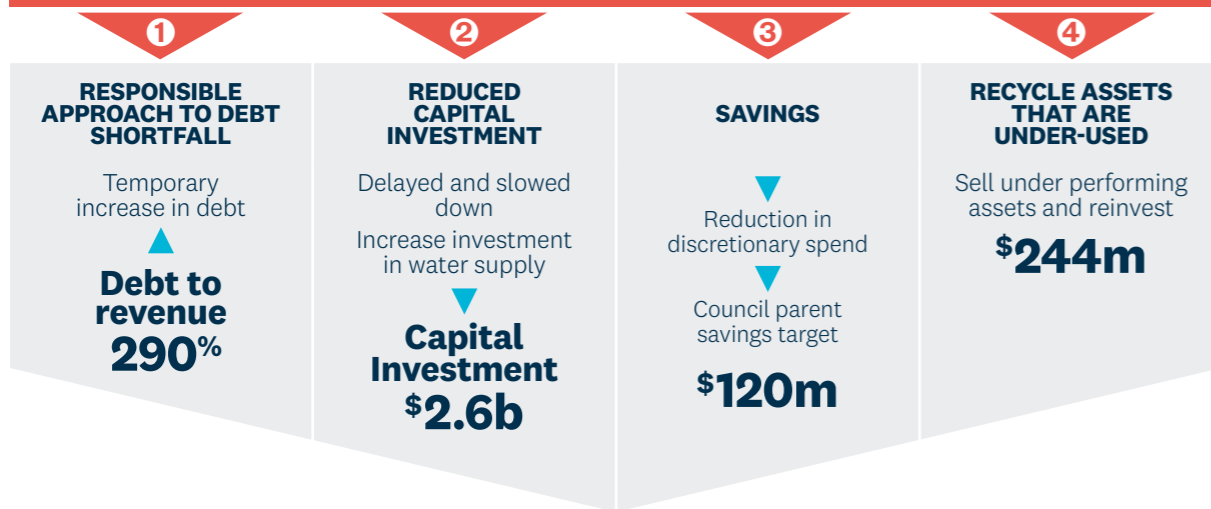
Tā mātou mahere o te tau

Our plan for the year

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



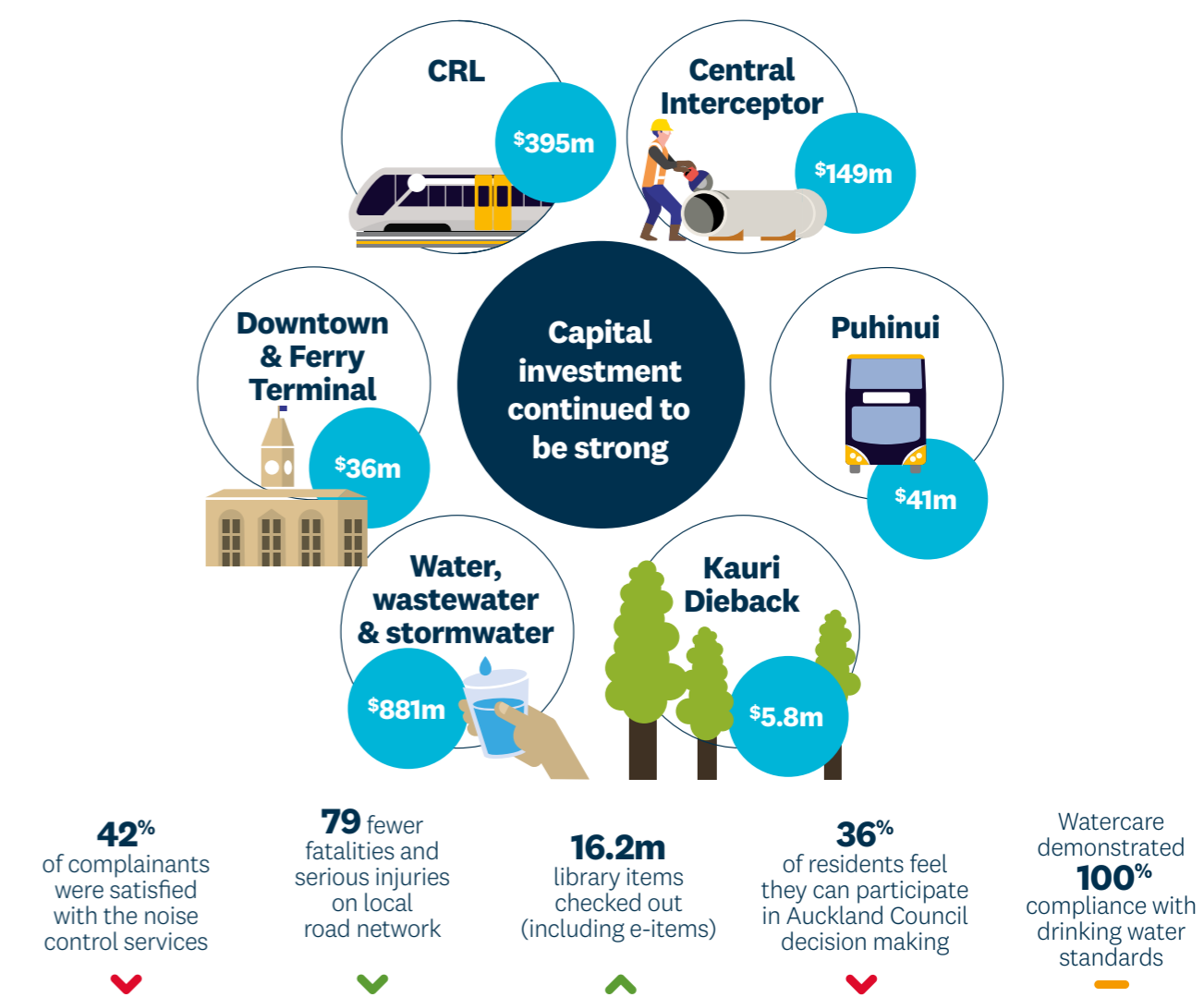
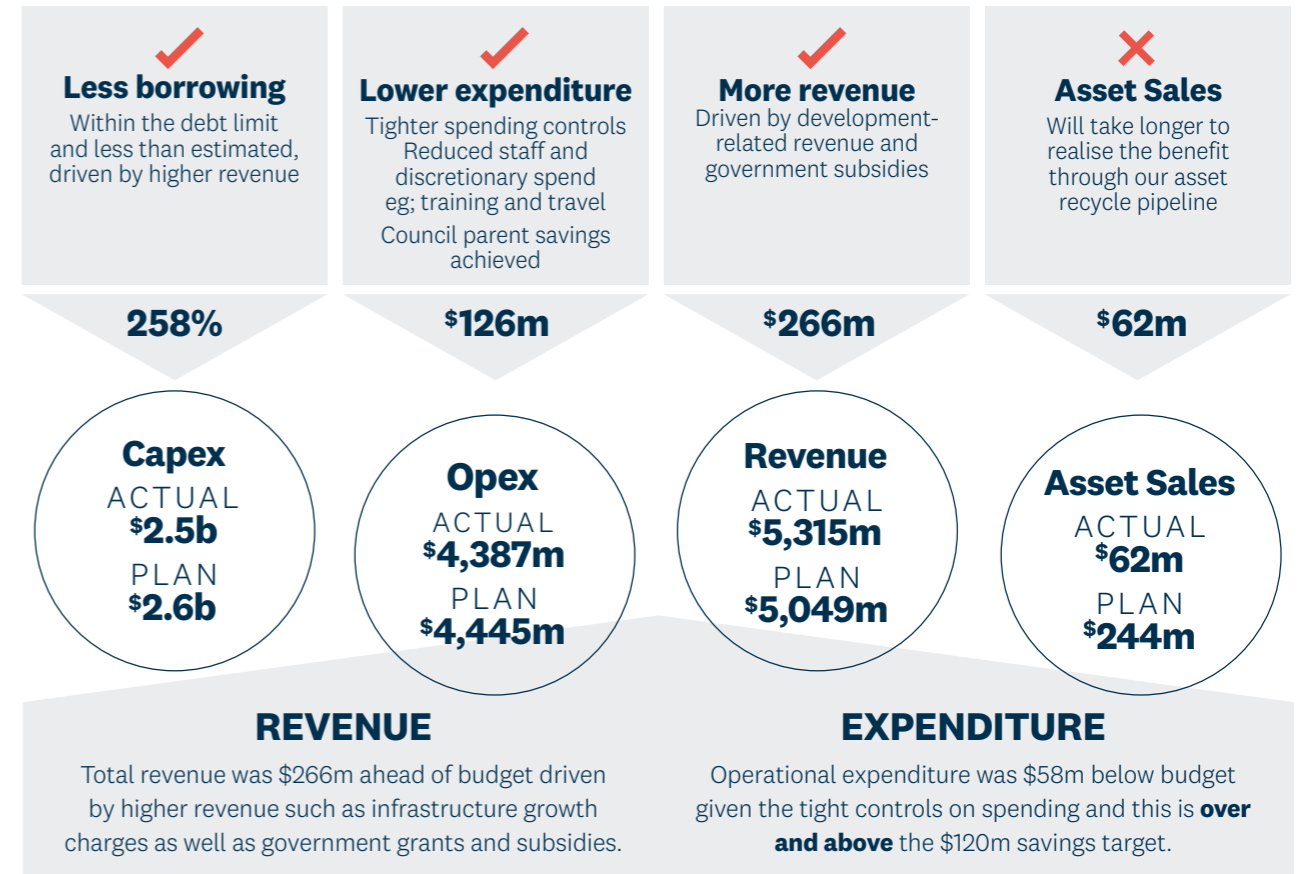
OUR PLANNED RESPONSE TO THESE CHALLENGES



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

The outcome

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



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

Auckland Council Group's favourable results pave the way for recovery

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

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

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

Capital investment

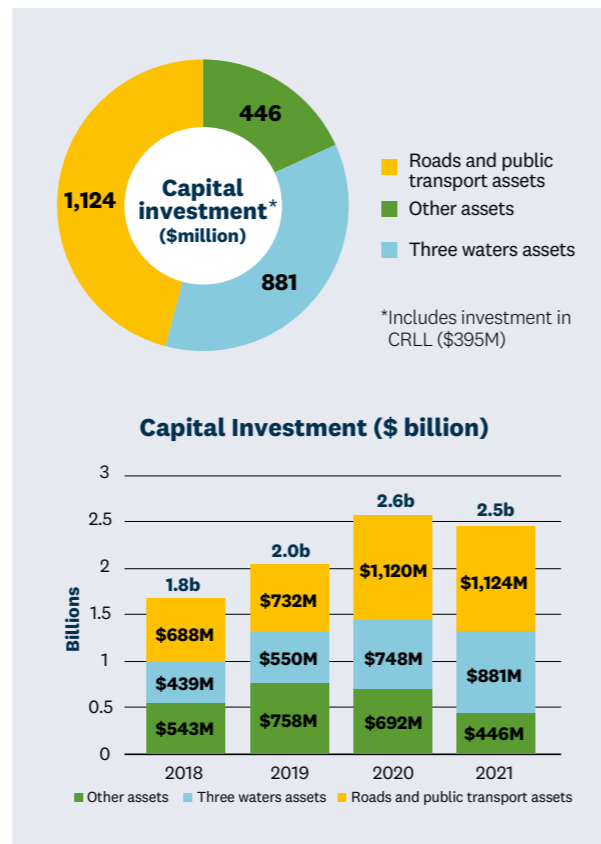
We had another year of significant investment in critical infrastructure despite supply chain constraints and labour shortages. This year's near-record \$2.5 billion investment focused on improving and developing our roading and public transport assets, increasing our supply of treating wastewater efficiently,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

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

Examples of these are:

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

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



Prudent approach to debt

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

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



Credit ratings

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

Our award winning green bond

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

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



Revenue

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

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

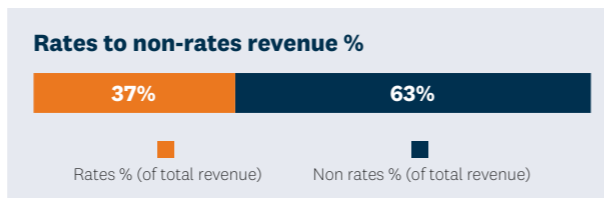
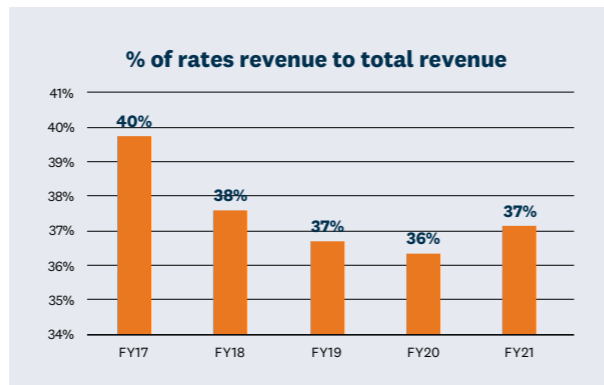
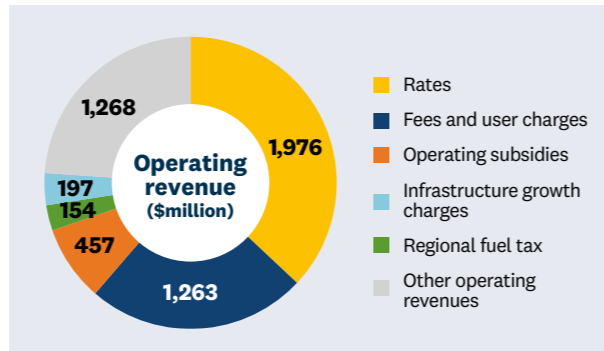
- regulatory revenue associated with increased volumes and complexity of building consents
- infrastructure growth charges for water and wastewater
- increased government subsidies from Waka Kotahi for public transport fare top-ups
- higher rates revenue given low uptake of rates postponement scheme

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

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

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

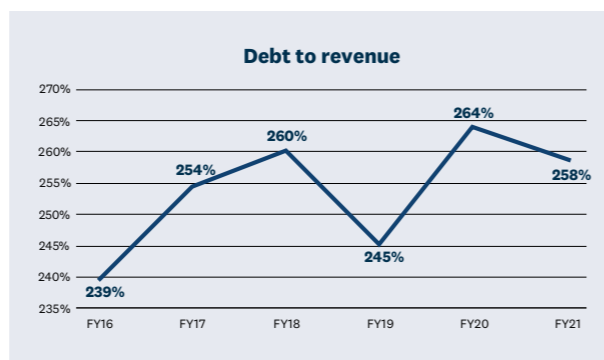
This year we also received shovel ready funding from government agencies.



Debt to revenue

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

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

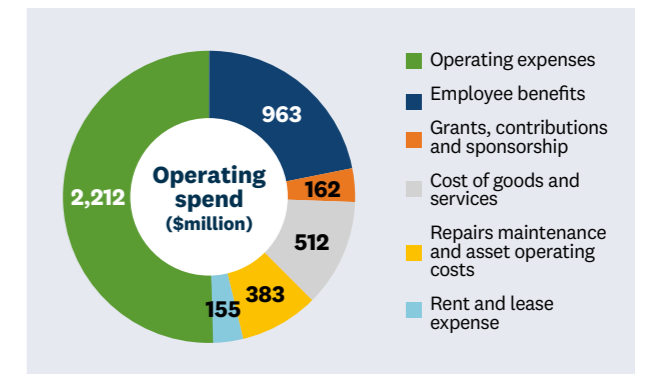
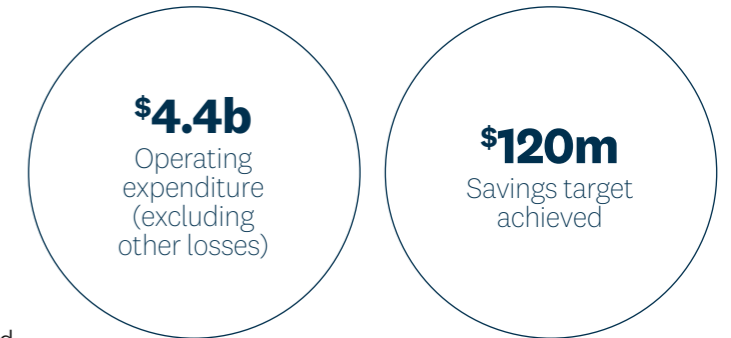


Operating expenditure

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

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

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



Looking ahead

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

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

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

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

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

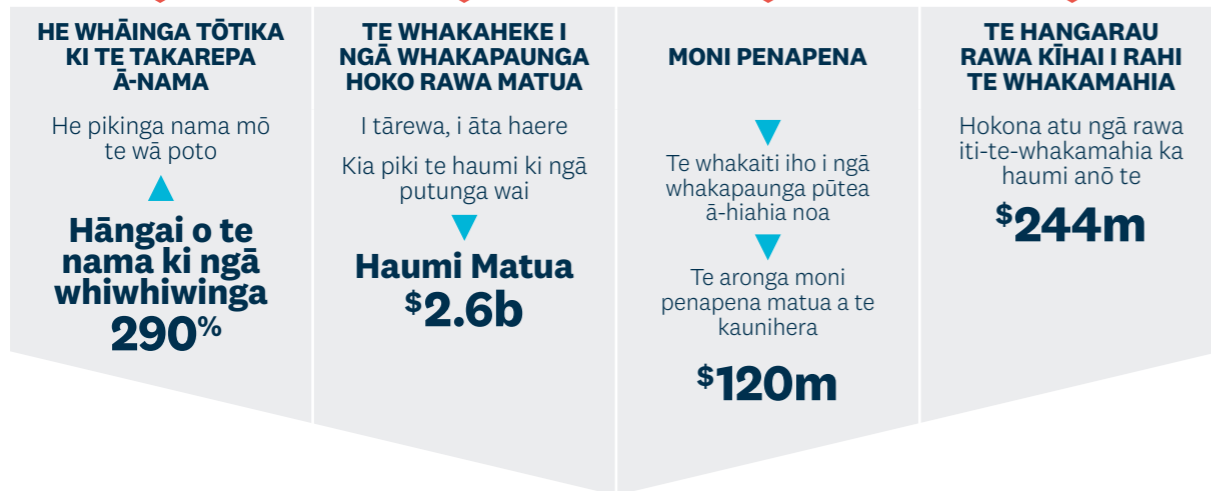
It is important we continue to pave the way for recovery and invest in the critical areas of transport, housing, water, our climate and continue delivering services for our communities.

Tā mātou mahere mō te tau

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



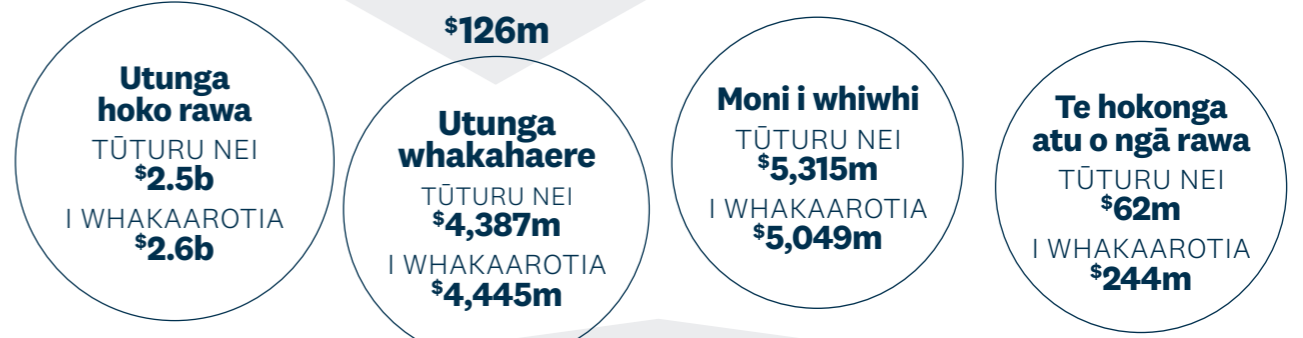
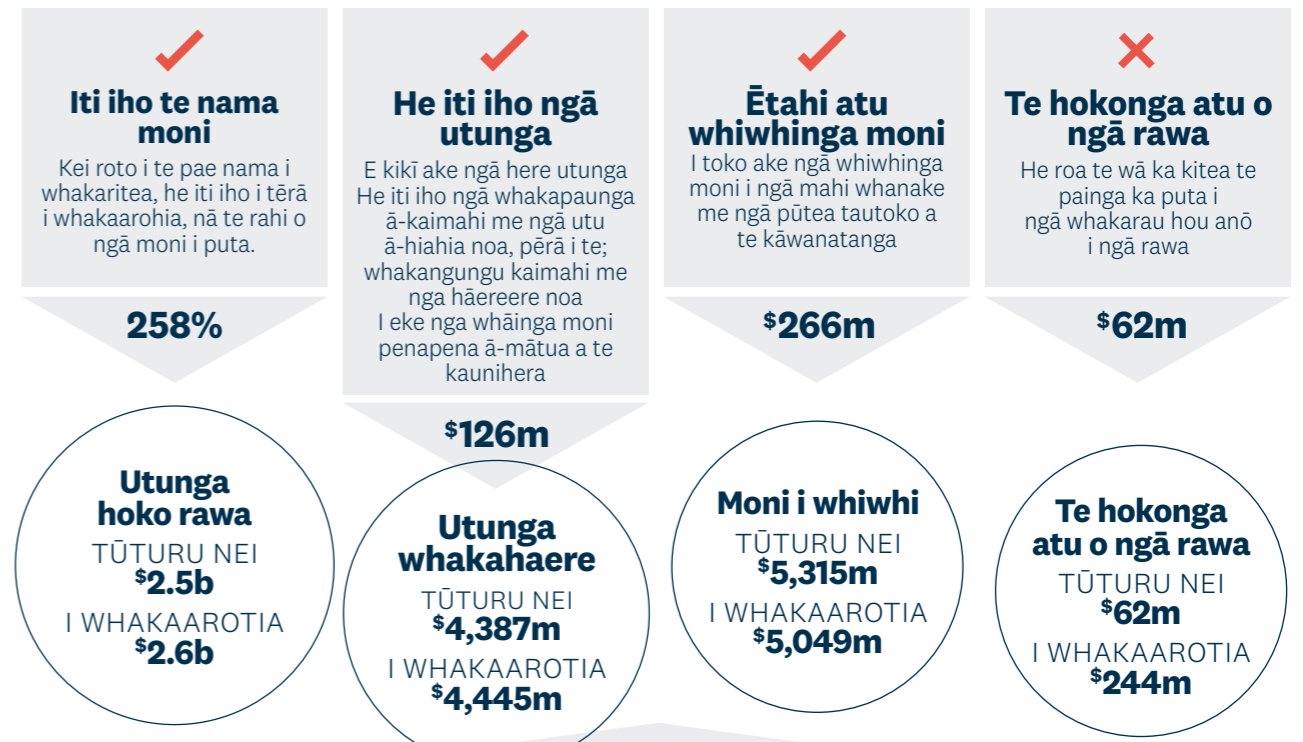
TĀ MĀTOU URUPARE KI ĒNEI WERO



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

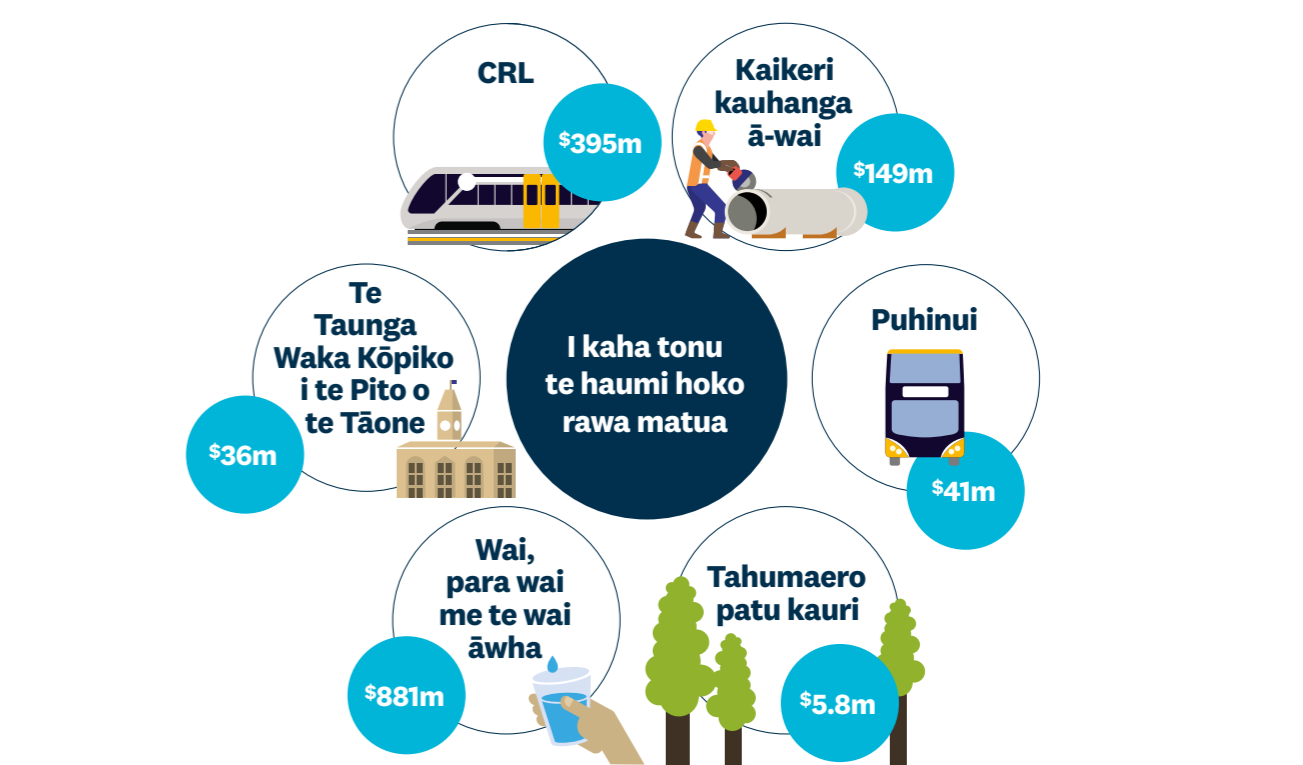
Ngā hua

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



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

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



I ea i te ratonga tiaki mahi turituri he **42%** o ngā amuamu

79 te itinga iho o ngā mate aituā me ngā wharanga i ngā rori o te takiwā

16.2m ngā mea i haria i ngā whare pukapuka (tae atu ki ngā mea ā-matihiko)

36% o te hunga kāinga e whakapono ana kei te whai wāhi rātou ki ngā whakatau a te Kaunihera o Tāmaki Makaurau

I whakaatuhia e Watercare i eke i a ia **100%** o ngā taumata pae wai inu

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

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

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

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

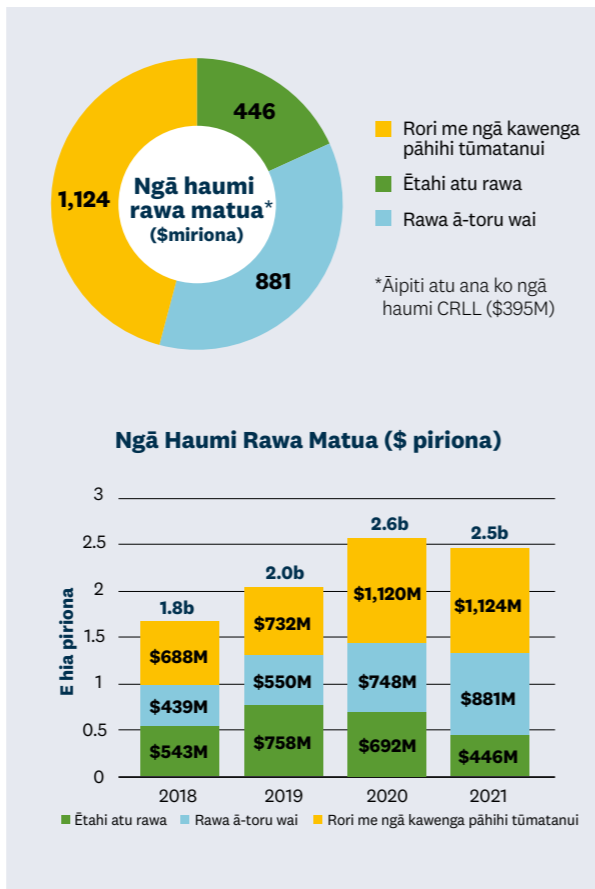
Ngā tāpaenga rawa matua

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

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

Ētahi tauira o ēnei:

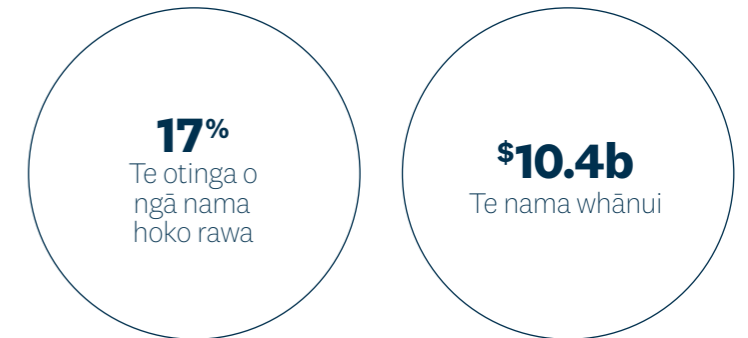
- Ko tā mātou whakautu ki te tauraki me te whakarahi ake i ngā putunga wai o te tāone nui me te tāpiringa mai o te Pūnaha Tiaki Wai o Waikato, te Poka Punawai a Hickey i Pukekohe me te Pāpuni i te Manga Wai a Hays.
- Te Kaikeri Kauhanga Matua
- Te Hononga Rere Raro Whenua
- Te Ngau o Horotiu (Downtown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



He whāinga e tūpato ai te kōwhiri nama

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

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



Raraunga utu nama

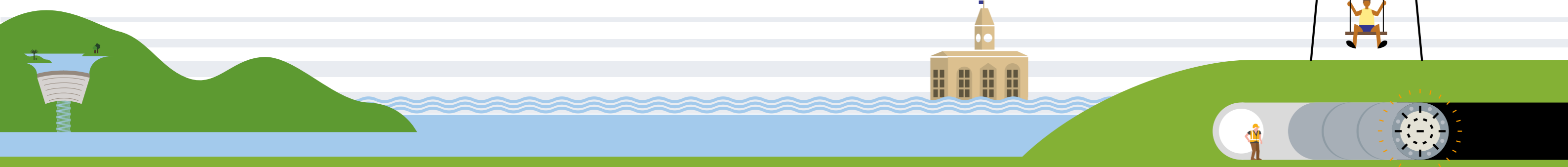
Ahakoa ngā uaua o tēnei tau, i mau tonu ā mātou tikanga āta ine i te whakahaere i ngā mahi penapena pūtea. Ko te hua ka kitea i roto i te raraunga utu nama mai i a S&P Global Ratings me Moody's Investor Services "AA" me te "Aa2" tā tēnā me tēnā, he tohu e "Au" ana te noho. Koia ēnei ko ētahi o ngā raraunga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

Ā tātou tohu ā-here kākāriki whakarei



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

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



Whiwhinga moni

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

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

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

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

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

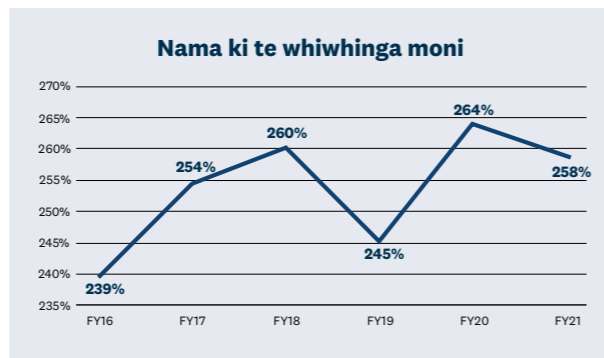
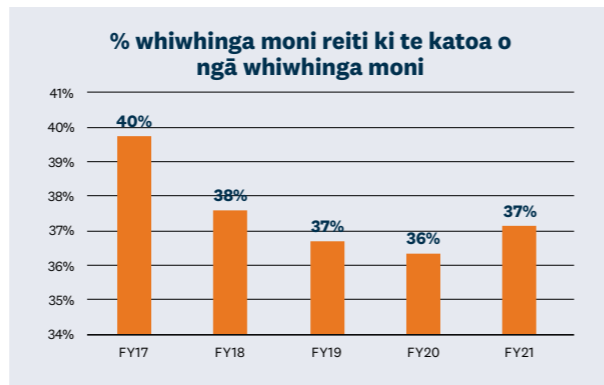
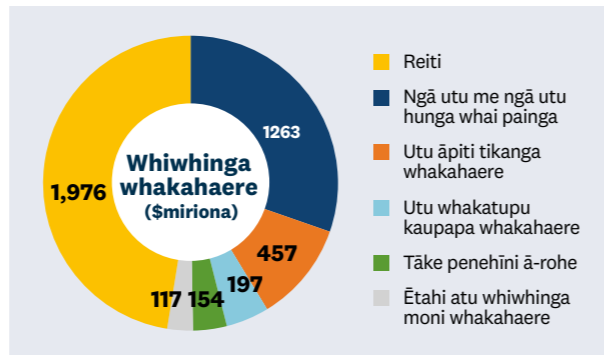
I piki hoki ngā whiwhinga reiti whānui i tērā o te tau kua hori, nā te pikinga 3.5% o ngā reiti puta noa me te rahi ake o te papa hunga utu reiti. I whiwhi pūtea taunaki mahi kua rite kē mō te whiu a te hāwara mai i ngā tari kāwanatanga.



Hāngai o nga nama ki nga whiwhinga moni

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

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

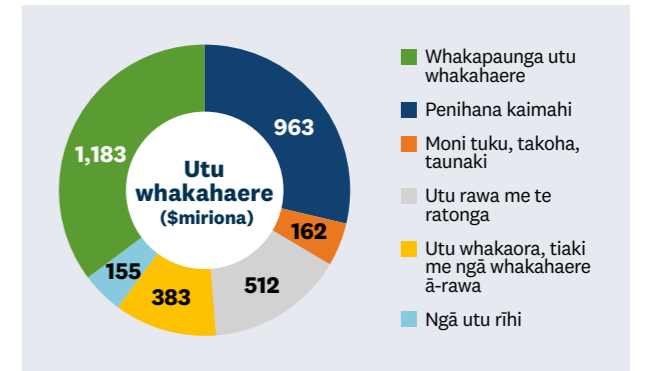
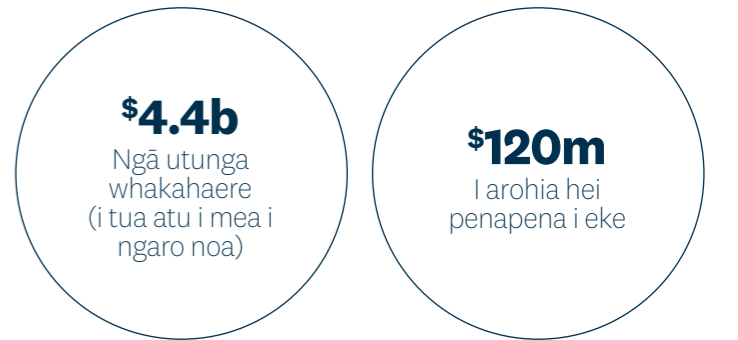


Utunga mahi whakahaere

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

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

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



Te aro whakamua

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

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

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

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

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

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

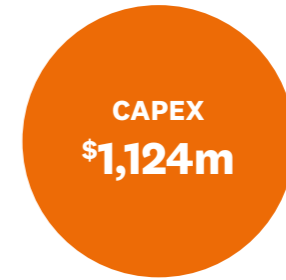
Introduction to themes/groups of activities

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

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

Service Performance (SSP) reporting. More detailed information by groups of activities can be found on pages 69 – 87.

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



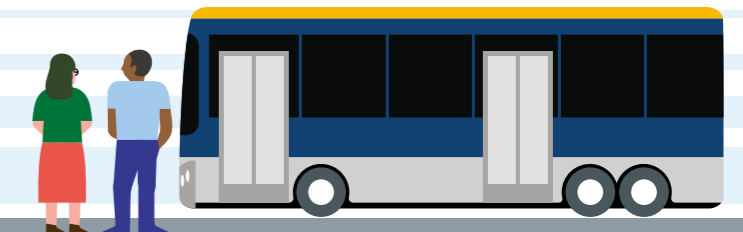
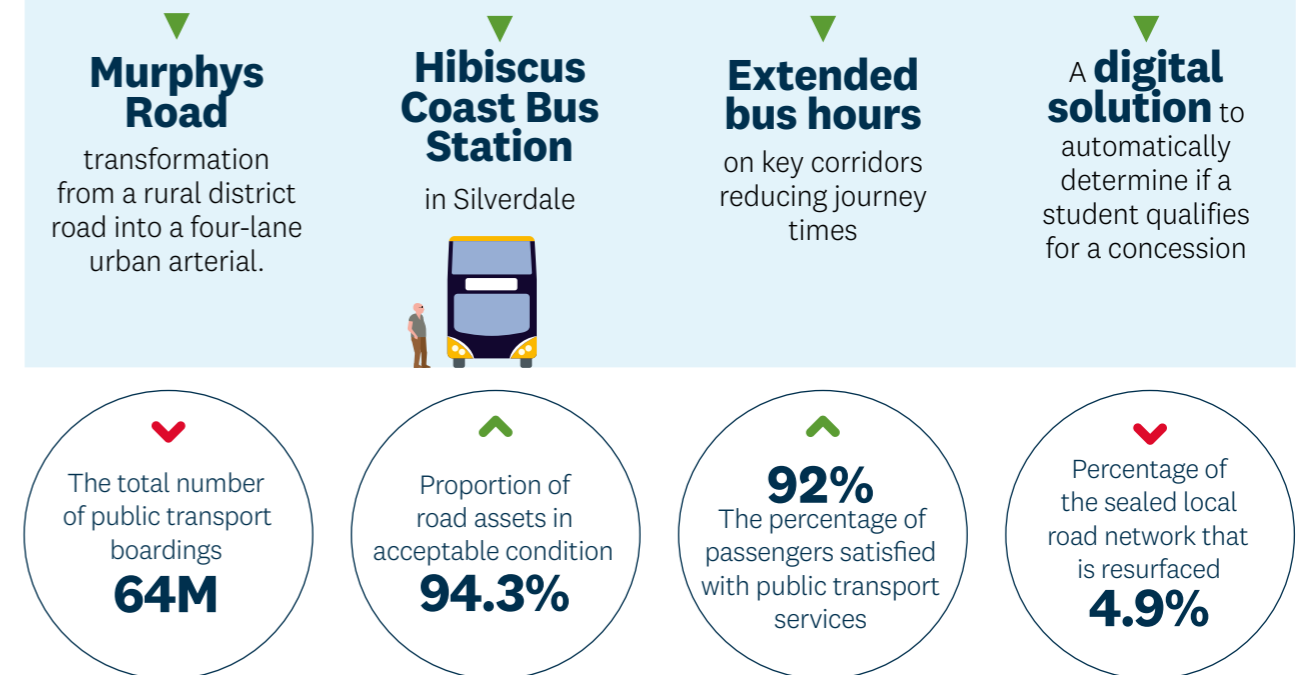
Te pūnaha waka kawekawe Transport

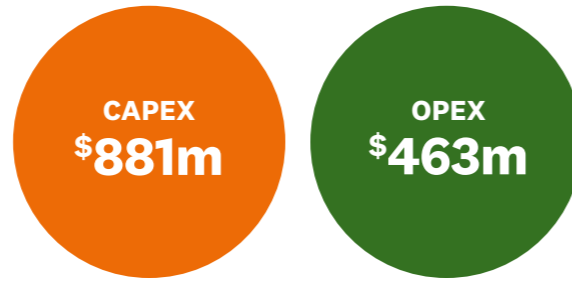
Auckland Transport is responsible for building and managing our network of local and arterial roads, footpaths, cycleways, bridges, carparks and culverts. They also provide public transport services across the rail, bus and ferry networks.

We create value by

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

What we delivered





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

Water supply, wastewater and stormwater

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

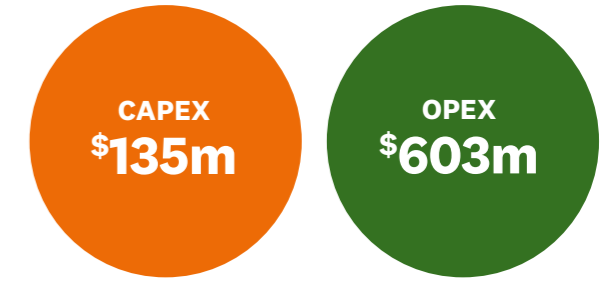
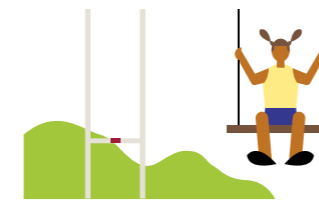
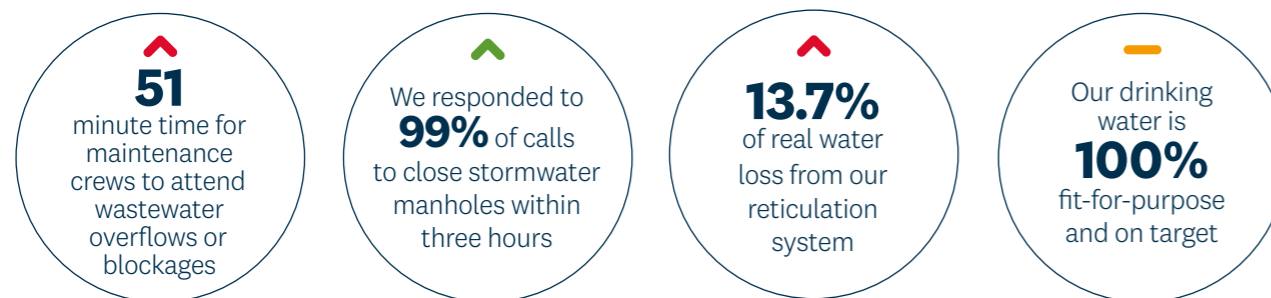
They build and maintain significant infrastructure assets to provide these services. The Healthy Waters department of Council builds and maintains the infrastructure and services that manage the stormwater runoff entering our streams and harbours.

We create value by

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

What we delivered

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



Ngā Papa Rēhia me te Hapori Parks and Community

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

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

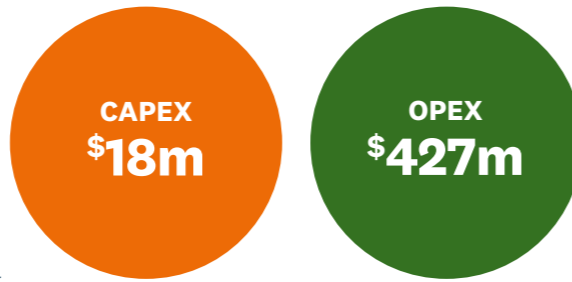
We create value by

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

What we delivered

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





Te Whakahaere me ngā Whakaritenga mō te Taiao

Environmental Management and Regulation

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

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

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

We create value by

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

What we delivered

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

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



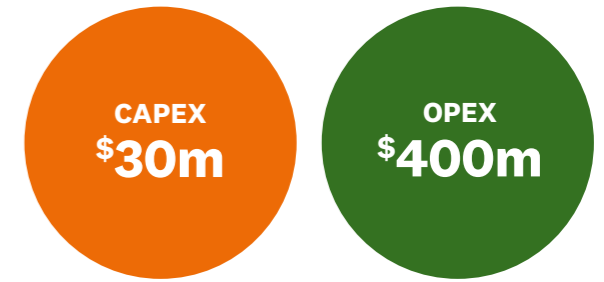
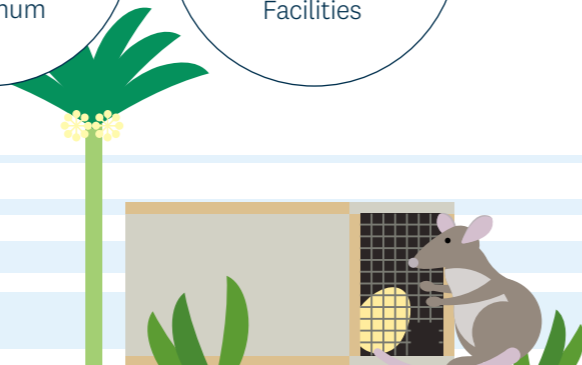
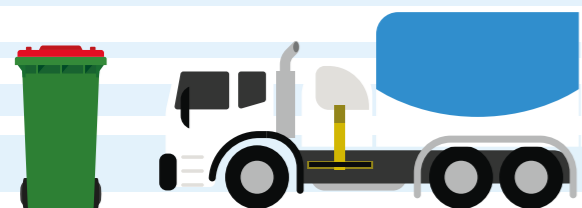
Pest animal control feral pigs eradicated from Waiheke, no sightings of rats in the kōkako protected areas of the Hunua Ranges for several months

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

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

148kg of domestic kerbside refuse per capita per annum

9 The total number of Resource Recovery Facilities



Te Tautoko ā-Kaunihera

Council Support

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

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

We create value by

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

What we delivered

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

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

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

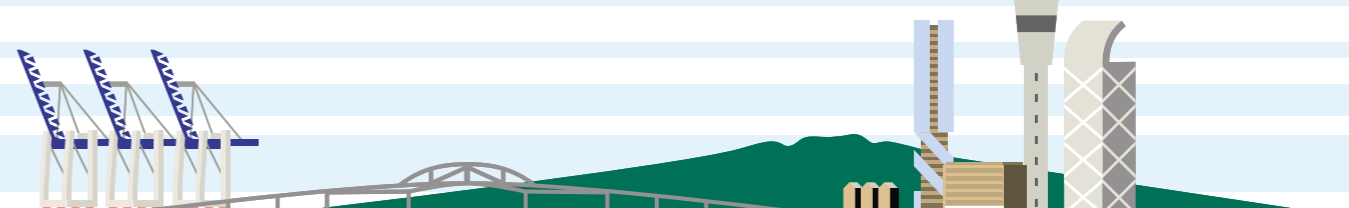
Business Associations meeting their (BID) Partnership Programme obligations
100%

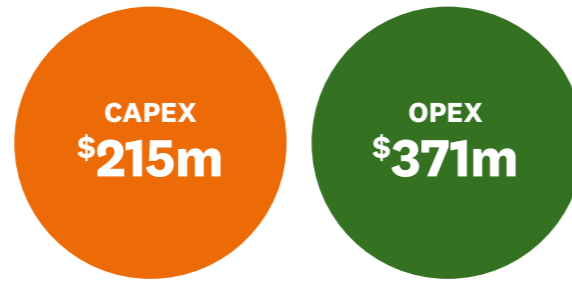
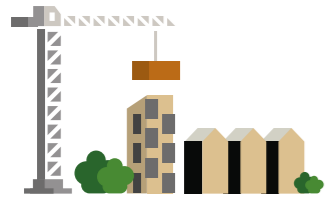
The percentage of Aucklanders who are prepared for an emergency
69%*

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

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

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





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

City Centre and Local Development

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

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

We create value by

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

What we delivered

Toka Puia

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

Ormiston town centre

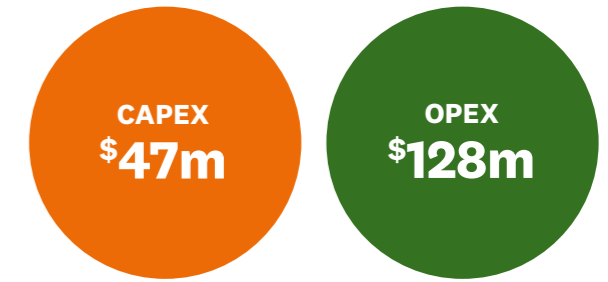
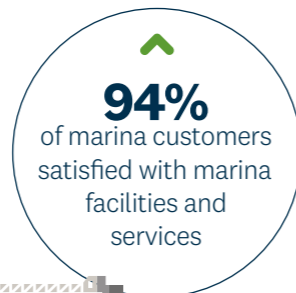
In partnership with the Todd Property Group, a 19-hectare retail destination

Barrowcliffe area enhancements

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

36th America's Cup Infrastructure

including syndicate bases, wharf extensions & breakwaters



Te Whanaketanga mō te Ōhanga me te Ahureai

Economic and cultural development

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

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

We create value by

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

What we delivered

Anzac Day services

delivered with pre COVID-19 levels of attendance

Domestic tourism campaigns

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

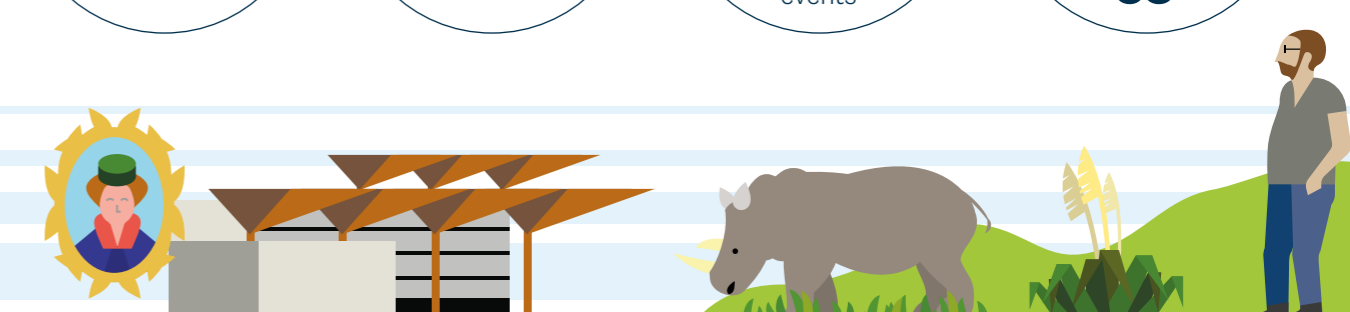
Pasifika Festival

delivered after a postponement



Auckland Diwali Festival

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



Summary statement of comprehensive revenue and expenditure

For the year ended 30 June 2021

\$million	Group			Auckland Council		
	Actual 2021	Budget 2021	Actual 2020	Actual 2021	Budget 2021	Actual 2020
Revenue						
Rates	1,976	1,976	1,877	1,986	1,988	1,887
Fees and user charges	1,263	1,219	1,316	319	254	299
Grants and subsidies	837	865	821	29	64	58
Development and financial contributions	226	137	156	226	137	156
Other revenue	632	435	494	283	235	259
Vested assets	376	410	494	132	113	158
Finance revenue measured using effective interest method	5	5	9	30	34	35
Other finance revenue	-	2	1	89	95	82
Total revenue excluding other gains	5,315	5,049	5,168	3,094	2,920	2,934
Expenditure						
Employee benefits expense	963	959	997	533	545	575
Depreciation and amortisation	1,020	1,051	963	294	302	292
Grants, contributions and sponsorship	162	159	148	1,049	1,160	1,083
Other operating expenses	1,834	1,822	1,864	711	662	782
Finance costs	408	454	444	388	434	422
Total expenditure excluding other losses	4,387	4,445	4,416	2,975	3,103	3,154
Operating surplus/(deficit) before gains and losses	928	604	752	119	(183)	(220)
Net other gains/(losses)	998	-	(628)	957	-	(586)
Share of net (deficit)/surplus in associates and joint ventures	(28)	5	(15)	(30)	3	(17)
Surplus/(deficit) before income tax	1,898	609	109	1,046	(180)	(823)
Income tax expense	39	31	74	-	-	-
Surplus/(deficit) after income tax	1,859	578	35	1,046	(180)	(823)
Other comprehensive revenue/(expenditure)						
Net gain on revaluation of property, plant and equipment	3,148	2,672	731	1,605	1,733	-
Tax on revaluation of property, plant and equipment	(263)	(326)	-	-	-	-
Movement in cashflow hedge reserve	5	-	-	-	-	-
Share of associates and joint ventures reserves	-	-	(146)	-	-	(146)
Reclassification of share of associates reserves	-	-	21	-	-	21
Fair value movement on revaluation of financial assets held at fair value through other comprehensive revenue and expenditure	175	-	164	179	-	154
Deferred tax written back to revaluation reserve on asset transfer	-	-	2	-	-	-
Total other comprehensive revenue	3,065	2,346	772	1,784	1,733	29
Total comprehensive revenue/(expenditure)	4,924	2,924	807	2,830	1,553	(794)

The accompanying basis of reporting forms part of, and is to be read in conjunction with these financial statements.

Summary statement of financial position

As at 30 June 2021

\$million	Group			Auckland Council		
	Actual 2021	Budget 2021	Actual 2020	Actual 2021	Budget 2021	Actual 2020
Current assets						
Non-current assets held-for-sale	7	132	127	5	132	50
Other current assets	987	753	996	634	535	697
Total current assets	994	885	1,123	639	667	747
Non-current assets						
Property, plant and equipment	54,941	54,747	50,421	18,066	17,695	16,151
Investment in subsidiaries	-	-	-	19,693	19,731	19,681
Investment in associates and joint ventures	926	2,519	565	926	2,515	565
Other non-current assets	3,937	1,861	3,882	6,151	4,171	5,765
Total non-current assets	59,804	59,127	54,868	44,836	44,112	42,162
Total assets	60,798	60,012	55,991	45,475	44,779	42,909
Current liabilities						
Current borrowings	1,413	1,445	1,093	1,412	1,457	1,092
Other current liabilities	1,240	1,027	1,117	1,126	894	869
Total current liabilities	2,653	2,472	2,210	2,538	2,351	1,961
Non-current liabilities						
Non-current borrowings	9,274	9,594	9,121	8,794	9,063	8,630
Other non-current liabilities	4,098	4,018	4,811	2,218	2,134	3,232
Total non-current liabilities	13,372	13,612	13,932	11,012	11,197	11,862
Total liabilities	16,025	16,084	16,142	13,550	13,548	13,823
Net assets	44,773	43,928	39,849	31,925	31,231	29,086
Equity						
Total equity	44,773	43,928	39,849	31,925	31,231	29,086

The accompanying basis of reporting forms part of, and is to be read in conjunction with these financial statements.

Summary statement of changes in equity

For the year ended 30 June 2021

\$million	Group			Auckland Council		
	Actual 2021	Budget 2021	Actual 2020	Actual 2021	Budget 2021	Actual 2020
Opening equity as at 1 July	39,849	41,004	39,042	29,086	29,678	29,880
Total comprehensive revenue/(expenditure)	4,924	2,924	807	2,830	1,553	(794)
Return of equity	-	-	-	9	-	-
Closing equity as at 30 June	44,773	43,928	39,849	31,925	31,231	29,086
Components of equity						
Contributed equity	26,732	26,732	26,732	26,578	26,569	26,569
Accumulated funds	4,262	2,925	2,451	(498)	(1,756)	(1,488)
Reserves	13,779	14,271	10,666	5,845	6,418	4,005
Total equity	44,773	43,928	39,849	31,925	31,231	29,086

Summary statement of cash flows

For the year ended 30 June 2021

\$million	Group			Auckland Council		
	Actual 2021	Budget 2021	Actual 2020	Actual 2021	Budget 2021	Actual 2020
Net cash inflow/(outflow) from operating activities	1,720	1,109	1,370	565	(232)	24
Net cash outflow from investing activities	(2,326)	(2,208)	(2,497)	(1,168)	(811)	(1,124)
Net cash inflow from financing activities	605	910	1,131	617	881	1,138
Net increase/(decrease) in cash and cash equivalents and bank overdraft	(1)	(189)	4	14	(162)	38
Opening cash and cash equivalents and bank overdraft	295	289	291	243	242	205
Closing cash and cash equivalents and bank overdraft	294	100	295	257	80	243

The accompanying basis of reporting forms part of, and is to be read in conjunction with these financial statements.

Notes to the summary financial statements

Basis of reporting

Auckland Council has designated itself and 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 2020/2021 and Summary Annual Report 2020/2021 were authorised for issue by the group's governing body on 27 September 2021.

The Annual Report 2020/2021 can be found on the Auckland Council website and in Auckland Council libraries.

Budget information

The budget figures presented in the financial statements of the Group and Auckland Council are those included in the Emergency Budget 2020/2021 and are consistent with the accounting policies used to prepare the financial statements.

Key Variances against Emergency Budget 2020/2021

A summary of the key variances against budget is as follows:

Comprehensive revenue and expenditure

The economic uncertainty around the COVID-19 pandemic resulted in our budgets factoring a decrease in all services related to property development. During the year there was a significant increase in demand for property in Auckland which positively impacted all revenue types that are related to development.

- Watercare receives infrastructure growth charges to cover capital investment in bulk infrastructure used to provide services to either new or existing customers who increase their demand for water services. These charges were \$123 million higher than budget.
- Development contributions were \$89 million higher than budget. The favourable variance is mainly attributable to housing built by large scale developers.
- Revenue received for resource and building consents was \$58 million higher than planned because of the increase in volume as well as complexity of consents arising from Auckland's increasing density. This revenue was offset by costs of a similar amount.

Net other gains and losses for the group and Auckland Council of \$998 million and \$957 million respectively

Subsequent events

COVID-19 Alert Level 4

At 11:59pm on Tuesday 17 August 2021 Auckland entered COVID-19 Alert Level 4 which locked down all but essential services. All the group's construction sites and community facilities were closed with minor exceptions. The largest impact is on public transport and parking. As in prior years, the group expects to receive capital project extension-of-time variations claims from contractors, however the quantum is dependent on the length and extent of the lockdown. Although the financial impact is expected to be non-trivial, the Recovery Budget 2022-2032 anticipated

are not budgeted. These net gains mainly relate to movements in the value of derivative financial instruments used as hedges against interest rate movements.

Financial position

Investment in associates and joint ventures is \$1,593 million below budget for the group (\$1,589 million for Auckland Council). This was mainly due to the prior year change in accounting treatment which reclassified the council's investment in Auckland International Airport Limited (AIAL) from an investment in associate to an investment in an equity instrument. The budget was prepared prior to the finalisation of this change in accounting treatment. The investment was reclassified as an investment in an equity instrument and was remeasured to fair value.

The change in accounting for AIAL is the reason for the offsetting increase against budget of Other non-current assets, which was \$2076 million for the group and \$1,980 million for Auckland Council.

The group's total borrowings were \$352 million less than planned (\$314 million for Auckland Council) due to stronger operating cash inflows and less capital expenditure than anticipated.

ongoing COVID-19 disruption for the next three years, allowances were made for the expected financial impact and there is sufficient debt headroom to manage this event. This change had no impact on the financial statements at 30 June 2021.



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

Section 2: Our key areas of focus

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

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

“Tuia i roto, tuia i waho”

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

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

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

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

Wellbeing review

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

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

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

— Patricia Reade, Deputy Chief Executive

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

Flexible working

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

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

Our diversity

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

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

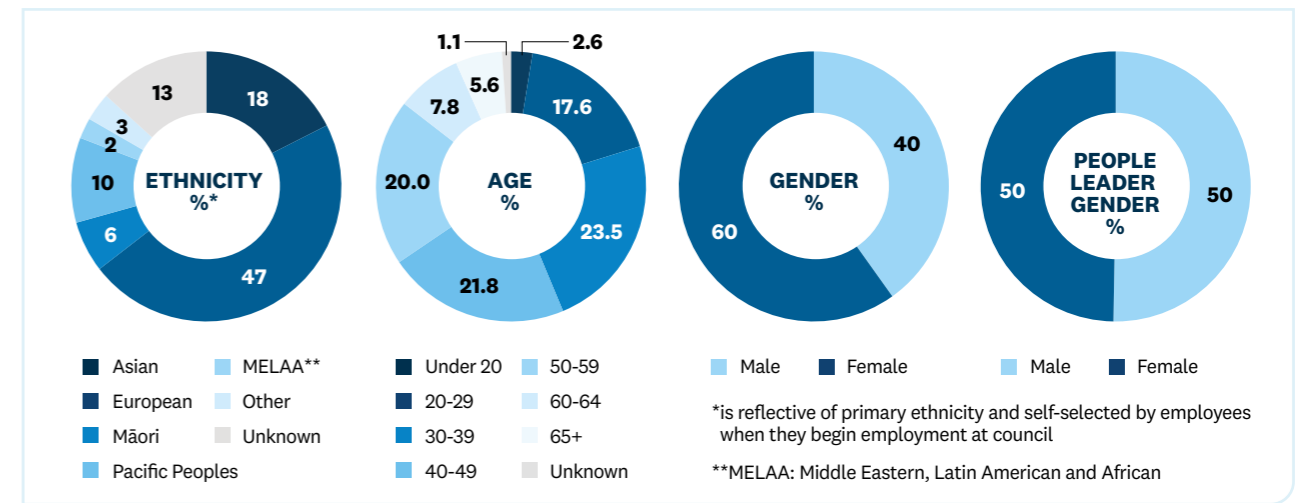
An important part of being our whole selves at work is being able to express ourselves and what makes us unique. Our staff networks provide support to do this. We have a wide range of staff networks including for staff who are Māori, Pasifika, Muslim, Indian, Christian, Chinese, Young Professionals,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

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

— Rob Sykes, Diversity & Inclusion Principal Advisor



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



The Council Group

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

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

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

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

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

Ngā take rawa - Te urupare ki te tupuranga

Material issues - Responding to growth

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

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

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

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



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

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

Our land use planning enables development that supports growth. In 2016, our Unitary Plan enabled an additional one million dwellings to be built in Auckland and provided for more dwellings to be built in multi-unit complexes. Our regulatory activities also ensure that developments are safe and in line with statutory requirements.



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

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



Ngā take rawa - Ngā whare

Material issues - Housing

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

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

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

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

Auckland Council does not build houses, but it plays

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

Regulatory Services have continued to face unprecedented volumes for building and resource consent. Meeting the demand has been challenging and we have struggled to meet performance targets in this area. We continue to improve our systems, take advantage of technological efficiencies, and focus on recruitment and retention of our staff. Please see pages 138-143 in Volume 1 for more information.

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



National Policy Statement on Urban Development 2020

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

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

Ngā take rawa - Te pūnaha waka kawe

Material issues – Transport

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

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

COVID-19 massively disrupted our way of life, in the way we work and how we travel to work. Masks on public transport have been mandatory for all New Zealanders over twelve since November 2020, regardless of the COVID-19 alert level status. Public transport users

must use AT HOP cards to travel, with cash fares no longer permitted. Public transport patronage had recovered to about 75-80 per cent of its pre-

COVID-19 levels. It is possible that with more people able to work from home, people are choosing to spread their commute over a longer period of time. But the reality remains that increased working from home has far from erased the working populations in our city centre and metropolitan centres.

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

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

- **The Puhinui Station** was completed, a promising investment for South Auckland, representing a major bus and train interchange within 10 minutes of the airport.
- The **City Rail Link (CRL)** will be a game-changer for Auckland City, doubling the capacity of our rail network by 2024. The past year has been full of key milestones, which can be found on page 78-79 in Volume 1.

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

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



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

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

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

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

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



Ngā take rawa - Te wai

Material issues – Water

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

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

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

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

What We Delivered: Drinking Water

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

► See Volume 1, page 86

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

► See Volume 1, page 86

Onehunga Water Treatment Plant has had its capacity expanded with an additional four million litres a day.
► See Volume 1, page 86

New **Pukekohe** Water Treatment Plant treating up to 5 million litres per day.
► See Volume 1, page 86

Wastewater treatment and disposal

The Northern Interceptor Wastewater Tunnel

► See Volume 1, page 94

Pukekohe Wastewater Treatment Plant Upgrade

► See Volume 1, page 95

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

► See Volume 1, page 95

Stormwater

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

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

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

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

The **Daldy Street outfall** improvements was successfully completed, improving water quality in the Viaduct Harbour and Wynyard Wharf areas.
► See page 81

Rosedale Wastewater Treatment Plant
► See Volume 1, page 94

Water reform programme

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



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

► Please refer to our **Water Supply, Wastewater Treatment and Stormwater Group of Activity sections** for more detail on the above key projects and initiatives on pages 76-81.

Te hurihanga āhuarangi Climate change

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

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

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

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

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

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

In June 2021, Auckland Council passed its \$31.8 billion Recovery Budget proposal, which sets out the council’s spending for the next decade. \$152 million will be invested into climate initiatives to reduce emissions and adapt to the impacts of climate change.

“Huri te ao, huri ngā tikanga”

As the world changes, we must respond accordingly

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

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

► Further reading on Auckland’s climate plan:

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

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

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

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

Our Priority Action Areas



Taiao māori

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



Taiao hanga

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



Ikiiki

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



Ōhanga

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



Ngā hapori me te tahatai

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



Ngā kai

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



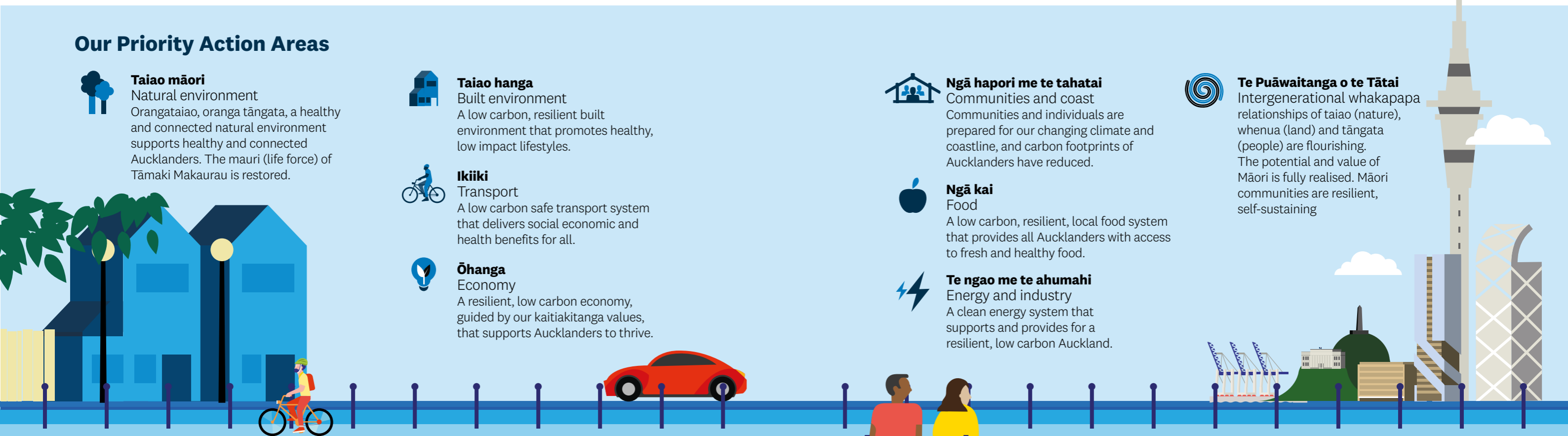
Te ngao me te ahumahi

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



Te Puāwaitanga o te Tātai

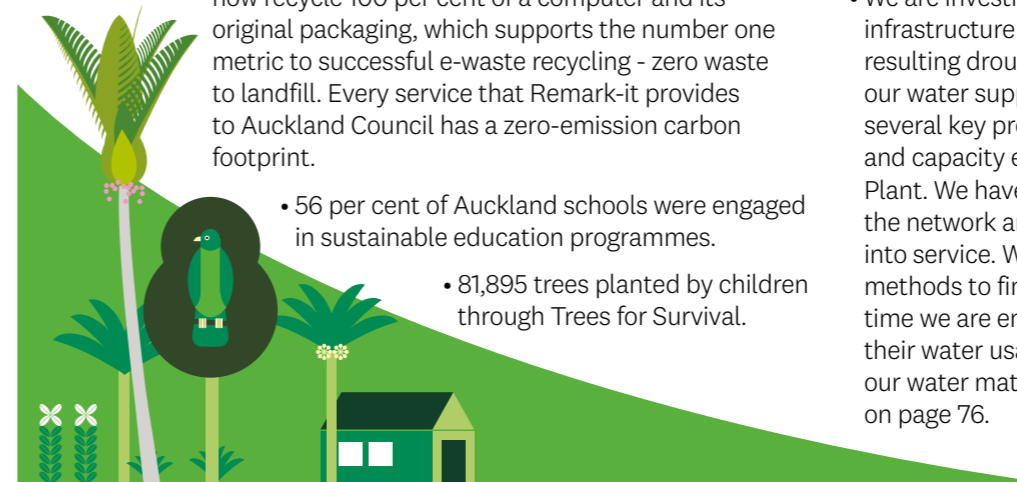
Intergenerational whakapapa relationships of taiao (nature), whenua (land) and tāngata (people) are flourishing. The potential and value of Māori is fully realised. Māori communities are resilient, self-sustaining



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

- Bus operators added another 28 electric buses to the fleet and there are now 33 low emission buses in the Auckland bus fleet.
- The upgrade and solar panel installation at the Rosedale Wastewater Treatment Plant was completed in November 2020 with the panels expected to generate approximately 1,480 megawatts of electricity each year, with zero emissions.
- Eke Panuku raised the bar for commercial developments, requiring all new commercial buildings to meet 5 Star Green Star ratings.
- Out of 122,785 streetlights on the network, 104,222 have energy efficient LEDs. These replacements have reduced our CO₂ emissions by over 1500 tonnes.
- We are converting all on-street parking machines to solar power and examining opportunities to include lower environmental impact materials in our construction projects, which include tests and trials of recycled materials.
- 49,170 Aucklanders engaged with tools and information focussed on supporting lower carbon lifestyles.

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



- \$824,500 in climate action projects delivered through local boards
- A successful digital campaign for FutureFit contributed towards 16,695 Aucklanders finding out their carbon footprints and approximately 1000 tonnes of CO₂ emissions avoided. The most popular completed actions were using a re-usable coffee cup, opting for a meat-free meal, and eating seasonal fruit and vegetables.
- Auckland Council has partnered with Remark-it to ensure that all purchased devices can be reused, recycled or disposed of sustainably. Remark-it can now recycle 100 per cent of a computer and its original packaging, which supports the number one metric to successful e-waste recycling - zero waste to landfill. Every service that Remark-it provides to Auckland Council has a zero-emission carbon footprint.

- 56 per cent of Auckland schools were engaged in sustainable education programmes.
- 81,895 trees planted by children through Trees for Survival.

- 475,539 native plants were planted in the winter period (ending 31 August 2021) with support from council. Additional planting is also undertaken by our CCOs and as part of initiatives by other non-council supported groups.
- Another key achievement has been the Go-Live of our Sustainability reporting platform where we now have over 50 per cent of our OPEX spend reporting monthly on carbon emissions and waste creation - allowing us to baseline the environmental impact of all our key contracts and enabling us to set reduction targets going forward.
- We are investing significantly in our water infrastructure to protect against climate change and resulting drought conditions. We have strengthened our water supply resilience through the completion of several key projects, including the Waikato 50 plant and capacity expansion at the Onehunga Treatment Plant. We have also reconnected Hays Creek Dam to the network and brought Hickeys Spring bore back into service. We are using acoustic leak detection methods to find and fix invisible leaks and at the same time we are encouraging Aucklanders to cut down on their water usage. To read more about this, please see our water material issues on page 46 and water supply on page 76.

Highlights 2020/21



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

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

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

15 September 2020: Auckland Council launches green bond offer

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

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



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

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

March 2021 Auckland economy climate change risk assessment published

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



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

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

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

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

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



Waiho i te toipoto, kua i te toiroa

Leading and influencing better outcomes for and with Māori

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

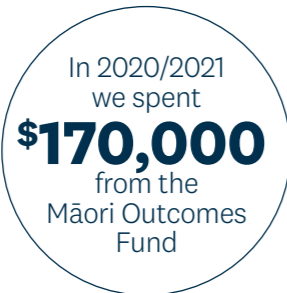
Auckland Council Group’s activities collectively contribute to the wellbeing of Māori in Auckland. The 10-year Budget 2018-2028 allocates \$150 million over 10 years for Māori outcomes. For the financial year 2020/2021, the spend on activities directly contributing to Māori identity and wellbeing was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

Kia Ora Tāmaki Makaurau – the group’s performance measurement framework for Māori outcomes – outlines a focus on 10 key wellbeing priorities. Through the framework development process, Māori defined the outcomes that matter most to them, and Auckland Council set objectives to contribute to these aspirations through its activities and budgets. Kia Ora Tāmaki Makaurau guides the council on supporting strong Māori communities, as well as enabling effective Māori participation and ensuring that council staff are empowered to deliver on outcomes for and with Māori.

Kia ora te kāinga – Papakāinga and Māori Housing

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

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



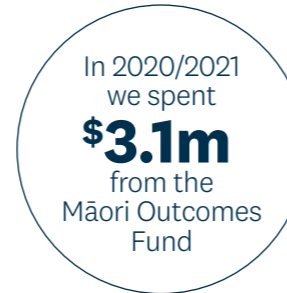
In 2020/2021, a key example was the completed construction of six two-bedroom kaumātua units at Papakura marae. The Māori Housing Unit worked closely with the marae from concept to construction, supporting the marae to overcome barriers, navigate through council processes, bring in other council stakeholders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

Kia ora te umanga – Māori Business, Tourism and Employment

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

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

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



Kia ora te marae – Marae Development

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

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

In 2020/2021, the council group supported infrastructure development for 10 marae through its Marae Infrastructure Programme – see success story on page 55 for more information.



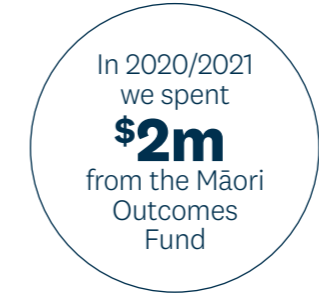
Kia ora te whānau – Whānau and Tamariki Wellbeing

Outcome: Empowered whānau Māori across Tāmaki Makaurau.

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

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

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



Kia ora te reo – Te reo Māori

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

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

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

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



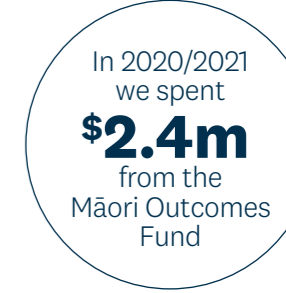
Kia ora te ahurea – Māori Identity and Culture

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

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

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

The gallery is owned and operated by Auckland Unlimited (formerly ATEED) and the exhibition was supported by the council group’s Māori Outcomes Fund – see success story on page 57 for more details.



Kia ora te rangatahi – Realising Rangatahi Potential

Outcome: Rangatahi Māori realise their potential

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

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

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

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



Preparing the Matariki Hāngi

Kia ora te taiao – Kaitiakitanga

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

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

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

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

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

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

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

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

Kia ora te hononga – Effective Māori Participation

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

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

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

its decision-making processes.

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

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

Kia hāngai te kaunihera – Empowered Organisation

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

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

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

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

COVID-19 Impacts on Māori

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

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

The purpose of the fund is to:

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

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

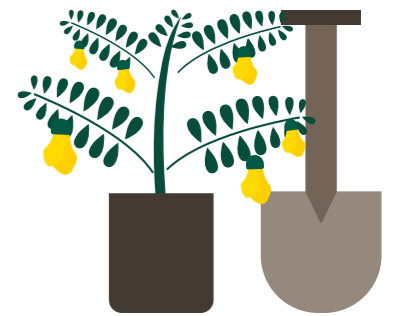
The fund approved \$2.9m for initiatives led by 36 Māori partner entities. \$1.9m of the Manaaki Fund was paid out to Māori partners during the FY21 year.

Success Stories

Plant nursery – Ngāi Tai ki Tāmaki

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

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



Mobile health clinics – Te Whānau o Waipareira

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

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

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

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

Success Stories – Māori Outcomes

The Marae Infrastructure Programme

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

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

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



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

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

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

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

Piritahi Marae

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

Work included:

- upgrade to accessible bathroom, ramps and pathways

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

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

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

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

– Judy Davis, Treasurer Piritahi Marae Trust

Social Procurement

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

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

Toi Tū Toi Ora: Contemporary Māori Art

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

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

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

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

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

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

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

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

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

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

– Visitors to Toi Tū Toi Ora

Employment opportunities:

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



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

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

Section 3: How we deliver value for Aucklanders



Tā mātou taura hei whakatupu hua

Our value creation model

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

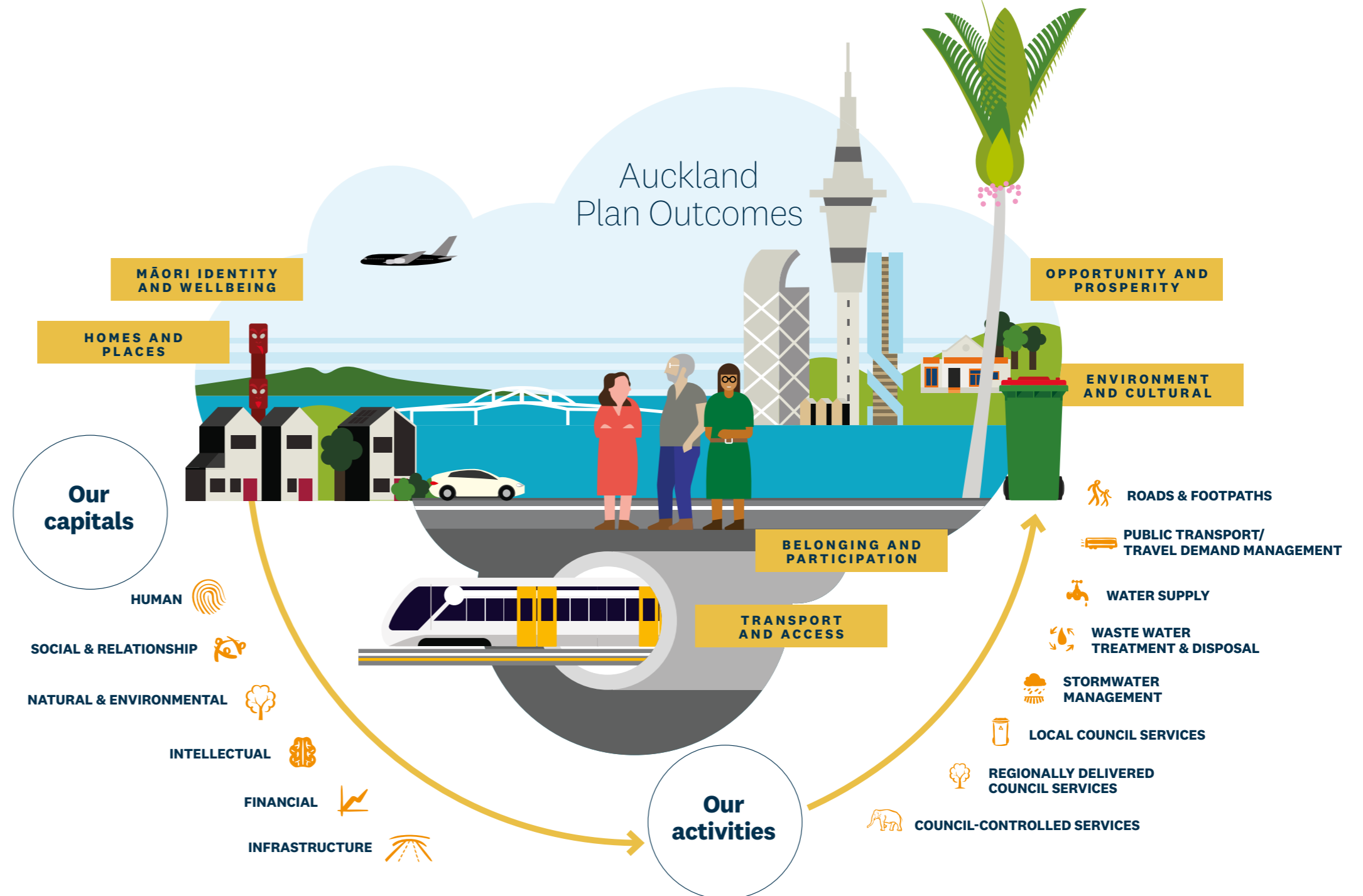
Auckland Council supports the External Reporting Board's encouragement of extended external reporting to cover broad information such as governance, business models, strategies and environmental, cultural and social impacts.

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

Our Auckland Plan, 10-year Budget and Annual Report are structured as eight key Groups of Activities, more information on our eight Groups of Activities can be found on pages 70 to 87.

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

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



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

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

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

Human

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

Social & relationship

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

Natural & environmental

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

Intellectual

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

Financial

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

Infrastructure

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

Tā mātou tuapapa whakahaere

Our structure

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

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

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

We have 149 local board members, spread over 21 boards. They form a key part of our shared governance model with our Governing Body with a wide-ranging

role that spans most council services and activities. Local Boards make decisions on local matters, provide local leadership, support strong local communities and provide important local input into region-wide strategies and plans.

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

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

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

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

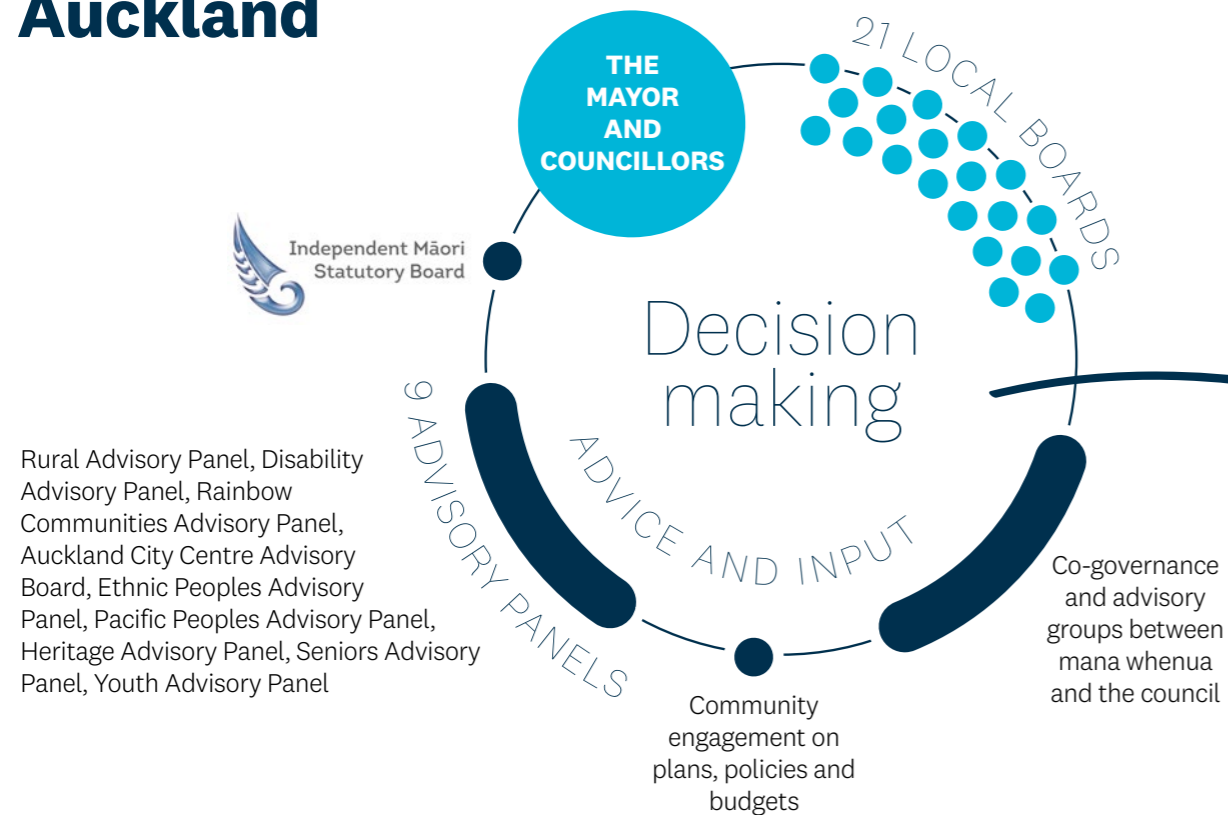
We identify and manage risks using a framework based on AS/NZ ISO 31000:2009 (a joint Australian New Zealand International Standard on Risk management - principles and guidelines).

The council's Assurance Services team provides independent assurance to the Audit and Risk Committee and Chief Executive that risk management controls are operating in an efficient, effective

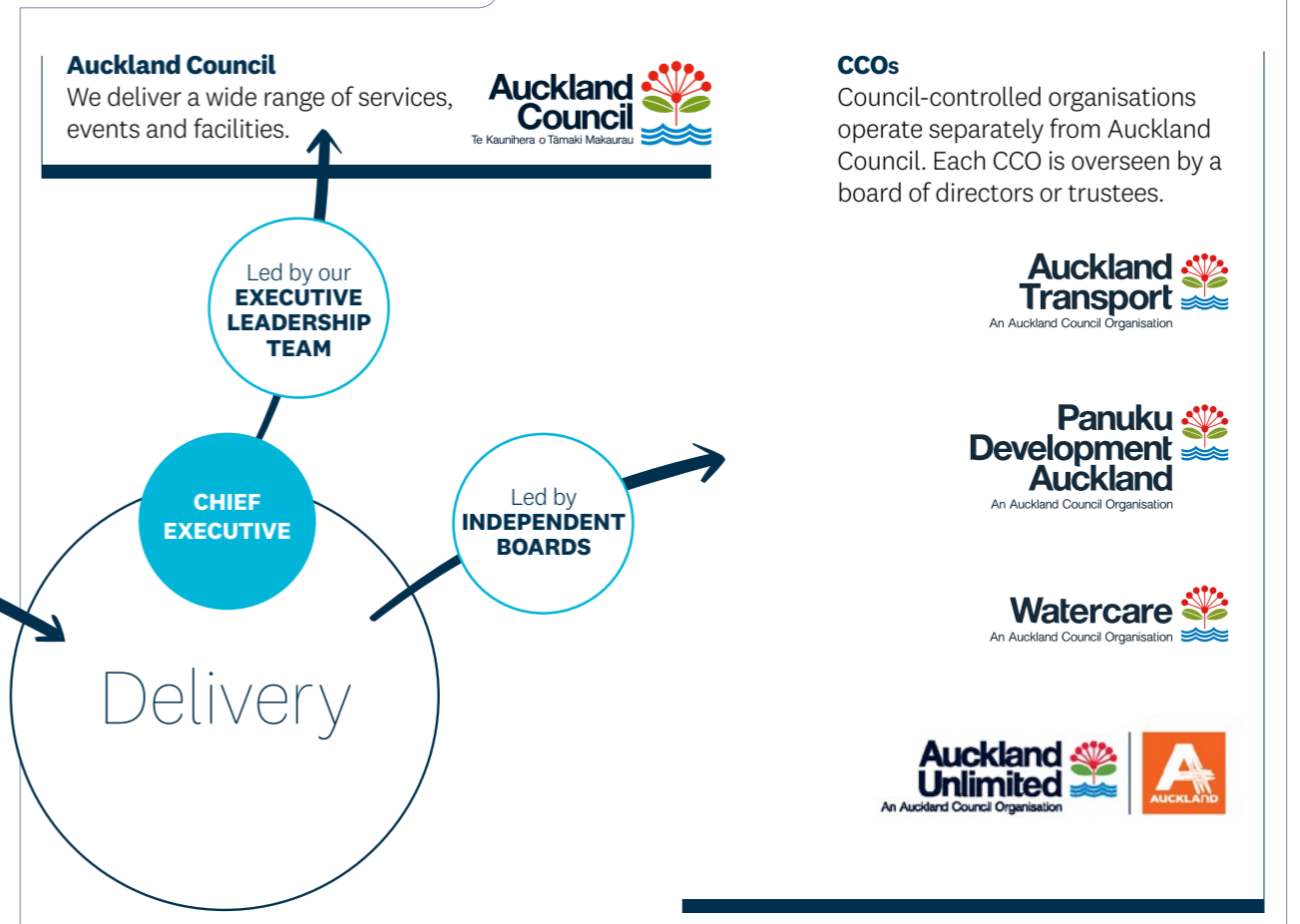
and ethical manner. The team works with senior management and our people to reduce the risk of error, waste, theft and fraud. Our code of conduct: Our Charter - emphasises that managing these risks is the responsibility of every staff member. The Audit and Risk Committee (which has three independent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

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

Vision for Auckland



AUCKLAND COUNCIL GROUP



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

Ngā tāngata o te Kāhui Hautū Governing Body members

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



Hon Phil Goff CNZM, JP
Mayor



Bill Cashmore
Deputy Mayor Franklin



John Watson
Albany



Wayne Walker
Albany



Dr Cathy Casey
Albert-Eden-Puketāpapa



Hon Christine Fletcher QSO
Albert-Eden-Puketāpapa



Sharon Stewart QSM
Howick



Paul Young
Howick



Alf Filipaina
Manukau



Fa'anana Efeso Collins
Manukau



Angela Dalton
Manurewa-Papakura



Daniel Newman
Manurewa-Papakura



Josephine Bartley
Maungakiekie-Tāmaki



Chris Darby
North Shore



Richard Hills
North Shore



Desley Simpson
Orākei



Greg Sayers
Rodney



Linda Cooper JP
Waitākere



Shane Henderson
Waitākere



Pippa Coom
Waitemata and Gulf



Tracy Mulholland
Whau

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



Jim Stabback
Chief Executive



Patricia Reade
Deputy Chief Executive



Lou-Ann Ballentyne
Acting General Manager
Māori Outcomes



Dr Claudia Wyss
Director Customer and
Community Services



Barry Potter
Director Infrastructure and
Environmental Services



Craig Hobbs
Director Regulatory
Services



Phil Wilson
Director, Governance &
CCO Partnerships



Peter Gudsell
Group Chief Financial Officer



Megan Tyler
Chief of Strategy

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



Adrienne Young-Cooper
Chair of Auckland Transport



Shane Ellison
Chief Executive of
Auckland Transport



Margaret Devlin
Chair of Watercare



Jon Lamonte
Chief Executive of Watercare



Paul Majurey
Chair of Eke Panuku



David Rankin
Chief Executive
of Eke Panuku



Mark Franklin
Chair of Auckland
Unlimited



Nick Hill
Chief Executive of
Auckland Unlimited

Ngā hua o te Mahere mō Tāmaki Makaurau Auckland Plan outcomes

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

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

Activities (one or more related activities provided by, or on behalf of the Auckland Council Group and Auckland Council) contributes to one or more of these outcomes.

The plan is implemented through our key strategies, regulatory plans, and funding programmes set out in the 10-year Budget 2018-2028.

Te āhua o te hononga tahitanga How it fits together

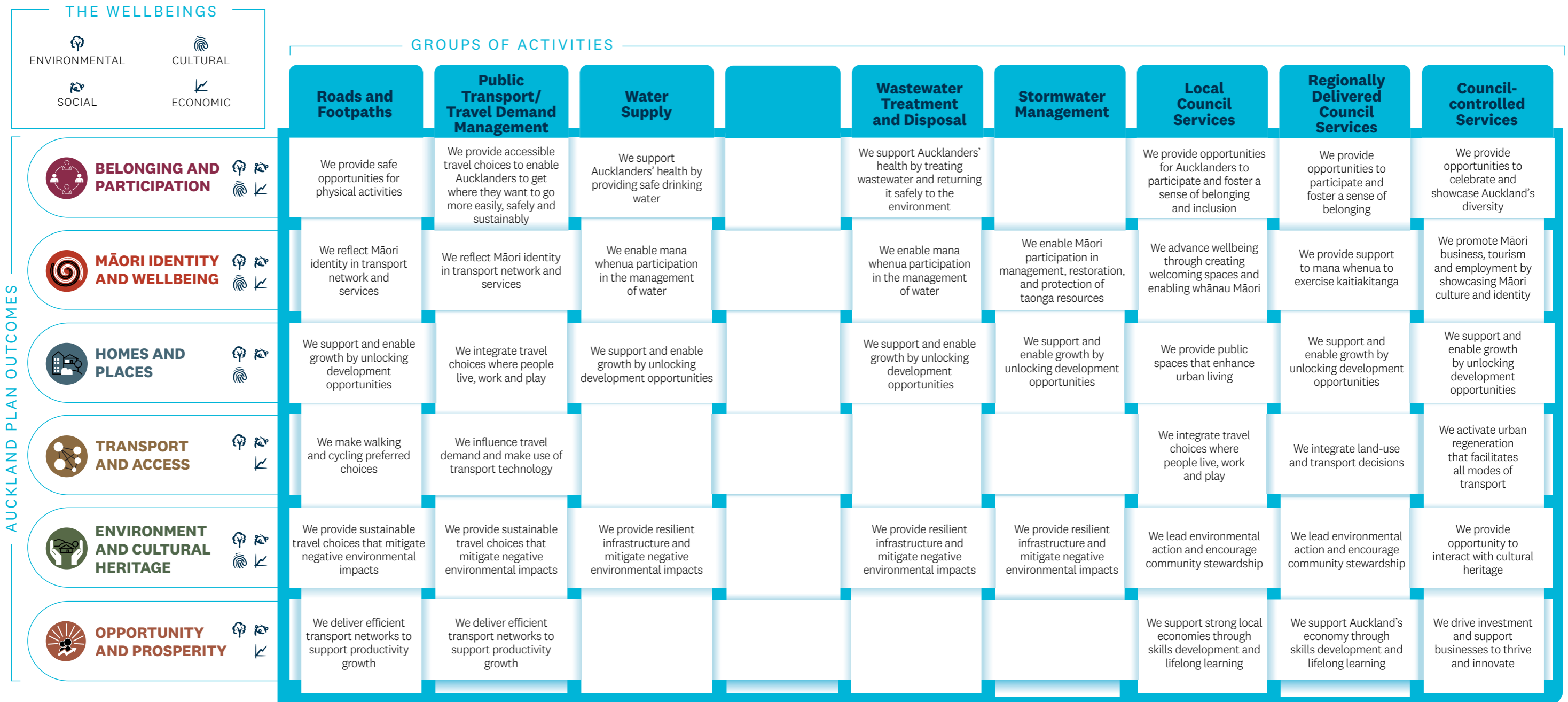
This year we have been thinking about how our activities impact Aucklanders and support the city’s outcomes as outlined in the Auckland Plan 2050.

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

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

“Tāmaki Wawata Rau”

Auckland of many aspirations



He Kupu Whakataki mō ngā Tōpūtanga Mahi

Section 4: Performance by Groups of Activities



Ngā Huarahi me ngā Ara Hīkoi Roads and Footpaths

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

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

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

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



“Kia Tere te Kārohirohi i Mua i tō Huarahi”

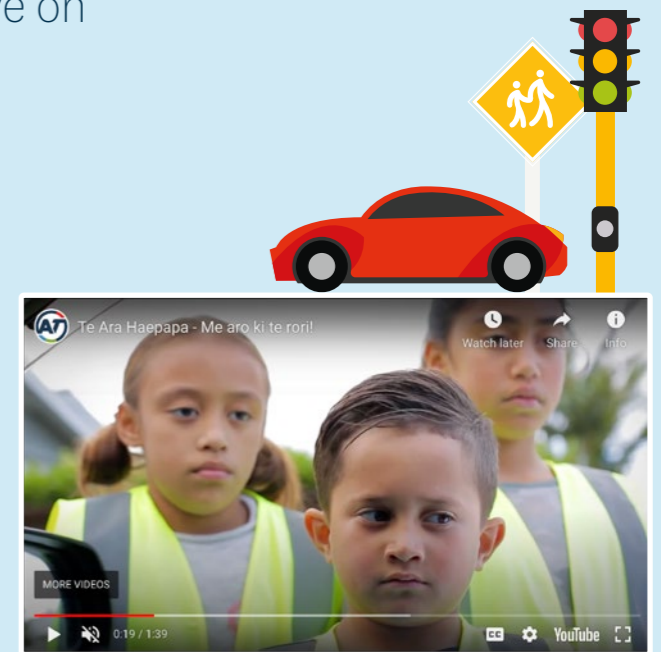
May the shimmer of the sun guide you on your path

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

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

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

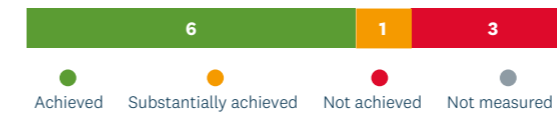


Te Ara Haepapa education programme ▶

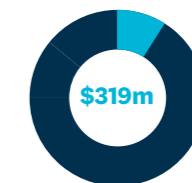


Our investment

How well did we perform against our performance indicators?

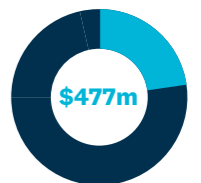


Operating Expenditure (\$m)



9% of total operational expenditure

Capital Investment (\$m)



23% of total capital investment



OPPORTUNITY AND PROSPERITY

We deliver efficient transport networks to support productivity growth

We've made Daldy Street more pedestrian and cyclist friendly



TRANSPORT AND ACCESS

We make walking and cycling preferred choices

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



MĀORI IDENTITY AND WELLBEING

We reflect Māori identity in transport network and services

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

Ngā Tikanga Kawe Pāhihi/Ngā Tikanga Aro Hāereere

Public Transport/Travel Demand Management

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

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

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

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

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

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

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

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

Let's travel with one mind and heart

HOMES AND PLACES

We support and enable growth by unlocking development opportunities

97% of our public transport trips are punctual

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

ENVIRONMENT AND CULTURAL HERITAGE

We provide sustainable travel choices that mitigate negative environmental impacts


We introduced **8 electric buses** on Waiheke

BELONGING AND PARTICIPATION

We provide safe opportunities for physical activities

92% of passengers were satisfied with public transport services

64 million public transport trips



Things we are keeping an eye on

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

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

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

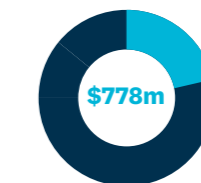


Our investment

How well did we perform against our performance indicators?

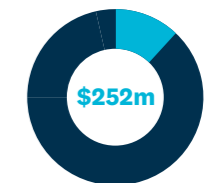


Operating Expenditure (\$m)



22% of total operational expenditure

Capital Investment (\$m)



12% of total capital investment

OPPORTUNITY AND PROSPERITY

We deliver efficient transport networks to support productivity growth

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

TRANSPORT AND ACCESS


We make walking and cycling preferred choices

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

MĀORI IDENTITY AND WELLBEING

We reflect Māori identity in transport network and services

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



Ngā Putunga Wai Water Supply

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

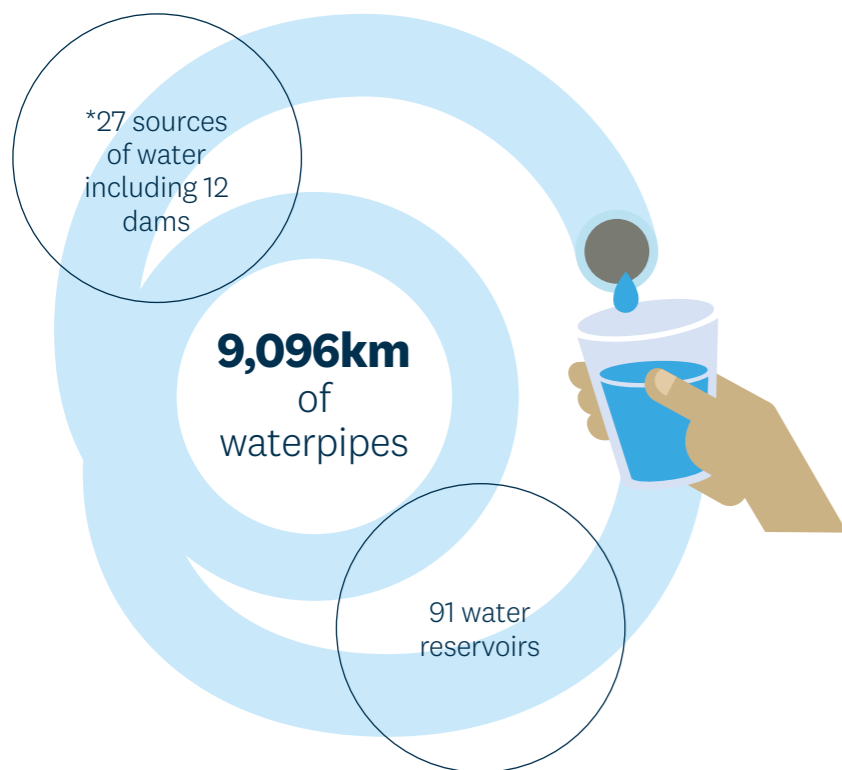
Watercare is New Zealand's largest water utility, supplying reliable and safe water to 1.7 million Aucklanders. They manage an expansive water supply network that is critical to the city's economic, social and environmental health and wellbeing.

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



“Mā te Wai rawa e Ora ai te Tangata”

A person must have water to survive



Things we are keeping an eye on

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

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



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

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

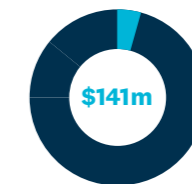


Our investment

How well did we perform against our performance indicators?

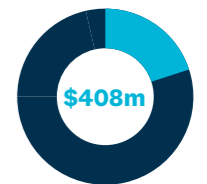


Operating Expenditure (\$m)



4% of total operational expenditure

Capital Investment (\$m)

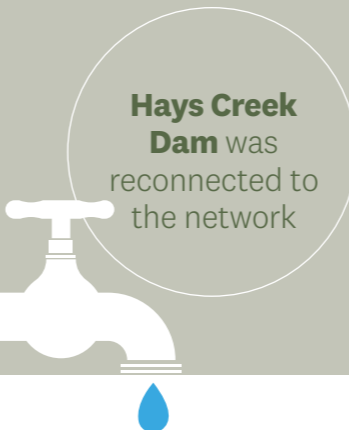


20% of total capital investment



ENVIRONMENT AND CULTURAL HERITAGE

We provide resilient infrastructure and mitigate negative environmental impacts



BELONGING AND PARTICIPATION

We support Aucklanders' health by providing safe drinking water



MĀORI IDENTITY AND WELLBEING

We enable mana whenua participation in the management of water



Ngā Tikanga Tiaki me te Tuku Wai Para

Wastewater Treatment and Disposal

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

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



Māngere Wastewater Treatment Plant ▶

“Tiakina te Wai kia Ora ai te Whenua”

Look after the water so the land is healthy

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

HOMES AND PLACES

We support and enable growth by unlocking development opportunities

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

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

Things we are keeping an eye on

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

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

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

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

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

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

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

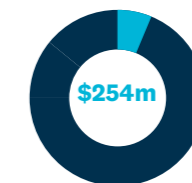


Our investment

How well did we perform against our performance indicators?

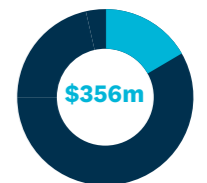


Operating Expenditure (\$m)



7% of total operational expenditure

Capital Investment (\$m)

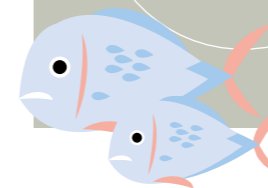


17% of total capital investment



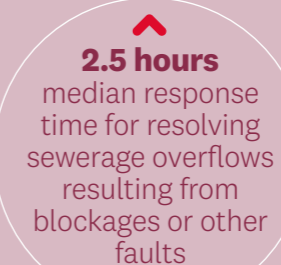
ENVIRONMENT AND CULTURAL HERITAGE

We provide resilient infrastructure and mitigate negative environmental impacts



BELONGING AND PARTICIPATION

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



MĀORI IDENTITY AND WELLBEING

We enable mana whenua participation in the management of water

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



Te Whakahaere Wai Āwhā

Stormwater Management

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

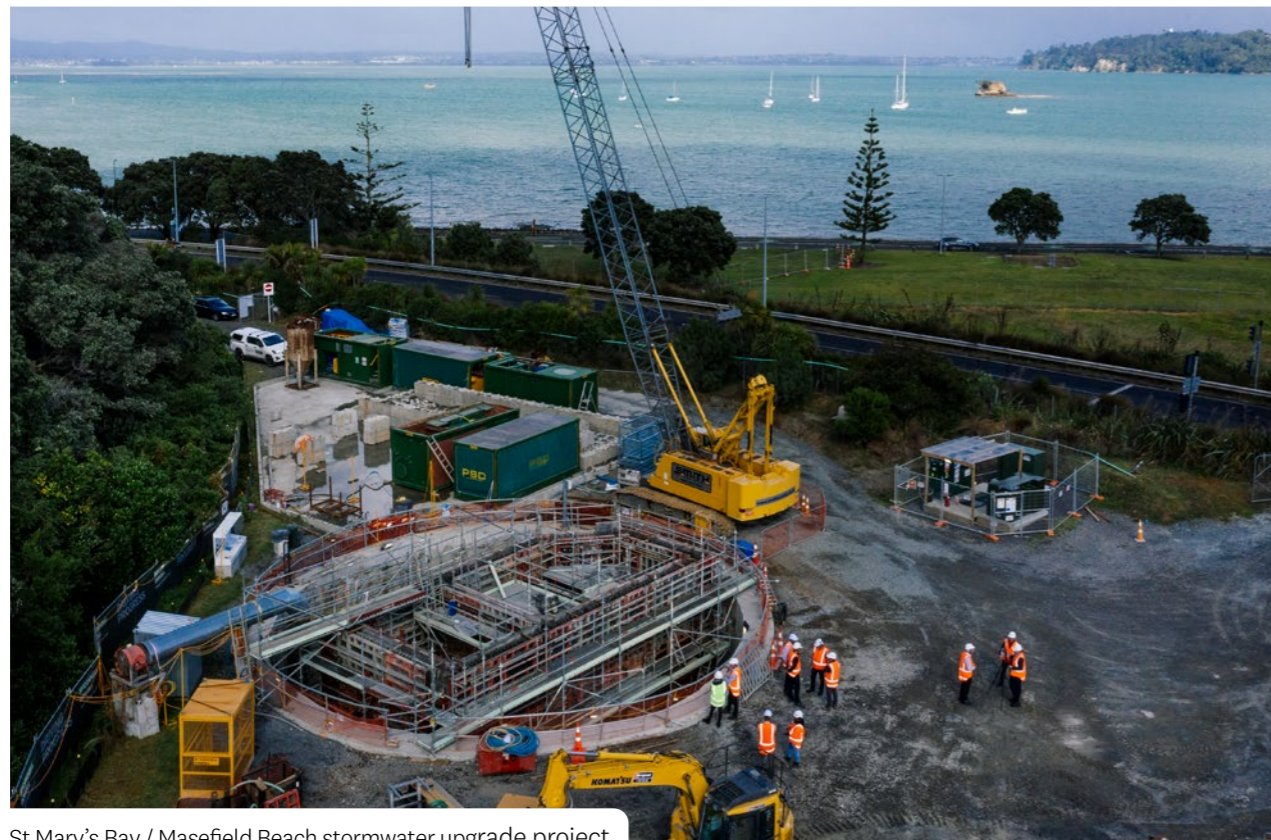
Integrated management of our stormwater systems is essential to face the challenges presented. These systems are made up of a network of built and natural stormwater infrastructure, overland flow paths and coastal receiving environments.

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



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

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



St Mary's Bay / Masefield Beach stormwater upgrade project

Things we are keeping an eye on

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

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

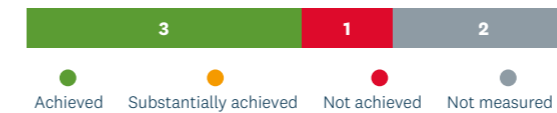
We are keeping our stormwater network safe through the Ōkahu Bay Stormwater Separation project, Safe Networks and the Urban Contamination Reduction programmes.

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



Our investment

How well did we perform against our performance indicators?



Operating Expenditure (\$m)



2% of total operational expenditure

Capital Investment (\$m)



6% of total capital investment



HOMES AND PLACES

We support and enable growth by unlocking development opportunities

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



ENVIRONMENT AND CULTURAL HERITAGE

We provide sustainable travel choices that mitigate negative environmental impacts

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



MĀORI IDENTITY AND WELLBEING

We reflect Māori identity in transport network and services

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



Ngā Ratonga Kaunihera ā-Rohe Local Council Services

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

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

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

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

Things we're keeping an eye on.

Auckland is demographically diverse, and it can be challenging to equitably meet the needs of our diverse communities. Our 21 local boards, with 149 elected members in total, ensure the diverse needs of our communities are met through tailored work programmes, activities and events for each area.



“Hei Pononga mā te Iwi”

To be a servant for the people

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

Study grants available to Manurewa over 55s

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

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

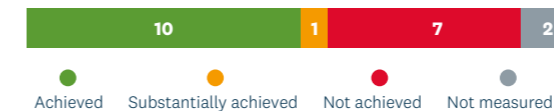
“We are committed to helping shape an age-friendly city and our Lifelong Learning Fund supports active participation in the community for older people.”

– Board Chair Joseph Allan

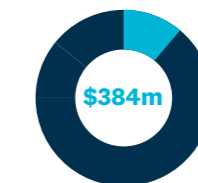


Our investment

How well did we perform against our performance indicators?

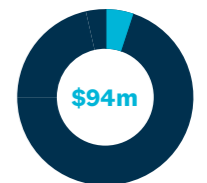


Operating Expenditure (\$m)



11% of total operational expenditure

Capital Investment (\$m)



5% of total capital investment

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

Regionally Delivered Council Services

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

Regionally Delivered Council Services include;

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

“Hei Ringa Raupā mō te Iwi”

To be a worker for the people

HOMES AND PLACES

We support and enable growth by unlocking development opportunities

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

ENVIRONMENT AND CULTURAL HERITAGE

We lead environmental action and encourage community stewardship

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

BELONGING AND PARTICIPATION

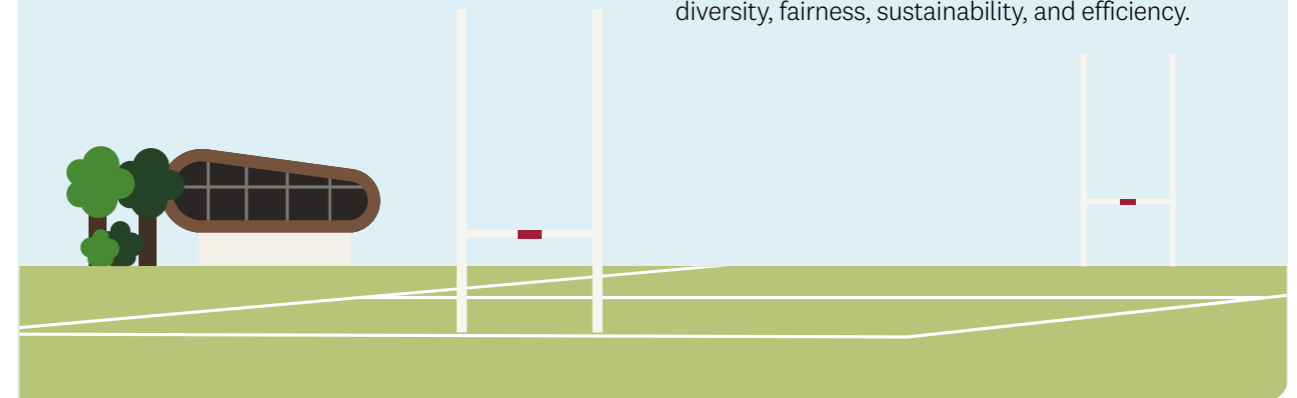
We provide opportunities to participate and foster a sense of belonging

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

Things we're keeping an eye on.

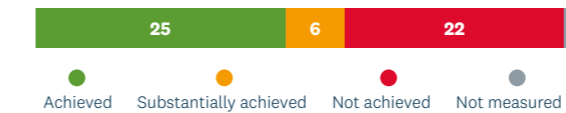
There are no significant negative social, cultural, economic or environmental effects from our regionally delivered council services. However, there are negative impacts for our community when we do not provide these service-based activities. We are conscientious of this and endeavor to meet our city's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

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

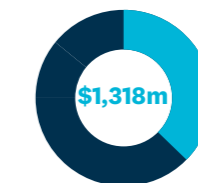


Our investment

How well did we perform against our performance indicators?

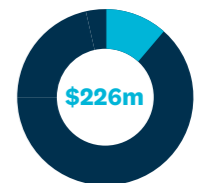


Operating Expenditure (\$m)



38% of total operational expenditure

Capital Investment (\$m)



11% of total capital investment

OPPORTUNITY AND PROSPERITY

We support strong local economies through skills development and lifelong learning

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

TRANSPORT AND ACCESS

We integrate land use and transport decisions

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

MĀORI IDENTITY AND WELLBEING

We provide support to mana whenua to exercise kaitiakitanga

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

Ngā Ratonga i Raro i te Mana o te Kaunihera

Council Controlled Services

Auckland Council delivers a wide range of services through its Council Controlled Organisations.

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

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

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

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

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

Things we are keeping an eye on

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

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

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

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

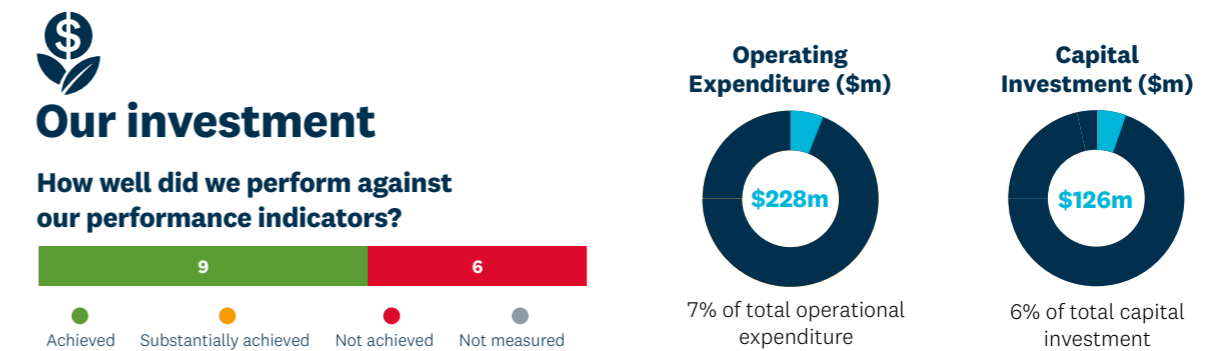
We continue to monitor and manage the impact of COVID-19, central government policies and legislative changes.



“Hei Oranga mō te Iwi”

To provide wellbeing for the people

<p>HOMES AND PLACES</p> <p>We support and enable growth by unlocking development opportunities</p> <p>This year Eke Panuku has helped to deliver ~200 dwellings for Auckland</p>	<p>ENVIRONMENT AND CULTURAL HERITAGE</p> <p>We provide sustainable travel choices that mitigate negative environmental impacts</p> <p>Auckland Art Gallery unveiled Toi Tū Toi Ora, featuring over 300 artworks by Māori artists</p>	<p>BELONGING AND PARTICIPATION</p> <p>We provide safe opportunities for physical activities</p> <p>1.86m people experienced our arts, environment and sports venues and events</p>
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<p>OPPORTUNITY AND PROSPERITY</p> <p>We deliver efficient transport networks to support productivity growth</p> <p>Auckland Unlimited helped us achieve 99k visitor nights</p> <p>Over 7300 businesses went through our programmes</p>	<p>TRANSPORT AND ACCESS</p> <p>We make walking and cycling preferred choices</p> <p>Free public transport to and from large concerts and events held in our stadia</p>	<p>MĀORI IDENTITY AND WELLBEING</p> <p>We reflect Māori identity in transport network and services</p> <p>127 programmes contributed to the visibility and presence of Māori in Tāmaki Makaurau</p>
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Independent Auditor's Report

To the readers of Auckland Council's summary of the annual report for the year ended 30 June 2021

The summary of the annual report was derived from the annual report of the Auckland Council for the year ended 30 June 2021.

The summary of the annual report comprises the following summary statements of Auckland Council and the Group on pages 34 to 37 and pages 70 to 87:

- the summary statement of financial position as at 30 June 2021;
- 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 2021;
- the notes to the summary financial statements that include 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 2021 in my auditor's report dated 27 September 2021. 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.

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, the Auckland Council and Group.



Greg Schollum
Deputy Auditor-General
Wellington, New Zealand
27 September 2021

Te huarahi whakapā mai ki te kaunihera

How to contact the council

Online	aucklandcouncil.govt.nz/contactus
Phone	09 301 0101
Post	Auckland Council, Private Bag 92300, Auckland 1142

Locations that offer council services

Bledisloe Lane (CBD)

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

Aotea / Great Barrier Island

81 Hector Sanderson Road,
Claris, Great Barrier Island

Helensville

49 Commercial Road, Helensville

Henderson

6 Henderson Valley Road, Henderson

Huapai

296 Main Road (SH16), Huapai

Kumeū Library

296 Main Road, Kumeū

Manukau

Ground floor, Kotuku House, 4 Osterley Way,
Manukau

Orewa

50 Centreway Road, Orewa

Papakura Sir Edmund Hillary Library

1/209 Great South Road, Papakura

Pukekohe Library, Franklin: The Centre

12 Massey Avenue, Pukekohe

Takapuna Library

9 The Strand, Takapuna

Te Manawa

11 Kohuhu Lane, Westgate

Waiheke Island

10 Belgium Street, Ostend,
Waiheke Island

Warkworth

1 Baxter Street, Warkworth

For opening hours and a list of services available at each service centre, visit aucklandcouncil.govt.nz



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