



Te Pūrongo ā-Tau a Te Kaunihera
o Tāmaki Makaurau 2023/2024

Auckland Council Annual Report 2023/2024

Te Wāhanga 1: He Tirohanga Whānui me te Whakahaere Ratonga

Volume 1: Overview and Service Performance





1 Introduction

Mihi

Nau mai e te tai Whakarunga e te Tai Whakararo

Welcome the southern and northern tides, the tides of East and West.

Nau mai e te tai Tama-wahine, e te tai Tama-tāne,

Welcome to Tāmaki, the land born of the sacred waters Waitematā and the Manukau

Nau mai ki Tāmaki i whakawhenuatia rā, i ngā waitapu e rua nei arā ki a Waitematā i te Mānukanuka.

You who emerged from the womb of Papatūānuku laying here and amalgamate with Rangīnui above.

Koia i maea ake i te kōpū o Papatūānuku e takoto mai nei,

Those who have passed are lamented, called hither and then home.

Tuia ki a Rangīnui e tū iho nei.

Ko ngā aituā hoki tēnei e tangihia ana e tō tātou manu!

Come forth, climb, or ascend, likened to birds that settle.

Hoki wairua mai, hara mai haere

You are the visitor who has arrived. And the Kaunihera who say,

Piki taku manu, kake taku manu ka tau me he manu-kau noa nei ē!

It is I, it is we, the members of Auckland Council!

Ko koe te manuhiri kua tau,

Welcome, welcome, greetings to all.

Ko au te mana Kaunihera ka kī

Ko au, ko au, ko te Kaunihera o Tāmaki Makaurau!

Nau mai, Tautī mai, Whakatau mai nā.

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Ā mātou kōrero **Our story**

Auckland Council is the local authority that is responsible for all local government decisions and responsibilities in the Auckland region and is the largest local authority in New Zealand.

Its statutory purpose is to promote the social, economic, environmental and cultural well-being of Auckland communities in the present and for the future and to enable democratic local decision-making.

The Auckland Council group works to improve the daily lives of Aucklanders.

The group includes Auckland Council and its subsidiaries (council-controlled organisations and Port of Auckland Limited).

It provides a diverse range of activities, services, facilities and infrastructure to deliver positive outcomes for Aucklanders.

This annual report explains:

- how we performed relative to our Annual Plan 2023/2024 and the third year of our Long-term Plan 2021-2031
- what we did as the group to deliver activities and services for Aucklanders and help face the challenges facing our communities
- how we contributed to the best possible outcomes for Aucklanders and the broader economy.

About this volume

This volume has five parts which will show you:

- **our strategic context**, including short-term and long-term planning
- how we addressed the **key drivers** and the impacts of challenges we faced, such as the demands of regional growth and an uncertain economic environment
- how we worked to progress capital projects as outlined in our Annual Plan 2023/2024 and the Long-term Plan 2021-2031.

- **our performance** across the groups of activities, including the levels of service and performance measures
- our organisation’s **structure and additional information**, including feedback from Aucklanders, reporting requirements and other references.

The Service Performance Information is contained in Volume 1 of this Annual Report:

- part two: How we create value (pages 14 to 17)
- part four (pages 36 to 147), including:
 - Roads and footpaths
 - Public transport and travel demand management
 - Water supply
 - Wastewater treatment and disposal
 - Stormwater management
 - Regionally delivered council services
 - Local council services
 - Council controlled services,
- and part five (pages 166 to 167)
 - Service performance judgements and assumptions
 - Statement of compliance.

The Service Performance Information for local boards is referred to as ‘Our performance report’ for each of the 21 local boards and can be found in Volume 2.

This year we continue our journey in applying the principles as guided by the Integrated Reporting <IR> framework. <IR> is used globally to present an organisation’s performance narrative which takes it further than financial information to tell transparent stories of the unique things organisations use to create value for its customers.

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

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

Responsibility

The Governing Body and management of Auckland Council group accept responsibility for the preparation and completion of the annual report and the related assumptions, estimates and judgements.

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

In our opinion, the annual report for the year ended 30 June 2024 presents fairly in all material respects:

- our financial performance, financial position, cash flows
- the funds from each source of funding
- the capital expenditure spent compared to budget
- our service performance by group of activities and local board
- our consideration of climate-related risks and opportunities of the Auckland Council group and Auckland Council.

The Governing Body adopted this Annual Report on 26 September 2024.

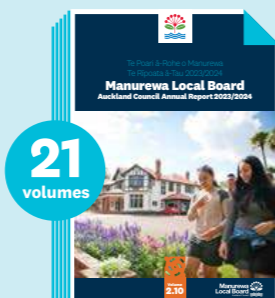
Mayor Wayne Brown
Mayor of Auckland
26 September 2024

Phil Wilson
Chief Executive
26 September 2024

Annual Report 2023/2024 Volumes



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



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



3
Financial statements
The financial statements of the Auckland Council Group and Auckland Council for the year ended 30 June 2024.



4
Climate risk statement
A summary of the group’s approach to climate-related risks and opportunities.





Nā te Koromatua
From the mayor

I am pleased to be able to report that the Auckland Council Group performed satisfactorily over the past financial year, particularly in the face of the ongoing challenges from the effects of last year’s weather events.

We’ve also had big cost of living impacts – with high inflation and interest rates affecting the daily lives of many Aucklanders. This particularly hit council in the pocket when it came to things like negotiating wage and salary costs, and increases to the cost of delivering the large number of services we provide to keep the city moving ahead.

A big positive is that our costs are under control, and we’re back on track in terms of getting ourselves in a good position to tackle some of the big physical and financial challenges council has been facing for too long.

This annual report shows progress in the right direction. This includes:

- fixing Auckland’s infrastructure
- increased transport funding and activities to deliver better, more efficient public transport

- building financial and physical resilience of the region following last year’s weather events
- providing fairer funding for local boards
- getting our finances in better shape for the future.

This has included repaying debt with the proceeds from selling some of our poorly-performing airport shares, and also making sure our port is making a profit for ratepayers, while also playing a role in getting better harbour access for Aucklanders.

Underpinning this progress, I’m pleased to see in these results that the group has taken on board my determination for there to be a laser-like focus to stop wasting money. We’re not there yet, but we’ve made a good start. I’m particularly pleased to see some of the layers of bureaucracy and duplication removed, with a review and trimming of the council’s leadership team. This goes hand-in-hand with moves to find savings and rein in operating spending, while not compromising the activities and services we provide to Aucklanders.

At the beginning of the financial year, we faced a fragile future with a potential budget hole and the

prospect of significant service reductions, capital investment cutbacks and debt costs ballooning.

But it has been a good year where we have stemmed an incoming financial tide, done a great deal for Auckland in terms of weather recovery and resilience, and put ourselves in a good position for the future with the establishment of a fund to mitigate rates rises for Aucklanders. The decision to establish this fund allowed us to channel funds into a ‘fix and finish’ fund for community projects in legacy council areas that didn’t sell their airports shares before merging into the current council.

This report shows we have put ourselves in a position of having sufficient debt headroom and have plans in place to diversify our financial assets to respond to any future risks. We’ve also made good inroads with the new government, looking at the way to fund infrastructure like transport and water. We are working with them to get solutions for Auckland that are driven by Auckland.

All-in-all, not a bad effort for the year – but of course, there’s more to do and I will continue my work to fix Auckland.

“A big positive is that our costs are under control”

Wayne Brown
 Koromatua |
 Mayor of Auckland



Nā te Tumu Whakarae

From the chief executive

Auckland Council Group supports the region's recovery while building resilience

The devastating weather events of early 2023 gave new meaning to the word 'recovery' and the Auckland Council Group stepped up our commitments to respond like never before. As I look back on the 2023/2024 financial year, I am proud of the way we were able to support the region's recovery, while maintaining important and essential services.

The council group delivered \$60 million in savings along with the biggest-ever capital investment programme across Tāmaki Makaurau. We managed to do this while still coming back from the long-tail effects of COVID-19's drop in revenues, which is now stabilising, absorbing inflation-related cost pressures, and significant interest rate increases. Navigating all these factors is a testament to the resilience of Aucklanders.

Our focused response to the weather events included:

- big increases to the maintenance of our stormwater networks, and investing in preventative maintenance
- re-prioritising previously planned investment into stormwater-related assets, and
- planning for investment into significant new assets and service level improvements that will reduce the risk of impacts from future storm events.

At the same time, helped by the cost-sharing arrangement we negotiated with the government, we were able to give some peace of mind to those in our community most affected by flooding. We bought-out the first 127 Risk Category 3 properties - homes that pose an unacceptable risk to life, that can't be easily mitigated. Our Recovery Office worked with homeowners to support them through this, and I am grateful that so many Aucklanders have supported our recovery efforts - it has been a true testament of

the community spirit that exists in Tāmaki Makaurau. While there is more to do, we will continue to prioritise work that supports both recovery and adaptation to improve Auckland's resilience.

We also made good progress during the year with the capital investments that will make sure we continue to provide for the services and facilities that our growing city needs. Our total group investment of \$3.2 billion included:

- \$1.4 billion on transport-related assets, including progressing the City Rail Link, the Eastern Busway and roading renewals.
- \$1.2 billion on clean water, wastewater and stormwater assets, including progressing the Central Interceptor project, completing the Waikōwhai booster pump station and a buttress built to support the downstream slope of Helensville's Mangakura 1 dam face.
- Around \$600 million on other assets, such as upgrades to playground and sports facilities, environmental initiatives, renewals of cultural venues and seawall replacements.

At the same time, our total group asset base grew by \$1.4 billion to \$74 billion, and we were able to decrease our net debt by \$70 million to \$12.3 billion. This was due to using the proceeds from the part-sale of Auckland International Airport Limited shares (for \$833 million) to repay some debt. Our resulting debt-to-revenue ratio of 239 per cent is below the group's prudential limit of 290 per cent. This means we are in a strong position to keep investing wisely in essential assets, such as roads, pipes, transport services and the planned community facilities that provide services to Aucklanders.

This annual report details the activities and services supported by the council group for Aucklanders over the past year - often in partnership with iwi, community, central government and the private sector. The following examples of the past year's achievements are as diverse as the communities we work for:

- developing spaces like Takapuna's Waiwharariki Anzac Square for community activities
- enlivening the Old Papatoetoe town centre to boost local business and provide new homes
- introducing new safety initiatives such as dedicated enforcement officers to help improve the feeling of safety in town centres and on our bus routes
- maintaining the percentage of our local programmes, grants and activities that respond to Māori aspirations
- resurfacing over 400 kilometres of roads across the region
- working with government agencies to survey 1,360 boat hulls to prevent the spread of marine pests
- hosting or co-hosting events like the FIFA Women's World Cup 2023, 2024 Weightlifting Festival, Moana Auckland Ocean Festival and the Rainbow Games
- conducting 11,431 food and alcohol premises inspections
- diverting more than 20,000 tonnes of food scraps to renewable energy and fertiliser use
- re-opened community assets, parks and walkways damaged by the weather events.

"I am proud of the way Auckland Council Group was able to support the region's recovery"

Phil Wilson

Tumu Whakarae | Chief Executive



The Long-term Plan 2024-2034 (LTP) was adopted by the Governing Body in June this year. The LTP sets our work programme alongside agreed priorities set by our elected members and in response to 28,000 pieces of feedback received from Aucklanders.

This annual report acknowledges both the work done already, and the opportunities we have to continue improving how we serve 1.7 million Aucklanders and visitors to Auckland.

I hope you can take the time to read this report and see the value we are delivering for Tāmaki Makaurau.



2

Tā mātou rautaki me te ara
e tau ai i ā mātou te uara

Our strategy and how we create value

**Resilience in
the face of
the ongoing
challenges**

▲ Kauri Glen Reserve Bridge

Tā mātou rautaki Our strategy

We have several plans that guide and direct the activities and services we provide to Aucklanders.

The Auckland Plan 2050

The Auckland Plan 2050 is our 30-year spatial plan to contribute to Auckland’s social, economic, environmental and cultural wellbeing. As required by legislation, the plan provides direction for addressing Auckland’s key challenges of high population growth and environmental degradation, and how we can ensure shared prosperity for all Aucklanders.

The six Auckland Plan outcomes are:

- Belonging and participation
- Māori identity and wellbeing
- Homes and places
- Transport and access
- Environment and cultural heritage
- Opportunity and prosperity

Long-term plan (LTP)

We adopt a new LTP every three years. This Annual Report 2023/2024 covers the third year of our Long-term Plan 2021-2031, also known as our Recovery Budget. Our focus was on supporting communities, stimulating the economy through our capital investment programme and continue to build infrastructure that supports growth. We also wanted to achieve better outcomes for Māori and consider climate impacts in everything that we do.

Annual plan (Annual budget)

In the intervening years of the long-term plan, we adopt an annual plan. The Annual Plan 2023/2024 required some tough choices, including spending cuts, rates increases, assets sales and debt. This was because economic impacts were more significant than forecast in the third year of the Long-term Plan 2021-2031 and the short term impacts of the weather events on revenue and operational costs.

Our plan provided for a wide range of services Aucklanders need, while preparing for some

significant changes in the way council works. This required the council to move towards a more simple, efficient and sustainable approach to providing services and investment for Aucklanders.¹

Local board plans are three-year plans that set out the aspirations and priorities for each local board.

Local board agreements set out the funding available for projects in each local board area.

▶ See Volume 2 for more information on local boards.

The relationship between Auckland Council plans and agreements



▼ Puketapapa Kite day, Winstone Park

i. <https://www.aucklandcouncil.govt.nz/plans-projects-policies-reports-bylaws/our-plans-strategies/budget-plans/Documents/annual-budget-2023-24-volume-1.pdf>



Te āhua o te hononga tahitanga How it fits together

Under the Local Government Act 2002, a key purpose of this Annual Report is to compare what the long-term plan and annual plan said the council would do in this past financial year, against how the council actually performed.ⁱⁱ

We do this primarily by reporting against eight groups of activities (GOAs).


















The GOAs are groups of one or more related activities provided by, or on behalf of, the council or its council-controlled organisations.ⁱⁱⁱ The GOAs are:

- Roads and footpaths
- Public transport and travel demand management
- Water supply
- Wastewater
- Stormwater management
- Local council services
- Regionally delivered council services
- Council-controlled services.

Levels of service, performance measures and targets are also set and reported against for each group of activity.

We track progress through 33 outcome measures (levels of service), which is the basis of the council's overall performance measurement framework. Each of the levels of service has a number of performance measures and its targets. There are 125 regional performance measures in our Long-term Plan 2021-2031 and 475 local board performance measures. We demonstrated our contribution to Māori outcomes by integrating them into the GOAs, as outlined in the Kia Ora Tāmaki Makaurau (KOTM) performance framework (more details refer to page 18).

We have outlined negative significant effects within the GOAs under the title *Things we are keeping an eye on*.

| Theme | Group of activity | Delivered by | Auckland Plan Outcomes |
|--|---------------------------------------|---|---|
|  Transport | Roads and footpaths |  |  |
| | Public transport | | |
|  Water | Water supply |  |  |
| | Wastewater | | |
| | Stormwater | | |
|  Parks and community | Regionally delivered council services | | |
| | Local council services | | |
|  Environmental management and regulation | Regionally delivered council services |  |  |
| | Local council services | | |
|  Council support | Regionally delivered council services | | |
|  City centre and local development | Regionally delivered council services |  |  |
| | Council controlled services | | |
|  Economic and cultural development | Council controlled services |  |  |

ii. Reference section 92(2) of the LGA. This also includes comparing the budgeted capital expenditure against the actual amount spent (as per cl 24 of Sch 10).

iii. Some of these groups of activities are mandated by the Local Government Act 2002, and others have been determined by the council.




Te ara e tau i a mātou te uara **How we create value**

Our resources are utilised within each of the groups of activities to deliver the services and activities and the six community outcomes that we seek. We apply the Māori outcomes, climate, recovery and development lenses to the work that we do.


The resources we use

 **Our people**
Employee and contractor workforce
▶ See page 20

 **Our finances**
▶ See page 30
Funds to deliver our services (\$3.2b investment, \$12.3b debt, \$6.5b operating expenditure, \$7.2b revenue)

 **Our physical assets**
▶ See Volume 3
Roads, port, bridges, waste and water treatment plants (\$74b in assets)

 **Our environment and natural resources**
▶ See Volume 3
Like air, water, land, and the actions to reduce our environmental impact

 **Our relationships**
such as Houkura, advisory panels, local boards
▶ See page 150

 **Our intellect/expertise**
Innovation and knowledge


What we do to create value

 **Roads and footpaths**
Design, build and maintain roads, footpaths and cycleways.
▶ See page 40

 **Water supply**
Provide safe and reliable drinking water services to Aucklanders.
▶ See page 54

 **Stormwater management**
Strengthen and maintain network to reduce flooding and prevent pollution. Care for waterways, manage surface water, adapt to climate change and population growth.
▶ See page 68

 **Local community services**
Local council services and activities to promote wellbeing and a sense of belonging.
▶ See page 118


 **Public transport and travel demand management**
Manage bus, rail and ferry networks, local and peak services, connections, and hubs.
▶ See page 48

 **Wastewater treatment and disposal**
Collect, treat and dispose of wastewater.
▶ See page 62

 **Regionally delivered council services**
Create great neighbourhoods, centres, parks, public spaces. Support the mayor and councillors in governing Auckland for the community's benefit.
▶ See page 76

 **Council-controlled services**
Urban regeneration through planning and asset management, economic growth support including business and investment, development of arts, culture and sports venues.
▶ See page 132

Our Long-term Plan lenses


 **Māori Outcomes**
Kia Ora Tāmaki Makaurau (Māori outcomes performance measurement framework)

 **Climate change**
Te Tāruke-ā-Tāwhiri (Auckland's Climate Plan) drives climate action

 **Recovery**
Support communities and stimulate jobs and the economy through our capital investment


 **Development**
Support growth and align our investment in infrastructure with our Development Strategy

Our outcomes

 **Belonging & Participation**
Bringing Aucklanders together to make decisions, shape the future, and engage in activities that enhance their health and wellbeing.

 **Māori Identity & Wellbeing**
Providing for Te Tiriti o Waitangi outcomes and responding to the needs and aspirations of mana whenua and Māori communities in Tāmaki Makaurau.

 **Homes & Places**
Providing the regulatory frameworks, coordinating spatial planning, and developing urban spaces to ensure a well-functioning, high-quality environment.

 **Transport & Access**
Planning and operating Auckland's transport network to connect people, places, goods and services more easily, safely and sustainably.

 **Environmental & Cultural Heritage**
Protecting and enhancing Auckland's environment and cultural heritage through a variety of statutory and non-statutory functions.

 **Opportunity & Prosperity**
Generating economic development opportunities through enabling, incentivising, coordinating and supporting private sectors, partners and stakeholders.

▲ Pukekohe market garden

Ā mātou tirohanga Our lenses

There are four lenses in the Long-term Plan 2021-2031 that we apply to the services and activities we provide - Māori outcomes, climate change, recovery and development. This is to ensure that we are addressing critical issues and working towards achieving the six community outcomes for Aucklanders.



Improving outcomes for Māori in Tāmaki Makaurau

Auckland Council's Long-term Plan 2021-2031 allocated \$150 million over 10 years towards the achievement of the Māori Identity and Wellbeing outcome in the Auckland Plan 2050. Auckland Council's delivery of Māori outcomes is measured in the **Kia Ora Tāmaki Makaurau (KOTM)** performance framework. KOTM outlines a focus on 10 key wellbeing priorities – defined by Māori as areas that matter most to them – and how Auckland Council can contribute to these aspirations through its activities and budgets.

- **Kia Ora Te Marae:** Marae Development. Marae are centres of excellence for whanau Māori and have an abundant presence in communities.
- **Kia Ora Te Umanga:** Māori Business, Tourism and Employment. Intergenerational wealth is created through a thriving Māori economy.
- **Kia Ora Te Kāinga:** Papakāinga and Māori Housing. Whānau Māori live in warm, healthy and safe homes.
- **Kia Ora Te Ahurea:** Māori Identity and Culture. Tāmaki Makaurau is rich with Māori identity and culture.
- **Kia Ora Te Rangatahi:** Realising Rangatahi Potential. Rangatahi Māori realise their potential.

- **Kia Ora Te Whānau:** Whānau and Tamariki Wellbeing. Whānau are resilient, confident and successful.
- **Kia Ora Te Taiao:** Kaitiakitanga. Mana whenua exercise kaitiakitanga of te taiao in Tāmaki Makaurau.
- **Kia Ora Te Reo:** Te Reo Māori. Ko te reo Māori te mauri o te mana Māori.
- **Kia Hāngai Te Kaunihera:** An Empowered Organisation.
- **Kia Ora Te Hononga:** Effective Māori Participation. Mana whenua and Māori are active partners, decision-makers and participants alongside Auckland Council.

Annual Plan 2023/2024 allocated approximately \$15.6 million for the Māori Outcomes Fund^{iv}. We deliver outcomes with and for our Māori communities and include Te Ao Māori in our work. This annual report includes a Māori outcomes icon woven through our groups of activities on pages 36-147.



Climate change

Auckland Council Group declared a climate emergency in June 2019 and together with mana whenua, businesses, industry, non-government organisations, communities, and central government, we finalised and adopted Te Tāruke-ā-Tāwhiri: Auckland's Climate Plan, the region's strategic response to climate change.

The core goals of Te Tāruke-ā-Tāwhiri: Auckland's Climate Plan are to:

- halve greenhouse gas emissions by 2030
- reach net zero emissions by 2050
- adapt to the impacts of climate change by ensuring we plan for the changes we face under our current emissions pathway.

The plan has set out eight priority areas that we must work on together to meet Auckland's climate goals:

- **Taiao māori / Our natural environment** - a healthy and connected natural environment
- **Taiao hanga / Built environment** - a low carbon, resilient built environment
- **Ikiiki / Transport** - a low carbon, safe transport system
- **Ōhanga / Economy** - a resilient, low carbon economy
- **Ngā hāpori me te tahatai / Communities and coast** - communities and individuals prepared for our changing climate and coastline
- **Ngā kai / Food** - a low-carbon, resilient, local food system
- **Te Puāwaitanga o te Tātai** - intergenerational whakapapa relationships of taiao, whenua and tāngata are flourishing.
- **Te ngao me te ahumahi / Energy and industry** - a clean energy system.

To read what we have delivered for climate change in our work, look out for the climate change icon woven through our groups of activities.



Recovery

We assist communities and stimulate jobs and economic recovery from the COVID-19 pandemic through our capital investment which supports construction, jobs and the economy.



Development

We support growth and align our investment in infrastructure with our Development Strategy. Tāmaki – Whenua Taurikura Auckland Future Development Strategy 2023-2053 is our development strategy. The strategy recognises that we need to accommodate our growing population, support quality-built environments and ensure a strategic and integrated approach to growth.

iv. For more information refer to the Māori Outcomes Annual Report 2023/2024 on the Auckland Council website.

Our people

Ō tātou kaimahi - te hauora, te haumaruru me ngā tino take mātāmua. Our people – hauora (wellbeing) and haumaruru (safety) are high priorities.

We deliver hundreds of different services to Aucklanders and help provide places for people to connect, meet, learn, and play.

We continually strive to look after our kaimahi (employees) so they can better provide services to Aucklanders.

Diversity and inclusion

We are committed to an inclusive workplace that celebrates and values the diverse voices, specialist knowledge and lived experiences of our kaimahi.

We are working towards a kaimahi profile that reflects the diverse communities of Tāmaki Makaurau / Auckland. We support this commitment through recruitment and retention strategies

amongst others are:

- our MAHI Māori employment strategy
- our Ara Moana Pasifika strategy
- understanding and addressing gender and ethnicity pay gaps
- providing support networks for kaimahi, like networks for our disabled, female, Muslim and Rainbow kaimahi..

Gender and ethnic pay gaps

Over the past year, the overall pay gaps affecting women and Pasifika kaimahi at Auckland Council have slightly decreased by 0.6 per cent and 0.4 per cent respectively. Ongoing initiatives such as implementing diverse recruitment panels and setting

quantitative targets are intended to contribute to the reduction of these pay gaps. The pay gap affecting Māori kaimahi has slightly increased by 0.2 per cent. Efforts are being made to address this by focusing on career advancement and recruiting graduates from diverse communities.

In November 2023, Watercare published their gender pay gap results, indicating a reduction from 13.51 per cent in 2021/2022 to 11.82 per cent in 2022/2023. TAU released their pay gap data in March 2024 for the first time, achieving 3.1 per cent and demonstrating positive female representation across all organisational levels.

Graduate and Intern Programme

The graduate and intern programmes have expanded to more departments and taken on more kaimahi. These programmes enhance the council’s workforce

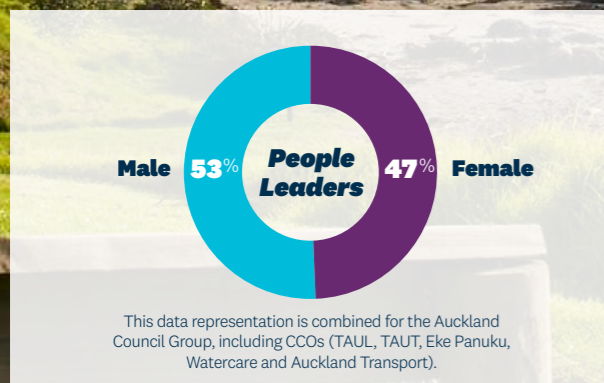
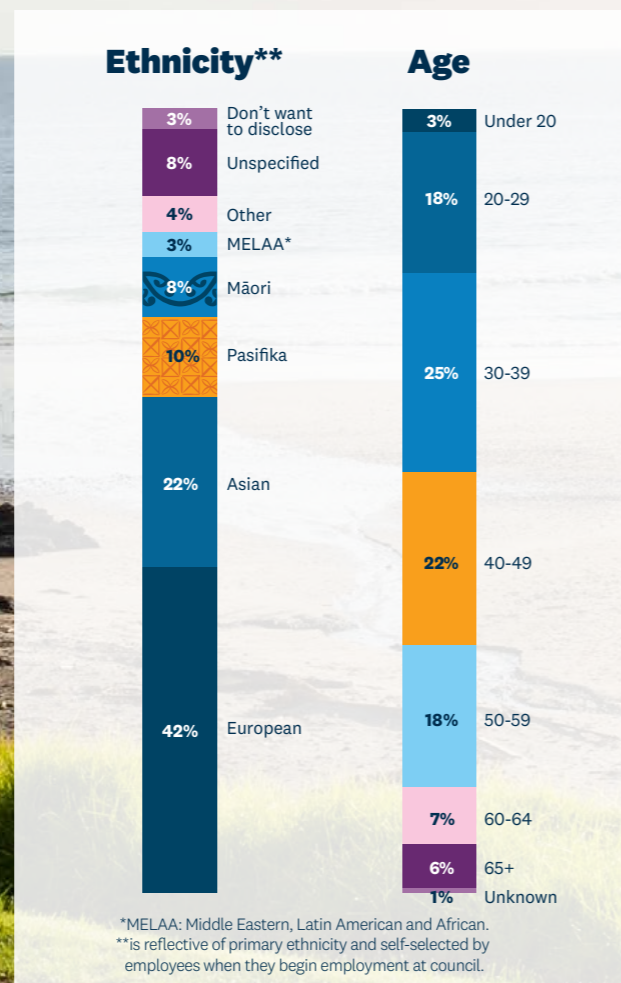
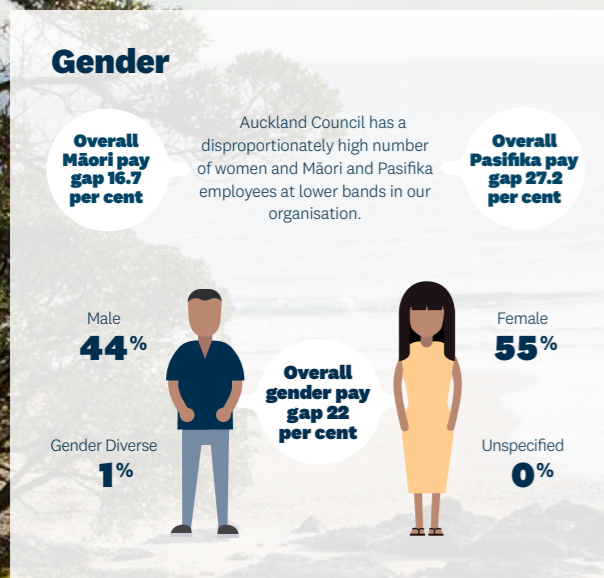
diversity, tap into fresh perspectives and skill sets, foster a talent pipeline, and ensure the sustained growth and retention of kaimahi. In November 2023, nine interns took part in a 12-week internship in the Planning department. In February 2024, 15 graduates started in Planning, Parks, Finance, Legal and Governance services.

Safety awards

Our kaimahi from across the council group won awards including a Safeguard award for Watercare.



At the annual New Zealand Workplace Health & Safety Awards, Auckland Council Waste Solutions won both the Innovation Award and the Supreme Award for the development of the food scraps bin designed to ensure the health and safety of collectors.



Some of the services our kaimahi provided

William Twomey
Healthy Waters Specialist

The team helped to resolve a flooding problem at a private property caused by the tree roots in the stormwater pipe.

▶ See page 68-75

Jamon Amiga
Welfare Advisor

The Business and Welfare team developed a group welfare plan to support our diverse Auckland community during times of emergency.

▶ See page 78-81

Christo van der Merwe
Principal specialist, Animal management

Regulatory services worked with ICT to develop a cloud-base database for managing dogs at animal shelters.

▶ See page 114-117

Sandra Jack
Senior Community Conservation Advisor

The team worked closely with Ngā Iwi Mana Whenua o Tāmaki Makaurau to co-create Te Haumanu Taiao, an environmental restoration guide that reflects both matāuranga Māori and best practice for restoration of our environment.

▶ See page 84-91

Jack Jones
Senior Ranger Recreation and Education

The Parks and Community team at Waitākere Ranges repaired tracks damaged by the flooding at slips from the 2023 storms and enabled Aucklanders to enjoy the natural environment.

▶ See page 92-97

Terry Coe
Project Delivery Manager

The Waste Solutions team won awards for the food scraps service rollout and for the community resource recovery network.

▶ See page 106-111

Tawharanui Regional Park ▲



3

He aha ngā kaiakiaki
i a mātou

What are our drivers

We provide a wide range of services for Aucklanders, while managing some significant changes and challenges such as uncertain economic conditions, growing demand for our services and unexpected factors like severe weather events. We steered a pathway through this in the latest financial year while also progressing climate and Māori Outcomes.



▲ Glen Innes to Tamaki Drive shared path



Te urupare ki te taiāo ā-ōhanga me ētahi atu āhuatanga o waho

Responding to the economic environment and other external factors

As kaitiaki (guardians) of a growing city, Auckland Council is committed to providing an expanded range of activities and services for Aucklanders, and ensuring this is supported by fit-for-purpose facilities and infrastructure. There are several drivers we consider as we create, operate and maintain the activities and services for Aucklanders.



Improving outcomes for Māori

Auckland Council Group’s vision of “a Tāmaki Makaurau where Māori thrive” has wellbeing at its centre. Auckland Council’s 10-year budget allocated \$150 million over 10 years towards the achievement of the ‘Māori identity and wellbeing’ outcome and other sections of the Auckland Plan 2050. This outcome is also delivered through the everyday budgets and activities of Auckland council and council-controlled organisations.

▲ Tā Moko Studio

Inflation – related cost pressures

Cost increases place pressure on the council’s finances. The inflation rate is reflected in the costs of buying, maintaining and operating the many assets and services provided for Aucklanders. Many council contracts and agreements, including workforce, facility maintenance, utilities such as electricity, public transport and waste, are directly connected to inflation rate measures such as the Consumers Price Index (CPI) and the Producer Price Index (PPI).



Interest rate pressure

The Reserve Bank uses interest rates to control inflation. Higher interest rates temper inflation but also push up financing costs. These interest costs affect the cost of council debt, which is used to spread the cost of capital across current and future generations. We do this because future generations of Aucklanders will benefit from the assets and services we are investing in now.



Growing infrastructure demands

Auckland’s housing, water and transport infrastructure needs to grow as the city grows. In addition, there is a need to invest more in improving flood resilience. There are capital investment costs to be managed including the City Rail Link (CRL) costs, renewal or replacement of storm-damaged infrastructure, climate adaptation and mitigation actions, and growth and housing infrastructure costs. These capital costs lead to rising operating costs through interest, depreciation, operating and maintenance costs. The council will need to strike a balance between managing these challenges and looking at opportunities for change.



Te Whau Pathway construction ▲

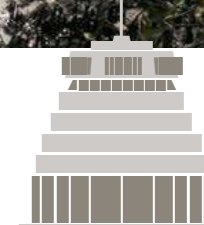
Population growth

Auckland’s population is growing and is expected to increase from 1.7 million people to 2 million by the late 2030s. Auckland’s demographics are changing at the same time, making it more culturally diverse. Responding to these changes requires infrastructure that addresses the needs of current and future residents while balancing social, cultural, environmental and financial outcomes to enhance wellbeing for Aucklanders.



Government policy, reforms and legislation

Central government policy and reform impact on current and future service programmes. We stay up to date on changes and collaborate with central government on critical policies.





Making use of our limited resources

We have limited resources available to create, deliver, maintain and operate the services we provide. We need to make the best use of our people, finances and other resources, and prioritise the right projects and services. Attracting and retaining key skills and the prudent use of funds play a key part in making the best use of our limited resources.



Weather events and storm response

Auckland had several severe storm events in January, February and May 2023.

These events caused significant material damage which have financial implications. In addition, we recognised the need to increase funding for storm-related events to fund proactive and reactive activities, enabling us to respond better to such events in the future, and to build our resilience. In the ongoing climate crisis, it is expected that severe weather events such as cyclones and floodings will become more frequent.

Climate change

As our climate continues to change, the likelihood of heavy rain events, storm surges and coastal inundation, extreme heat events, and droughts are expected to increase in frequency and severity. We finalised and adopted Te Tāruke-ā-Tāwhiri: Auckland's Climate Plan, the region's strategic response to climate change. The plan will need to be delivered through individual action, collective action, and regional partnerships. Auckland Council will continue to identify priority areas of action and consider climate change in our planning and decision-making processes.



Protecting our natural environment

We need to safeguard and protect Tāmaki Makaurau / Auckland's natural environment and protect it from natural and human threats. The services we deliver must minimise environmental impacts and also encourage healthy behaviours amongst Aucklanders.



Family at the Auckland Botanic Gardens ▲

4

Te āhua o ā mātou mahi

How we did

Our performance at a glance

We continued to invest in our infrastructure and provide core services for Aucklanders, while building a stronger and more resilient region. We did this even as we dealt with the impacts of the 2023 weather events and challenging economic conditions such as high inflation.



▲ Autumn leaves at Auckland Botanic Gardens. Image courtesy of Tātaki Auckland Unlimited

Te tirohanga whānui ki tā mātou whakahaere mahi
Overview of our performance

Investing in our capital programme for the future

This year we continued to build and expand our infrastructure and assets to better withstand future weather events, meet the needs of Aucklanders and to sustain future growth. We also continued to renew, replace and upgrade our existing assets as we worked to build a stronger, more resilient city.

We invested \$3.2 billion in our capital programme which is our highest capital spend ever. This was \$487 million more than the previous year and included significant investment in transport and water infrastructure. We also repaired, upgraded and replaced community assets such as pool and leisure centres, playgrounds and sports facilities. The 2023 weather events caused damage to infrastructure, networks, facilities and we worked to repair, upgrade and replace them.

Our key areas of spend were:

\$1.4b

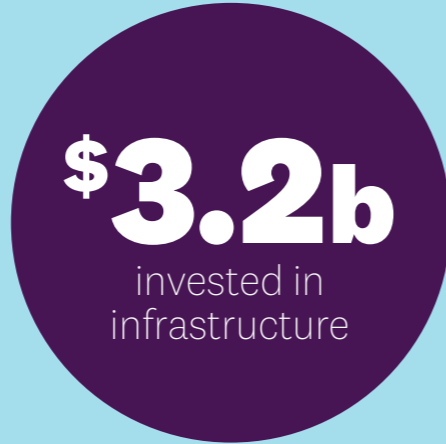
on transport-related assets

\$1.2b

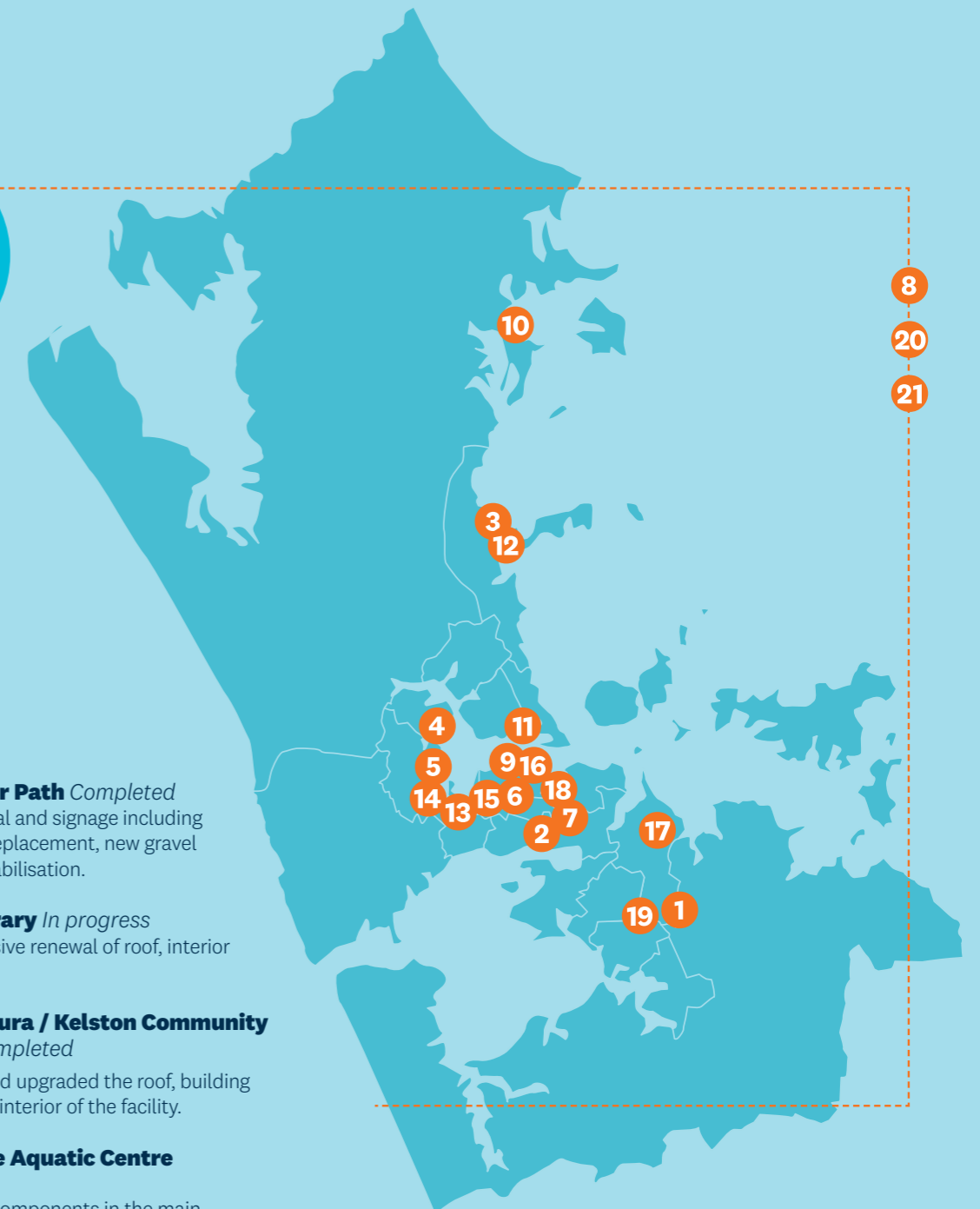
on clean water, wastewater and stormwater assets

\$658m

on other assets, such as upgrades to playground and sports facilities, environmental initiatives, renewals of cultural venues and seawall replacements



- 1 Redoubt Road reservoir expansion** *In progress*
Construction of additional storage capacity for treated water to maintain security and supply and cater for growth. Third reservoir completed in March 2024.
- 2 Central Interceptor** *In progress*
Watercare’s super-sized tunnel is 78 per cent progressed and it will reduce wastewater overflows into central Auckland waterways.
- 3 Northern Seawall, Ōrewa** *In progress*
Section of seawall delivered in March 2024 to prevent erosion at the northern end of Orewa Beach.
- 4 Te Kori Scott Point, Hobsonville** *In progress*
Develop a sustainable sports park.
- 5 Te Whau Pathway** *In progress*
Develop boardwalk connections.
- 6 Ponsonby Civic Space** *In progress*
Staged development of a civic park space at 254 Ponsonby Road. Funded in part from the sale of properties in the Waitematā Local Board area.
- 7 Michaels Avenue Reserve** *Completed*
Stage two — Renewal of carparks and playspace.
- 8 Sports field capacity development programme** *In progress*
Developing, upgrading and renewing sports fields to increase capacity across Auckland.
- 9 City Rail Link (CRL)** *In progress*
Transformation of Auckland’s public transport system progressed interior and exterior fitout of new stations.
- 10 Mahurangi community building** *In progress*
Comprehensive renewal including library reconfiguration, toilet facilities.

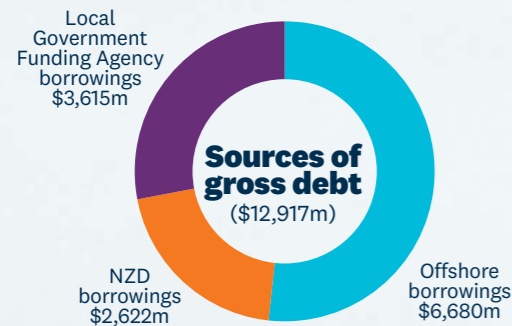


- 11 Tuff Crater Path** *Completed*
Track renewal and signage including boardwalk replacement, new gravel and bank stabilisation.
- 12 Ōrewa library** *In progress*
Comprehensive renewal of roof, interior and fitout.
- 13 Te Pae o Kura / Kelston Community Centre** *Completed*
Refurbish and upgraded the roof, building exterior and interior of the facility.
- 14 West Wave Aquatic Centre** *Completed*
Renewal of components in the main pool, leisure pool and recreation halls, including heating and ventilation systems, lighting and changing rooms.
- 15 Te Hono / Avondale Community Centre replacement** *Design approved*
Development of an integrated library and community centre hub.
- 16 City Centre Programme** *In progress*
Delivering on the outcomes of the City Centre Masterplan to create a city centre that contributes significantly to the Auckland region.
- 17 Eastern Busway Stage two - Pakuranga to Botany** *In progress*
Improving connections and travel options. Opened extension of William Roberts Road and the Aylesbury Street/TI Rākau Drive junction.
- 18 Jubilee Bridge, Panmure** *In progress*
Comprehensive renewal to increase the greenway/cycleway provision and incorporate an arts feature.
- 19 Recreational facility upgrades in Manukau** *In progress*
Development of playgrounds, skateparks, sport, pool and leisure centres.
- 20 Urban regeneration** *In progress*
Mixing residential and commercial opportunities to optimise the use of council land. Completed transformations in Takapuna, Northcote, Pukehohe.
- 21 Land acquisitions** *In progress*
Acquiring land for parks and open spaces to contribute to Aucklanders’ quality of life, as well as make better use of the parks we already have.

Overview of our performance *Continued*

We use debt to spread the cost of assets over the generations that will benefit from them, and we took on new debt to help fund our capital projects. However, net debt decreased overall by \$70 million from the beginning of the year to \$12.3 billion. The most significant movement was the reduction in debt of \$833 million from the proceeds of the partial sale of Auckland International Airport Limited (AIAL) shares in August 2023. This was offset by new borrowings to fund the capital projects. Net debt at 30 June 2024 was \$478 million higher than the budget. This includes around \$200 million of non-cash accounting adjustments (as foreign debt must be recognised at current exchange rates rather than the rate at which they are hedged). Excluding these non-cash adjustments, underlying net debt was \$282 million higher than budget, this was primarily due to less capital funding being received during the year, including timing difference on insurance recoveries and timing differences on asset sales, lower development contributions than budgeted, and lower proceeds from the partial sell-down of Auckland International Airport Limited shares than budgeted.

\$12.3b
net debt to fund infrastructure



Responding to climate change

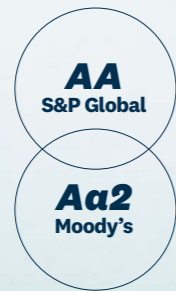
The Climate Action Transport Targeted Rate

(CATTR) provides greater access to efficient and reliable low carbon public transport. It provides safe, convenient, and well-connected walking and cycling options for Aucklanders. This year the CATTR spent \$33.8 million on programmes such as the construction of electric ferries.

The **Climate Action Programme** spent \$16.1 million this year on projects such as installing solar panels at community centres, adding electric buses to the fleet and creating a zero emissions area within the Waihorotiu Queen Street.



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

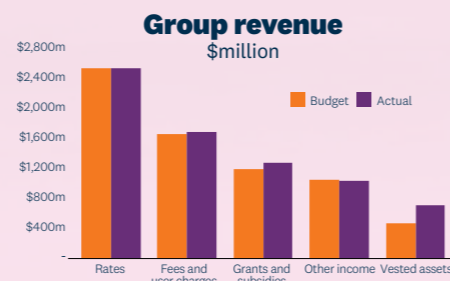


\$7.2b
revenue

We fund our services and parts of our capital investment through various sources of revenue. Our revenue for the year was \$7.2 billion which was \$349 million higher than budget.

This was partly driven by an increase in vested assets of \$242 million representing the receipt of parks and infrastructure assets from developers. Increased performance for building consents and resource consents together with strong results from inspections, licenses and permits also contributed to the revenue result.

Revenue from grants and subsidies was \$1.3 billion, \$86 million higher than budget. This was mainly because of capital grants received in terms of the cost-sharing arrangement with central government for the Risk Category 3 property buy-outs (\$67 million) and transport projects (\$38 million).



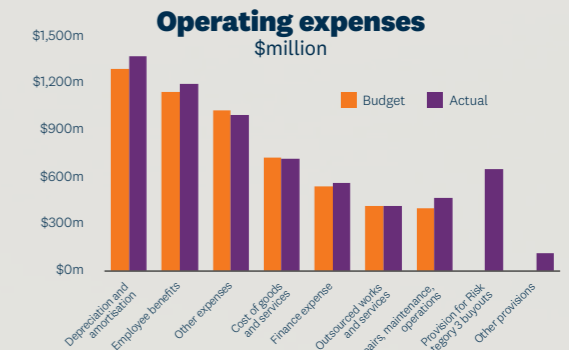
We incur operating expenditure delivering services to Aucklanders such as collecting rubbish, paying bus service providers, maintaining our facilities and venues, supporting communities and providing back-office support for our activities. Our operating costs this year were \$6.5 billion, which was \$940 million above what we budgeted.

Our largest unbudgeted cost was \$685 million, related to recognising the full impact of our planned buyout of storm-affected properties and investment in property-level risk mitigation projects.

Other large costs include the unbudgeted management of contaminated land and closed landfills which was \$74 million, due to higher estimated asset maintenance and operational costs. Furthermore, our cost base, which includes wages and salaries, materials and long-term contract costs, was affected by strong inflation. Our interest costs also increased because of high interest rates. Depreciation increased because of our capital investment and the increased value of our infrastructure assets.

We spent \$433 million on repairs and maintenance which included weather event repairs and temporary solutions put in place while permanent solutions could be implemented. The increase in public transport usage and the recruitment of bus

\$6.5b
delivering services to Aucklanders



drivers resulted in an increase to costs, but also an increase in the provision of services.

Apart from depreciation of our assets, our biggest cost is what we pay to our people and our suppliers. To respond to the needs of our communities and to become more adaptable and agile, we had restructures across the group resulting in unbudgeted redundancy costs, and during times of change, employees reduce their leave taken, which increased employees costs.

Improving outcomes for Māori in Tāmaki Makaurau

Auckland Council group's vision of a Tāmaki Makaurau where Māori thrive has wellbeing at its centre. This year we spent \$14.8 million on projects across Auckland, which is 95 per cent of the updated budget \$15.6 million for the 2023/2024 financial year. The original budget of \$16.4 million was reduced because the funding for the Sites of Significance initiative came from the Heritage team's department budget.

Auckland Council group invests in marae to be self-sustaining and thriving hubs for Māori and the wider community. This year we spent \$7.2 million on **Kia ora te Marae - Marae development** which included progressing upgrades to the Makaurau Marae, Manurewa Marae and Te Tira Hou Marae.

Under **Kia Ora Te Hononga: Effective Māori Participation** we work to ensure mana whenua and Māori are active partners and participants at all levels of the council group's decision making. This year we paid \$3.57m in capacity grants out

to 18 mana whenua entities and \$306,472 to six mataawaka entities, with the aim to facilitate and support Māori capacity to engage and participate in Auckland Council decision-making processes. Capacity grants are designed to help develop the skills, systems, and structures necessary for achieving council goals more effectively and sustainably. This investment not only enhances our service delivery, cost-effectiveness, and strategic objectives, but also empowers mana whenua and mataawaka groups to better serve their communities. By increasing participation in council programmes, these grants promote social cohesion and pave the way for innovative, sustainable solutions that can be scaled across the city.

► For more information refer to the Māori Outcomes Annual Report (published on the Auckland Council website) and Groups of activities section.

\$14.8m



Te whakatutuki kaupapa mā tō tātou hapori
Delivering for our community

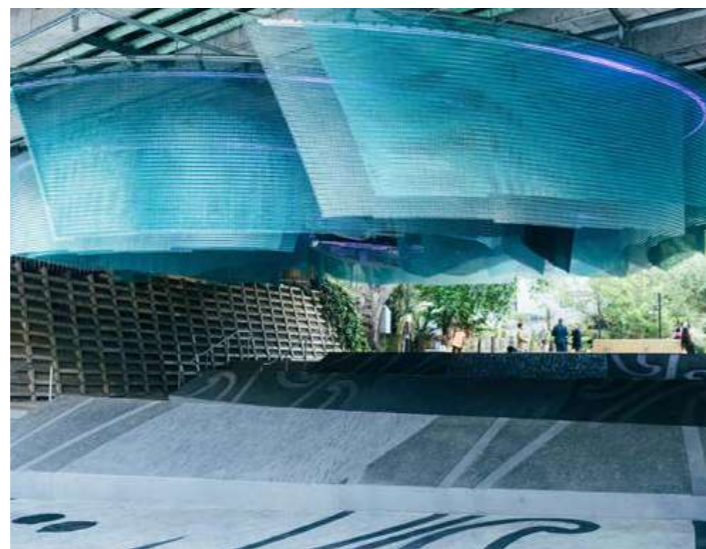
We continued to deliver services that our communities rely on, such as the collection of waste, and maintaining our cultural and leisure facilities such as parks, pools, leisure centres and libraries.



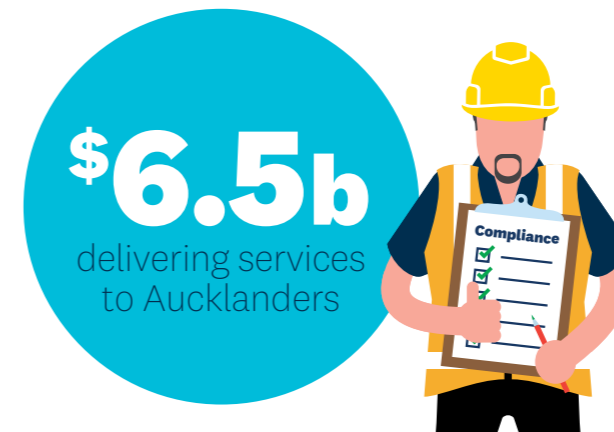
Our **food scraps programme** has been rolled out to more 475,000 households and in the last year more than 20,000 tonnes of food scraps have been diverted from landfill. These food scraps have been processed into renewable energy and fertiliser at an anaerobic digestion facility, eliminating the methane emissions that they would have given off in a landfill. Efforts to keep our waste collection services up to scratch resulted in a 77 per cent customer satisfaction rate.



Our facilities continue to remain important places in the community with 7.3 million visits to our regional parks, 8.2 million visits to pool and leisure centres and 7.9 million library visits. West Wave leisure pool reopened after flood damage repairs. It now offers local families more hours of entertainment and activities.



In December 2023 we launched the Waimahara Māori artwork in Myers Park, transforming a central Auckland underpass into a unique space. An extensive upgrade began at the Ōrewa Library to provide a better space for the growing community and a new roof for the building. We have noticed changes in customer behaviour in libraries where the number of library items checked out has increased 6 per cent to 16.44 million and this growth is being supported by e-book and e-audiobook issues increasing 27 per cent.



We conducted over **195,000** building inspections (210,300 previous year) and issued **16,807** code compliance certificates (16,855 previous year). We increased inspections at food and alcohol premises.



We delivered **173** environmental projects across the local boards this year (178 previous year). This included funding towards pest plant and animal control, stream restoration, climate action and construction waste reduction.

Major events and business events contributed \$142.8 million to regional GDP. The largest contributor was the **FIFA Women's World Cup** which exceeded all forecasts. Other significant major events that contributed were the All Blacks vs South Africa, the ASB Classic, Synthony in the Domain, PINK concert at Eden Park and the Auckland Boat Show. The single largest business event was the Auckland component of the Amway (China) Leadership Seminar New Zealand, with an estimated \$40 million injection into New Zealand's economy.



The resolution of the **bus driver shortage** at the beginning of the year, the reinstatement of all bus services and 10 major events including the FIFA Women's World Cup contributed to public transport usage increasing to 86.8 million boardings. Higher public transport usage, the removal of the fare discounts and other public transport incentives provided by the central government resulted in us recovering 31 per cent of public transport costs, up from 22 per cent last year.



We improved the existing stormwater network, added new stormwater infrastructure and minimised the flooding of habitable floors during storm events. We launched the Flood Viewer – a free application that breaks down complex, technical flood risk data into an easy-to-understand format and sits alongside practical advice on how to prepare for floods. The website had 480,000 visits since its launch. The Safeswim website had over 850,000 visits during the summer. It keeps the public informed about water quality and water safety at Auckland's swimming spots.



Te tautoko i te haumanu ā-rohe

Supporting regional recovery

The severe weather events of early 2023 had a great impact on our region. Six people tragically lost their lives, over 4,500 households needed assistance with almost 600 being provided with emergency accommodation, and around 3,000 homes had restricted or prohibited access.

127
storm-damaged properties bought (of approximately 900 estimated)

\$132m
storm-related property buyouts

1,838
final categories approved

2,960
property owners opted in the buy-out process

The Auckland Council-led Tāmaki Makaurau Recovery Office coordinated the Auckland-wide repair and rebuild of our region’s built and natural environment to deliver what is needed for immediate and long-term recovery. We are supporting our most impacted communities as they deal with the after-effects of the storms. The Recovery Office is coordinating the region’s recovery efforts on behalf of the council group, central government, and community partners and stakeholders. A funding agreement is in place with the central government for the cost-sharing of region’s recovery. Central government will contribute up to \$877 million.

To help impacted individuals, whānau and families, our Storm Recovery Navigators provide free advice, support and services for accommodation, finance, mental health, insurance and much more. This one-stop-shop service has so far supported more than 800 whānau.

To move Aucklanders out of harm’s way we have bought out 127 Category 3 properties (with an intolerable risk to life and no feasible mitigation solutions) at a cost of \$132 million. Work to buy-out approximately 900 high-risk homes continues into the 2024/2025 financial year. We also established a Category 2P grants scheme to fund changes (up to 25 per cent of a property’s Capital Value) to mitigate the intolerable risk to life at those properties.

The Healthy Waters and Flood Resilience teams are delivering flood resilience projects in Māngere as well as landslide and stormwater resilience upgrades in Muriwai. These projects are part of the wider Making Space for Water programme and represent the first in a series of projects that will increase flood resilience in the region.

Our recovery work this year also saw remediation of damaged roads and significant erosion, repair of our water networks including pipes and water plants, maintenance of streams, culverts and manholes.

Auckland Transport repaired over 500 sites, and work continues on the remaining 285 that are more complex. Watercare set up the Asset, Upgrades and Renewals team which identified 200 individual infrastructure issues that needed to be repaired. 60 of these have been resolved with 16 underway and the 124 remaining requiring considerable work which is expected to extend through to the 2024/2025 financial year.

i. There was a true underspend of \$700,000 not carried forward.

Storm Response Fund

(\$20 million)

This year we spent \$13.1 million on projects in response to the storm and to support resilience to future weather events. This was \$6.9 million below what we expected as this was the first year of funding, with some projects taking longer to plan and subsequently start. \$6.2 million of this will be carried to next year to continue the projects and add to a provision for future events.ⁱ

Strengthening Auckland Emergency Management (AEM)



We established and upskilled response teams and we purchased additional equipment for civil defence locations to support rapid response to future emergency events. We also piloted three sites for early flood warning systems for the roading network, and piloted a forecasting model to predict river flows and groundwater levels for early warning of flooding.

The night shift duty team will instead be replaced with two new duty roles and three additional AEM roles with recruitment underway. The training of local board members has been facilitated under the development of local board response plans.

\$2.8m
(funding allocation \$6m)

\$1.5m

(funding allocation \$3m)

Improved capital works coordination and land use planning

Greater resourcing of the shoreline adaptation plans (SAP) has seen two SAP reports with local boards for endorsement, two draft reports are ready for public consultation and initial adaptation strategies have been developed for a further eight areas.

Draft design guidance documents were prepared to support resilience, consider durability of concrete infrastructure, coastal outfalls and dynamic adaptive pathways planning.

Scoping of a regional climate change risk assessment is complete and the next phase is underway to enable regional consistency in decision-making about climate adaptation planning and investment.

A Strategic Spatial Modelling system procurement is underway. This will enable detailed and accurate projections and support land use investment and policy decision-making.

Proactive maintenance and monitoring of our stormwater, road and parks assets to monitor more at risk locations

We completed over 44,000 additional street catchpit (sump) cleans, with increased frequency in high leaf-fall areas. We conducted over 2,400 educational visits to high-risk properties. Our proactive maintenance fund included 14 large-scale stream clearance projects and the installation of 20 new cameras at hotspot locations will improve stormwater network intelligence.

\$6.1m
(funding allocation \$7m)



Provide people with better and targeted information

We worked with local boards to develop Local Board Emergency Readiness and Response Plans (draft and map design), including appointing the Local Board Emergency Readiness and Response Leads.

We funded 39 community and youth-led projects in highly impacted communities with a total of 4,280 Aucklanders engaged to better understand their local climate risk or participate in practical projects to build resilience to climate disruption. Projects have been supported in the Wāitakere Ranges, Puketāpapa, Whau, Henderson-Massey, Māngere-Otāhuhu Local Boards. This included:

- installation of solar batteries for an off-grid community hub to improve local energy resilience
- re-establishment of māra kai (food gardens) damaged during the 2023 flood events
- local planting projects with schools and community groups
- youth-led resilience projects to increase understanding about flood resilience (stream cleans, native plantings and wetlands).

We signed 10 funding agreements with impacted communities to support development of local recovery plans, with access to contestable funding to support implementation. Over the next three years in three priority communities (Māngere, Henderson-Rānui and Puketāpapa), community-led recovery and long-term resilience will be delivered by growing local leadership, implementation of participatory grant models, including access to a contestable fund. This is delivered in partnership with the Recovery Office.

Research has been completed to help frame conversations, deepen understanding and improve community engagement in planning for climate disruption.

Regionwide land mapping has been completed and a solution to integrate with Land Information Memorandums is underway.

\$2.7m
(funding allocation \$4m)

▲ Oakley Creek storm debris



He Kupu Whakataki mō ngā Tōpūtanga Mahi

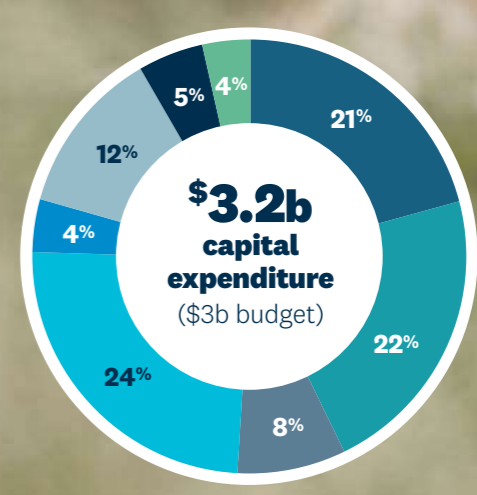
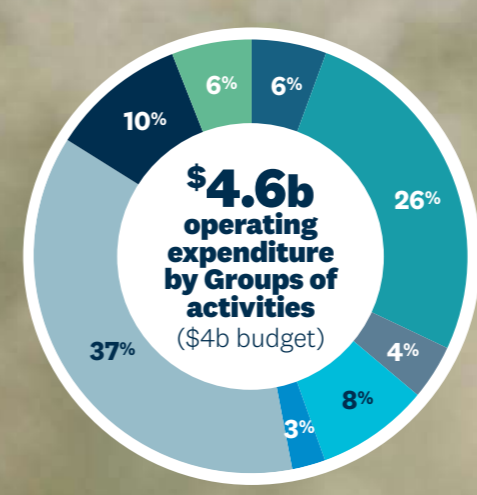
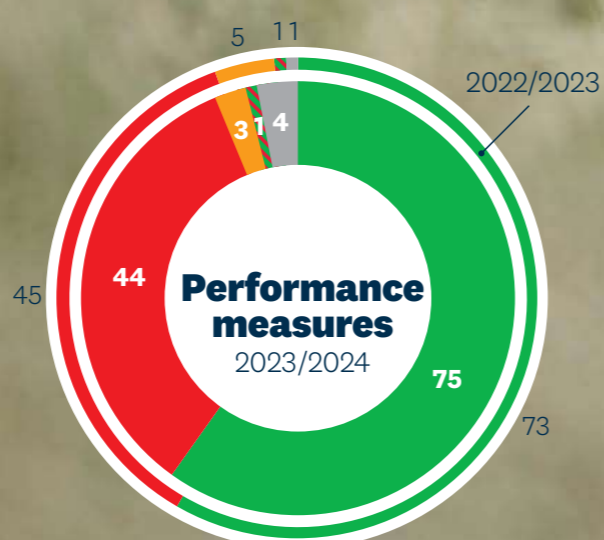
Performance by Groups of activities

We will outline key activities and projects, and report against our performance measures.

Each group of activity includes their statements of service provision. The funding impact statements are contained in Volume 3.

In this section you'll find:

- a summary of the groups of activities
- how we contributed to delivering Māori outcomes
- how we address climate change
- performance measures (what we achieved against target)
- case studies
- six Auckland Plan outcomes
- things we are keeping an eye on



Key to performance measures

RESULT AGAINST TARGET

- Achieved
Target has been met or exceeded
- Not achieved
Target not achieved
- Substantially achieved
Target has not been met by a slim margin (+/-2%)
- Not measured
- Achieved/Not achieved

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

Note: 'Achieved/Not achieved' relates to the 'public transport punctuality' performance measure. For more information refer to section Public transport and travel demand management (page 52 of this document).

- Roads and footpaths
- Stormwater
- Public transport and travel demand management
- Regionally delivered council services
- Water supply
- Locally delivered council services
- Wastewater
- Council-controlled services

▲ Ōrewa Beach

Ngā Huarahi me ngā Ara Hīkoi Roads and footpaths

Auckland Transport (AT) is a council-controlled organisation responsible for most of Auckland’s transport infrastructure and services, contributing to an effective and efficient land transport system.

AT maintains and operates 7,810 kilometres of arterial and local roads, 1150 bridges, 680km of shared paths, cycle paths and cycleways and 7,700 kilometres of footpaths. AT also manages all on-street parking and ensures compliance with regulations.

The priority this year was to **fix the problems and road closures** caused by the 2023 weather events at more than 800 sites identified in the Flood Recovery Programmeⁱ. This included road repairs which continue at 235 sites and slip damaged sites (85 per cent of which have been completed).

One such site is Glenvar Road which was reopened after major storm repairs in October 2023. This key route to and from Long Bay and Torbay required part of the road to be closed due to the 40-50 metre slips which occurred on both sides of the ridge. The rebuild required significant earthworks, relocation of utility services such as powerlines and construction of large retaining walls. The rebuild improved stormwater

drainage and brought the road up to current safety standards with appropriate safety barriers and footpaths for pedestrians.

This year AT **resurfaced or rehabilitated over 400 kilometres of roads**, including asphalt, chip-sealing and pavement rehabilitation across the regionⁱⁱⁱ. Over 2.5 kilometres^{iv} of new bus lanes were delivered in the north and city centre, and 2.85 kilometres of transit (T2) lanes in the Te Atatū area. In addition, AT completed 35 kilometres of improved footpaths and 23 kilometres of additional cycle lanes to better connect people with the places they want to visit.



The Marua Road (Ellerslie) and Causeway Road (Waiheke Island) projects were completed in January 2024 and February 2024 and will improve walking connections^v. AT also completed work on the crossings and road markings at the New North Road/Blockhouse Bay Road.



over **500** storm-damaged roads and slip-sites repaired



Over **400km** of roads resurfaced or rehabilitated



96% footpaths in acceptable condition

The Rodney Transport Targeted Rate programme aims to speed up transport investment in the Rodney Local Board area and deliver new park-and-rides, new bus route services, bus stops and footpath extensions. This year AT completed footpaths at Warkworth (Point Wells) and Puhoi Road. Four footpaths are under construction^{vi} and four more in design^{vii}. Seven of nine planned unsealed road improvements were completed, and the remaining two will be in early 2024/2025 financial year, subject to weather conditions.

New wayfinding signage and road markings have been installed at over 150 locations across eight cycle paths in the city centre. The paths link the City Centre Cycle Loop with many other paths and routes across Auckland. Cycling options are now more visible than ever.

AT worked with the New Zealand Transport Agency Waka Kotahi (NZTA) on the **Northwestern Busway improvements at Lincoln Road and Te Atatū Road**. This included safety improvements and road

markings. The new northwest bus network opened in November 2023 (for more information refer to page 49).

Several projects were delivered to **improve safety on high-risk roads**, including surface treatment, road markings, lighting and signage improvements at the Rata Street/Ash Street (New Lynn) intersection, completed in December 2023. Safety improvements to the Glenfield/Coronation (Glenfield) intersection were also completed.

Auckland’s transport system was made safer with the delivery of **speed management programmes** in the Papatoetoe and Devonport town centres.

The road safety behaviour change initiative was delivered in partnership with the NZ Police and community groups to raise awareness around cyclists and pedestrians. School safety projects that are committed to reducing the risk outside schools, help reduce congestion and create a safer space for parents and children as they walk, cycle and catch public transport to school.

▼ Greenhithe Bridge

“Kia tere te kārohirohi i mua i tō huarahi”
May the shimmer of the sun guide you on your path

Related Auckland Plan Outcomes

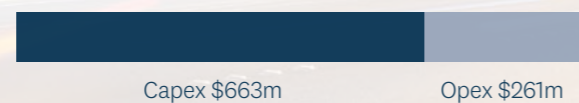


How we did against our performance measure targets?

Total 11



Our investment



i. Responsibility for highways is held by New Zealand Transport Agency Waka Kotahi (NZTA). AT and NZTA work together on some projects.
ii. The AT Flood Recovery Programme was established after the Auckland Floods in 2023. AT has worked alongside contractors and communities to repair damages. The Flood Recovery Programme identified 826 sites in need of repair work. Over 85 per cent of the slip damaged sites were repaired during the 18 months (January 2023 – June 2024).

iii. Breakdown: 96.6km of asphalt, 305.4km of chip sealing and 5.4km of pavement rehabilitation
iv. 2.75km includes five projects: Raleigh Road (Northcote), East Coast Road (Albany), Newton Road, Hobson Street, Karangahape Road (CBD).
v. Part of the Climate Action Transport Targeted Rate (CATTR) walking programme



AT partners with Māori and Pasifika businesses to support the development and growth of their businesses, employees and subcontractors. Work has started on the **Te Kia Ora Marae carpark** near Kakanui on the Kaipara Coast to improve safety around the marae, in collaboration with an Amotai-registered Māori-owned business, Lite Civil. This project involves the construction of a 3,500m² concrete carpark between the marae and the highway, and a smaller 500m² carpark at the back of the marae. Lite Civil connected with local community and marae representatives to ensure the project meets **community's needs** while also including **improvements to the sacred places of the community and marae**. This contributes to the **Kia Ora Te Umanga: Māori Business, Tourism and Employment** initiative.

AT was shortlisted for the Supplier Diversity and Inclusion category of the 2024 World Procurement Awards in London, for the Matakana

Link Road project – Te Honohono ki Tai. The project supported local Māori and Pasifika-owned businesses and around 86 per cent of the contract was carried out with local businesses. AT also worked to minimise waste and transport emissions by using local materials from the quarry close to the site and repurposing clay for a nearby project. On 30 June 2024 **the regional fuel tax funding (RFT) ended** impacting a number of projects, including road corridor improvements at Lincoln Road, Carrington Road, Lake Road, and the Glenvar/East Coast Road intersection. Additional funding was secured through the Long-term Plan 2024-2034.

AT worked through reprioritisation of their programmes through the Regional Land Transport Plan, which sets out the land transport objectives, policies and measures for the next 10 years. AT and the council continue to work with central government to develop the Auckland Integrated Transport Plan.^{viii}



Things we are keeping an eye on



Safety is a key priority for AT and AT continue to work on reducing injuries on the city's roads. AT is improving road designs to make roads and footpaths safer for all users and reducing speed limits on rural roads and most inner-city roads to reduce the impact of accidents. There is a risk of accelerated wear and tear to our roading infrastructure as a result of the changing climate. More frequent and extreme weather events mean more regular maintenance to minimise blockages due to debris. Building and maintaining roads and footpaths can cause carbon emissions and run-off sediments. AT monitors work sites using purpose-designed traffic management systems to minimise the environmental impact of this work and reduce disruption to Aucklanders. We also keep residents informed about the work being done.

▲ Quay Street enhancements

vi. Rodney Street, Wellsford; Goodall Road, Snells Beach; Kaipara Flats Road, Kaipara Flats; Old Woodcocks Road, Kaipara Flats
vii. Coatesville Riverhead Highway, Coatesville; Mason Heights, Warkworth; Koraha / Oraha Road, Kumeū; Kaukapakapa village.

viii. RLTP was open for consultation from 17 May 2024 to 17 June 2024 for submission to the New Zealand Transport Agency (NZTA) in August 2024.



Roads and footpaths performance measures

Result against target ● Achieved ● Substantially achieved ● Not achieved *Impacted by COVID-19

We provide safe, high quality and efficient local roads, footpaths and cycle ways for pedestrians, cyclists, public transport users and drivers

The change from the previous financial year in the number of deaths and serious injuries on the local road network, expressed as a number¹

In the past twelve months (January 2023 to December 2023), 557 people were killed or seriously injured on our roads. We continue to see the majority of harm occurring on local roads, with over half of these being people outside of vehicles (people walking, cycling and motorcyclists). The large rural local board areas of Rodney and Franklin have seen a year-on-year reduction in harm and the lowest deaths and serious injuries for their areas in the past five years. Additionally, the 2023 evaluation of the Mass Action Pedestrian Improvement Programme (2018/2019) showed that locations where zebra crossings had been raised had a significant reduction in serious and fatal crash rates, and zero serious or fatal crashes for people walking at these locations.

| | | |
|-----------------------|-----------------------|---|
| Result against target | | ● |
| Target 2024 | Reduce by at least 41 | |
| Result | 2024 | January to December 2023: 557 DSI (increased by 3 compared to previous calendar year) |
| | 2023 | January to December 2022: 554 DSI |
| | 2022 | January to December 2021: 515 DSI |

The change from the previous financial year in the number of fatalities and serious injury crashes on the local road network, expressed as a number²

This is a Department of Internal Affairs mandatory performance measure. There is no target associated with this measure. AT measures the efficacy of our road safety improvements through other metrics, based on the number of affected people rather than the total number of crashes.

| | | |
|-----------------------|------|---|
| Result against target | | |
| Target 2024 | | |
| Result | 2024 | January 2023 - December 2023: 554 |
| | 2023 | January to December 2022: 510 DSI crashes |
| | 2022 | 462 |

Average AM peak period lane productivity across 32 monitored arterial routes³

Peak period lane productivity across Auckland is continuing to recover from the impacts of COVID-19. Public transport patronage has increased significantly from the 2022/2023 financial year to the 2023/2024 financial year after many initiatives to encourage people back to public transport and the overall demand on the network returned to before COVID-19 levels, increasing AM peak period lane productivity. AT's SOI target for the 2023/2024 financial year was revised to 28,000.

| | | |
|-----------------------|--------|--------|
| Result against target | | ● |
| Target 2024 | 34,000 | |
| Result | 2024 | 29,051 |
| | 2023 | 27,882 |
| | 2022 | 30,931 |

Proportion of level 1A and 1B freight network operating at Level of Service C or better during the inter-peak⁴

COVID-19 caused changes to trip patterns across the network. The result is a reflection of the changing nature of traffic across the inter-peak.

| | | |
|-----------------------|------|-----|
| Result against target | | ● |
| Target 2024 | 90% | |
| Result | 2024 | 86% |
| | 2023 | 87% |
| | 2022 | 90% |

Percentage of key signalised intersections in urban centres where pedestrian delays are reduced during the inter-peak period⁵

Performance has increased 1% compared to prior year. Increased travel demands on the roading network resulted in increased traffic signal cycle times impacting performance against target.

| | | |
|-----------------------|------|-----|
| Result against target | | ● |
| Target 2024 | 65% | |
| Result | 2024 | 50% |
| | 2023 | 49% |
| | 2022 | 62% |

Number of cycle movements past 26 selected count sites⁶

Cycle movements of 3.35m over the last financial year did not meet target, but were 10% above the prior years results. Cycle counts have returned consistently to 90% of before COVID-19 levels and continue to grow reflecting that people have increasingly continued to return to work and study compared to the previous year. The new shared path in Queen Street has also boosted safe cycle access to the city centre and we've retro-fitted wayfinding signs to help people to navigate the network and additional cycling infrastructure in Glen Innes, Mangere and Mt Roskill. Cycle counts over the past winter months have been higher than those in summer (January and February) for the last couple of years.

| | | |
|-----------------------|--------|---------|
| Result against target | | ● |
| Target 2024 | 4.047m | |
| Result | 2024 | 3.35m |
| | 2023 | 3.043m |
| | 2022 | 2.981m* |

Road maintenance standards (ride quality) as measured by smooth travel exposure (STE) for all sealed rural roads⁷

The decrease in ride quality is caused by the deterioration of the road network due to increased traffic and a lack of investment in road resurfacing and road pavement renewals.

| | | |
|-----------------------|------|-----|
| Result against target | | ● |
| Target 2024 | 88% | |
| Result | 2024 | 84% |
| | 2023 | 92% |
| | 2022 | 92% |

Road maintenance standards (ride quality) as measured by smooth travel exposure (STE) for all sealed urban roads⁷

| | | |
|-----------------------|------|-----|
| Result against target | | ● |
| Target 2024 | 78% | |
| Result | 2024 | 83% |
| | 2023 | 84% |
| | 2022 | 84% |

The average quality of ride on a sealed local road network, measured by smooth travel exposure

Auckland Council's primary measures for road smoothness are above, with separate targets for urban and rural road smoothness. This measure is a Department of Internal Affairs mandatory performance measure. There is no target associated with this measure.

| | | |
|-----------------------|------|-----|
| Result against target | | |
| Target 2024 | | |
| Result | 2024 | 83% |
| | 2023 | 85% |
| | 2022 | 85% |

Percentage of the sealed local road network that is resurfaced

This year we completed 407.4 km (96.6 km of asphalt, 305.4 km of chip sealing and 5.4 km of pavement rehabilitation) of sealed road resurfacing/ rehabilitation. A higher proportion of road repairs were required following the 2023 weather events, impacting on the delivery of road resurfacing.

| | | |
|-----------------------|------|-------|
| Result against target | | ● |
| Target 2024 | 7.0% | |
| Result | 2024 | 6.1% |
| | 2023 | 4.6% |
| | 2022 | 5.1%* |

Percentage of footpaths in acceptable condition⁸

| | | |
|-----------------------|-------|-------|
| Result against target | | ● |
| Target 2024 | 95.0% | |
| Result | 2024 | 96% |
| | 2023 | 98.0% |
| | 2022 | 96.2% |

Proportion of road assets in acceptable condition⁸

The decrease in road conditions is due to an increase in use, especially from heavy vehicles. NZTA continue to develop methodology for calculating the condition.

| | | |
|-----------------------|------|-------|
| Result against target | | ● |
| Target 2024 | | 92.0% |
| Result | 2024 | 76.4% |
| | 2023 | 95.0% |
| | 2022 | 94.6% |

Percentage of customer service requests relating to roads and footpaths which receive a response within specific timeframes⁹

This data relates to jobs dispatched to our maintenance contractors by the call centre. This result is higher than prior year as 2022/2023 financial year had multiple extreme weather events which significantly increased customer requests at times, undermining response timeframes.

| | | |
|-----------------------|------|-------|
| Result against target | | ● |
| Target 2024 | | 85.0% |
| Result | 2024 | 88.0% |
| | 2023 | 78.0% |
| | 2022 | 89.0% |

1. DSI numbers may differ for the same time period due to dependency on Waka Kotahi's Crash Analysis System which is updated continuously. Auckland Transport revised their reporting for this measure in 2023/2024, to report against results from the financial year, rather than the preceding calendar year. If this result was reported on a financial year basis (July 2023 to June 2024), the result would have been 586 (31 deaths, 555 serious injuries), which is a decrease of 96 compared to the previous financial year. We continue to report against a calendar year target as set in our 2021-31 LTP.
2. Auckland Transport revised their reporting for this measure in 2023/2024, to report against results from the financial year, rather than the preceding calendar year. If this result was reported on a financial year basis (July 2023 to June 2024), the result would have been 522. We continue to report against a calendar year target as set in our LTP 2021-2031.
3. Productivity is measured as the average speed multiplied by number of people per lane in one hour on the congested parts of 32 monitored arterial routes, irrespective of what vehicle people are travelling in. The 32 monitored arterial routes are: Great North Rd; Manukau Rd; Balmoral Rd; Clark/Wolverton/Tiverton; Great South Rd; Dominion Rd; Tamaki Dr; Penrose/Waipuna Rd; Sandringham Rd; Blockhouse Bay Rd; Hillsborough/Godley Rd; Mt Albert/Mt Smart/Mays; Albany Hwy; Constellation Dr; East Coast/Forrest Hill; Esmonde Rd/Lake Rd; Whangaparaoa Rd; Onewa Rd; Oteha Valley Rd; Tristram Avenue; Wairau/Barrys Point; Te Irirangi Rd; Mangere/Massey; Ormiston/Sandstone Rd; Roscommon/Weymouth Rd; Wiri Station/Mill Rd; Mt Wellington Hwy/Great South; Ngapipi Dr/Kepa Rd/Apirana; East Tamaki/Springs Rd; Ellerslie Panmure/Ti Rakau Dr; Lincoln Rd; and Te Atatu/Edmonton Rd.
4. Proportion of the freight network operating at Level of Service C or better during the interpeak. The monitored freight network is the Future Connect Strategic Freight Network. Level of service is measured by median speed as a percentage of the posted speed limit. Level of Service C is 50-70%.
5. The benchmark for pedestrian delay is no more than 40 seconds wait time in the City Centre, Metropolitan areas and Town Centres, as defined by Auckland Council.

6. Measurement includes cycling and micromobility. AT uses the following sites to monitor cycle movements: Beach Road, Curran Street, East Coast Road, Grafton Bridge, Grafton Gully, Grafton Road, Great South Road, Highbrook shared path, Hopetoun Street, Karangahape Road, Lagoon Drive, Lake Road, Lightpath, Māngere Bridge, Northwestern cycleway - Kingsland, Northwestern cycleway - Te Atatū, Orewa shared path, Quay Street (Vector Arena), SH20 shared path (near Dominion Road), Symonds Street, Tāmaki Drive (both sides of the road), Te Wero Bridge (Wynyard Quarter), Twin Streams shared path, Upper Harbour Drive, Upper Queen Street, Victoria Street West.
7. Smooth Travel Exposure (STE) is a customer outcome measure indicating 'ride quality'. It is an indication of the percentage of vehicle kilometres travelled on a road network with roughness below a defined upper threshold level. The threshold varies depending on the traffic volume band and urban/rural environment of the road. Rural and urban definitions are set within the Auckland Unitary Plan.
8. As defined in the Auckland Transport's Asset Management plans, available at Auckland Transport's website - Transport plans & strategies - Asset Management Plan.
9. Specified time frames are defined in Auckland Transport's customer service standards; one hour for emergencies, two days for incident investigation as a high priority, and three days for an incident investigation as a normal priority.

“It’s a very valuable programme as it allows us to put the people who best understand the wants and needs of their own community at the front of the process...”
Allyn Sims,
 Streets for People Programme Manager, Auckland Transport.

► Onewherowhero (Kelston) Streets for People project



CASE STUDY

Community-led interventions at Onewherowhero (Kelston) - Streets for People

‘Streets for People’ is a worldwide concept focused on understanding the purpose and primary users of a street, and then redesigning that street in partnership with those users. It acknowledges diverse views on safety, walking, cycling and driving within a community.

“It’s a very valuable programme as it allows us to put the people who best understand the wants and needs of their own community at the front of the process,” says Allyn Sims, AT’s Streets for People Programme Manager.

Onewherowhero (Kelston) was the selected for ‘Streets for People’ after a number of near-misses were reported and after a student was hit by a vehicle on the streets surrounding six schools.

During workshops, meetings and surveys with the teachers, parents and children of Kelston’s schools, the project team learned that the high volume of cars on surrounding roads meant many students felt unsafe walking or crossing the streets.

AT listened to the students and continued to involve the school community in designing and implementing temporary changes. The changes were introduced along St Leonards Road, near the local shops and outside Kelston Girls School and St Leonards Primary School.

Planter boxes, concrete blocks, and flexible safe hit-sticks were installed to encourage motorists to drive at slower speeds while passing through the area. These helped to widen the footpath for people and cyclists to safely share and to provide a better line of sight for students and motorists. Other additions to the street include a temporary pedestrian island at the top of Vanguard Road and wheel stops in front of the St Leonards shops to prevent cars from parking over the footpath.

Since the changes have been installed, Bert Iosia, Principal of Kelston Intermediate, has noticed a significant difference. “At the beginning of last year, I was getting a phone call every week from a driver who had almost hit a child from my school. Since the temporary changes have been in place, I’m happy to report I’ve not had a single call.”

AT monitored how effective the installations were during the trial period through feedback and observations. As a result, AT reduced the number of flexible safe hit-sticks and added more signage explaining the purpose of the additions.

“We have now reached the evaluation stage of the project, where we will be using the feedback we’ve received from surveys, schools, local businesses and other members of the community, as well as data from observations, to decide on the trial’s outcome,” says Sims.



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


Auckland Transport (AT) manages, maintains and develops the Auckland public transport network, comprising the public transport rail network (rail track is owned and maintained by KiwiRail), bus system, ferries and projects to support the City Rail Link. AT aims to make travelling around Auckland more efficient, convenient and sustainable.

AT monitors the public transport network and usage to identify and maintain appropriate capacity and trip frequency.

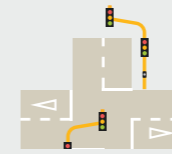
In 2023, New Zealand faced a critical shortage of bus drivers, causing significant disruptions to public transport services across the country. Auckland was particularly heavily impacted, with a shortage of bus drivers required to operate the full schedule at peak times. By August 2023, AT and its partners recruited 578 new bus drivers and solved the driver shortage. Since then, bus usage in Auckland has started to grow. Since January 2024, AT provided transport for 148,218 customers at 10 major events such as the FIFA Women's World Cup 2023, concerts (P!NK) and other sporting events. March 2024 was the busiest month with the highest public transport boardings.

In 2023/2024, AT delivered:

- 85 new e-buses operating from the New Lynn depot
- one new double-decker e-bus also operating from the New Lynn depot
- three new e-buses for the Ōtāhuhu-Papakura route
- one new e-bus for Waiheke Island.

 This takes the total number of zero-emission buses in Auckland to 180, out of a total fleet size of approximately 1,350. At the end of June 2024, Auckland had the most zero-emission buses in operation of all cities in Australasia.

Two electric ferriesⁱⁱ are being constructed and expected to launch in 2025. This is one of the projects funded by the **Climate Action Transport Targeted**



30

key intersections upgraded with bus booster technology



95

electric multiple units (trains)



86.8m

public transport boardings (includes train bus and ferry)

Rate (CATTR) programmeⁱⁱⁱ. This targeted rate provides greater access to efficient and reliable low carbon public transport and provides safe, convenient, and well-connected walking and cycling options.

The **CATTR** also covered operational costs for **Northwest (NW) bus service changes** from November 2023 to June 2024 and Route 74 and 76 services from January 2024. The NW service supports the growth in this area by providing better connections for Aucklanders who work in the city. Buses run every 10 minutes during the morning peak time. The result of this change shows an increase in usage, with 3.2 million boardings on the new service. The WX1 bus route alone achieved 100,000 boardings in the first 10 weeks of operation and reached 500,000 by the end of June 2024.

The Eastern Busway programme opened the extension of William Roberts Road and the Aylesbury Street/Ti Rākau Drive junction. The piling has commenced for Rā Hihi (for more information see page 53).

Affordable services make it easier to achieve high usage and AT continues to find ways to reduce costs and support public transport choices for Aucklanders such as the **Fareshare^{iv} concession programme**. Despite the removal of government funding for child and youth concessions from May 2024, AT continues to provide free weekend travel for children.

AT is introducing contactless payments options for tickets so customers can pay for fares using credit/debit cards on buses, trains and ferries. The replacement of existing AT HOP-card readers with new units started in April 2024, with project

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

Related Auckland Plan Outcomes

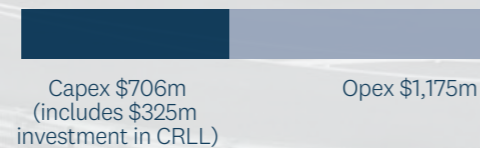


▲ Albany Interchange

How we did against our performance measure targets?




Our investment



i. Partners: Bus operators i.e. Kenetic, Ritchies, Tranzurban etc
 ii. Two 200-seater electric ferries and two 300-seater hybrid electric ferries.
 iii. CATTR is also used to fund regional environmental services and the roads and footpaths activities, including increasing the urban ngahere.



completion expected by the end of 2024. Those with concession fares will continue to use their existing AT HOP cards, and international credit cards will be accepted for visitors in Auckland.

 Te reo Māori translations are included for safety messages and announcements on the transport network, including for wayfinding signage, which delivers on the **Kia Ora te Reo - Te Reo Māori** initiative. **AT engages with mana whenua through sub-regional (south, central and north/west) forums** for operations and governance matters, and across various rohe (groups) on a fortnightly basis, focusing primarily on resource management matters. This includes Room to Move i te Pokapū Tāone – developing a city centre parking management plan, updates on Karanga-a-Hape Station neighbourhood, the National Ticketing Solution^v and others, which contributes to the **Kia Ora te Hononga: Effective Māori participation** initiative.

The peak time creates congestion and increases in greenhouse gas emissions. **AT encourages more people to use public transport** to help minimise emissions, along with the electrification of its fleet. Work on strategy and implementation of ‘time-of-use-charging’ is underway to help reduce congestion in the future.

Following consultation, AT received positive feedback supporting a morning peak time **dynamic bus lane** on Maioro Street, part of network optimisation to address traffic congestion. The construction on the Maioro Street dynamic bus lane is expected to start in the next financial year along with the electrification of its fleet. Work on strategy and implementation of ‘time-of-use-charging’ is underway to help reduce congestion in the future.

Commuters can get frustrated when buses are delayed in heavy Auckland traffic. This year, AT introduced **Bus Booster technology to 30 key intersection sites**, bringing the total to 55 sites across the



region. This technology uses an onboard GPS device to regularly update location of the bus and timing of green traffic lights. It favours late-running buses as they approach intersections. The results show a 30 per cent increase in bus journey efficiency on average, and a 50 per cent reduction in waiting time at some intersections. Additionally, this technology is being trialled with Fire & Emergency New Zealand (FENZ) so they can reach destinations faster in emergency responses.

AT also worked with KiwiRail to minimise disruptions from planned rail closures providing buses to replace impacted train services. This included an **integrated Customer Response programme**, which delivered a communication campaign to explain why works are happening, the impact and future benefits for customers and the alternative options available for customers during the period of disruption.

AT continues to prepare for the opening of the City Rail Link by **buying new trains and retrofitting existing trains – electric multiple units (EMUs)**. Three new units are completed, two are in transit to Auckland and stage 1 of the retrofit programme was completed (new LED exterior lights, reliability improvements for the traction system). By 2026, the fleet will consist of 23 new and 72 retrofitted EMUs which will enable more frequent services and encourage the use of public transport.

At the Britomart/Waitemātā Station lower concourse, back-of-house and platform reconfiguration works were completed by City Rail Link Limited (CRL), with

four platforms enabling CRL tunnel tie-in connection. The Mt Eden/Maungawhau Station rebuild is undergoing a fit-out (approximately 70 per cent has been progressed) and the new stations (Karanga-a-Hape and Te-Wai Horotiu) progressed from civil works completion to between a 60 per cent and 80 per cent fit-out completion respectively.

KiwiRail continued with the **upgrades to the rail network**. The electrification of the railway line from Papakura to Pukekohe has been completed and trains will begin operating in January 2025 after the testing and commissioning phase has been completed. The new Auckland Rail operations centre in Ellerslie was opened in March 2024 and will see teams from KiwiRail, Auckland Transport and Auckland One Rail (who operate metro trains) working more closely together to improve train services across the city.

In addition work is underway on the Middlemore station upgrades which started in November and are expected to be completed later in 2024.

AT provides and manages 25 **Park and Ride facilities** at public transport interchanges along the rapid and frequent transit network and some ferry terminals. Park and Ride facilities located at the right locations can effectively increase public transport usage, relieve traffic congestion and improve accessibility for commuters who are not served by frequent public transport feeder services. AT also manages all on-street parking and progressively implements regulation on streets as needed and ensures compliance with regulations.



Things we are keeping an eye on

AT works hard to minimise any environmental impacts and travel disruptions caused by work on public transport. Public transport works can create emissions and run-off sediments and disrupt commuter travel. AT aims to minimise environmental impacts by building a sustainable transport network that reduces carbon emissions and by ensuring adequate sediment controls are in place.

AT provides safe, reliable and frequent public transport to reduce the need for light vehicle trips that account for around 70 per cent^{vi} of transport emissions. We mitigate disruptions through public information campaigns, schedule changes, traffic management systems and alternative public transport services. These measures also keep work areas safe.

vi. Based on estimate of Auckland’s transport emission profile as of 2019 and published in ‘pathway emission 2019’ from ‘Sustainable Access for a Thriving Future: Auckland’s transport emissions reduction pathway’ 2021. (Note: Pathway modelling is based on 2019 data as this is the most recent year that a full data set is available from which to model projections and draw conclusions.)

Public transport and travel demand management performance measures

Result against target ● Achieved ● Substantially achieved ● Not achieved ● Achieved/Not achieved *Impacted by COVID-19

We specify, contract for, and promote public transport services and provide safe, high quality public transport infrastructure

Total public transport boardings (millions)¹

This financial year has seen significant and consistent growth in bus public transport boardings with the resolution of the bus driver shortage, the reinstatement of all bus services and 10 major events including the FIFA Women’s World Cup. COVID-19 caused notable changes to public transport usage patterns at a greater level than expected, and boardings has taken longer to recover than expected in the Long-term Plan 2021-2031.

| Result against target | | ● |
|-----------------------|------|-------|
| Target 2024 | 107m | |
| Result | 2024 | 86.8m |
| | 2023 | 71m |
| | 2022 | 41m* |

iv. Fareshare enables reduced fares for employees who work at organisations enrolled at the Fareshare scheme. Employers/ organisations can choose to subsidise from 25, 50 or 75 per cent of travel costs.

v. The National Ticketing Solution (NTS) is a partnership between the New Zealand Transport Agency Waka Kotahi (NZTA) and 13 Public Transport Authorities (PTAs) which will provide a range of easy-to-use payment methods for all public transport across the country.



The percentage of public transport trips that are punctual^{1,2}

The percentage of public transport trips that are punctual is measured by the percentage of total scheduled services leaving their first stop no more than one minute early or five minutes late. Cancelled services are excluded from this measure as they do not leave their first stop. The public transport punctuality performance measure and target has been consistently measured based on services leaving their first stop (excluding cancelled services) from the introduction of this measure in 2014/2015. During 2023/2024, 5 per cent (2022/2023: 19 per cent) of the total 4.5 million (2022/2023: 4.3 million) scheduled public transport services (includes contracted commuter and school services) were not sighted at the first stop.

| | | |
|-----------------------|------|--|
| Result against target | | |
| Target 2024 | | 96% |
| Result | 2024 | 97% Achieved - based on historical calculation methodology Not achieved - when cancelled trips are taken into account |
| | 2023 | 96.2% Achieved - based on historical calculation methodology Not achieved - When cancelled trips are taken into account |
| | 2022 | 97.8% |

The percentage of passengers satisfied with public transport services³

| | | |
|-----------------------|------|--------|
| Result against target | | |
| Target 2024 | | 85-87% |
| Result | 2024 | 90% |
| | 2023 | 91% |
| | 2022 | 91% |

The percentage of the total public transport operating cost recovered through fares⁴

Total public transport cost recovered through fares is higher than prior year due to higher public transport patronage and the removal of fare discounts and public transport incentives provided by the government. The removal of the government funded fare discounts, which were offset by higher government subsidies, has led to an increased percentage share of the fare being recovered from passengers.

| | | |
|-----------------------|------|-------------------|
| Result against target | | |
| Target 2024 | | 36-41% |
| Result | 2024 | 31% |
| | 2023 | 22% |
| | 2022 | 23% ^{7*} |

Percentage reduction of greenhouse gas emissions from Auckland Transport’s assets (baseline 2018/19)^{5,6}

| | | |
|-----------------------|------|------------------|
| Result against target | | |
| Target 2024 | | 12% |
| Result | 2024 | 54% |
| | 2023 | 59% ⁷ |
| | 2022 | 37% ⁷ |

1. In September 2023, AT received a denial-of-service attack using ransomware to lock out the AT HOP system. During this time, public transport patronage data and the trips data were impacted, with trips data not available over a 2-week period. Extensive analysis (which included review of specific routes, passenger travel patterns, weather, special events etc.) was performed over this period to calculate the expected patronage numbers, punctuality and cancelled trips (forecast).
 2. The percentage of public transport trips that are punctual is measured by the percentage of total scheduled services leaving their first stop no more than one minute early or five minutes late. Cancelled services are excluded from this measure as they do not leave their first stop. Auckland Transport has introduced a complementary measure for public transport reliability (cancellations and services otherwise not starting their route within reasonable timeframes) for future SOI that will capture cancelled services going forward.
 3. In person survey conducted of passengers using AT services by Gravitas OPG. Total minimum sample size of 8,300 with a minimum of 1,300 bus, 475 ferry and 300 train surveys completed each quarter. Maximum margin of error is 1.1% at the 95% confidence level. Total surveys conducted for the year 12,454 with an average response rate of 49% across all modes of transport. Survey does not cover cancelled or delayed services.

4. Farebox recovery measures the contribution passenger fares make to the operating cost of providing public transport services. The measure calculates farebox recovery in accordance with NZ Transport Agency guidelines.
 5. The target is a 50 per cent reduction of greenhouse gas emissions from Auckland Transport’s corporate activities and assets (from baseline 2018/19) by 2030. This includes emissions from activities such as electricity used in office spaces, staff travel for work, and the Auckland Transport’s corporate fleet. Assets also include public transport facilities and trains.
 6. A 54% reduction against baseline (2018/19) to 6,866t CO2e in the 2023/2024 financial year. AT’s SOI Operational greenhouse gas emissions target will be aligned with the Sustainability Strategy operational emissions target (including public transport) going forward into 2024/2025. However, the performance of the current SOI operational emissions target for the 2023/2024 is reported here for the last time. In 2023/2024 AT’s GHG emissions have been measured using the ISO 14064-1:2018 standard, and have considered the GHG Protocol Corporate Standard, the GHG Protocol Scope 2 Guidance, and the GHG Protocol Corporate Value Chain (Scope 3) Accounting and Reporting Standard as necessary. The information is retrieved from AT’s emissions inventory

reports, verified by Toitū Envirocare. The inventories used the latest emissions factors available from the Ministry for the Environment (MfE) published in May 2024, and an operational control consolidation approach was used to account for emissions.

Emissions included in this SOI measure are:

- Emissions associated with corporate activities including electricity, natural gas and refrigerants used in office space, staff travel, fuel used in AT’s corporate fleet, work from home* (78.3t CO2 e), water* (1.3t CO2 e), wastewater* (16.9t CO2 e), harbourmaster boat* (87.47t CO2 e) and waste from office space.
- Asset-related emissions including electricity and energy used in public transport facilities and electric trains, streetlights and traffic lights, diesel for trains, on-demand services* (53.26t CO2 e) and hydrogen buses* (3.02t CO2 e), and landfill waste from these assets. *Indicates new operational emissions sources measured and included since 2022/23. Previously, the information about these emissions sources was not available. The impact of adding these new sources was assessed as not material to the comparability of the result.

AT’s corporate and asset-related emissions are predominantly (over 80%) associated with electricity. AT reduced electricity consumption by 30% (74 GWH in 2023/24 compared to 105 GWH in 2018/19) in its operational activities. This was mostly due to energy-efficiency activities in streetlights, traffic lights and facilities. Also, the grid electricity has become less carbon intense (30% reduction in electricity emissions factor in 2023/24 compared to 2018/19). These aspects together contributed the significant reduction in operational emissions for the year 2023/24.

Electricity-related emissions are calculated by applying quarterly electricity emissions factors (these fluctuate depending on carbon intensity of New Zealand’s electricity mix at the time – if more coal-fired power is used, the electricity emission factor increases, if more hydropower is used, it decreases). Emission factors are released by the Ministry for Environment (MfE), and AT uses the most up-to-date emission

factors available at the time of reporting. We have updated our 2022/23 factors according to the MfE guidance issued in May 2024. This resulted in a revised disclosure of 59% emissions reduction, compared to 54% against the baseline, which was previously reported in 2022/23. Quarterly results were only available for the first two quarters of 2023/24 and for the quarter ending March 2024 and June 2024 corresponding previous year quarter emission factors have been applied. Emissions excluded from this SOI measure are:

- AT’s infrastructure maintenance and construction activities, however, these are measured as part of AT’s organisation wide inventory and performance monitored as part of AT’s embodied emissions target, included in AT’s Sustainability Strategy.
- Emissions from ferry and bus services delivered by third-party operators. However, these are measured and will be included in the SOI GHG target going forward in 2024/25.
- Upstream emissions associated with fuel and electricity that we, or our operators, use to provide operational or public transport services.
- Embodied emissions associated with manufacture of public transport assets such as buses, ferries and trains.
- Embodied, operational and upstream emissions related to private and commercial vehicle use on Auckland’s roading network, which are a significant contributor to Auckland’s total emissions. AT considers this part of regional emissions rather than within AT’s organisational boundary. We continue to progress strategies to reduce car dependency in the region.
- Emissions associated with employees commuting to the office, which is work in progress.

Estimation uncertainty in greenhouse gas measurement: Quantifying GHG emissions is subject to inherent uncertainty because the scientific knowledge and methodologies to determine the emissions factors and processes to calculate or estimate quantities of GHG sources is still evolving, as are GHG reporting and assurance standards.

7. The result for this financial year has been restated based on 2024 financial year emissions factors.

CASE STUDY



Eastern Busway: Construction begins at Rā Hihī flyover above Reeves Road

The Eastern Busway, stretching from Pakuranga to Botany, is one of AT’s most significant capital projects, with a \$1.3 billion budget.

Being delivered by the Eastern Busway Alliance, this is an alliance of five organisations working together – AT, Fletcher, ACCIONA, AECOM and Jacobs. These organisations are also partnering with mana whenua to build the section of busway from Pakuranga towards Botany and a four-lane flyover above Reeves Road and across Tī Rākau Drive. “Collaboration is important. We want to make sure we are building something that the community can be proud of for generations to come,” says Fiona Tang, Programme Manager for the Eastern Busway Alliance.

Part of the Eastern Busway project involves investing in local community facilities. This year, the alliance worked with Riverhills Park management and Auckland Council to improve the park with a new

football pitch. The pitch is the first of its kind in New Zealand and uses eco-friendly materials like bio-based fibres, recycled foam and sustainable wood.

While building the foundations for the flyover, yellow steel casings were used to provide stability to the top section of the holes, preventing collapse under the weight of the piling rig. When each pile hole is filled with concrete, the casings are removed and reused, embedding a sustainability practice into this process.

The flyover above Reeves Road will streamline travel and help to ease traffic congestion in Pakuranga. Once complete, it will provide better connections and sustainable travel options for walkers, cyclists, motorists and bus and train users in East Auckland. It will also support a reliable bus and train service between Botany and Waitemata Station (Britomart), becoming an important part of Auckland’s rapid transport network.



Ngā Putunga Wai Water supply

Watercare Services Limited (Watercare) is New Zealand’s largest water utility, supplying safe, reliable and efficient water services to Auckland homes, businesses and communities.

Watercare collects, treats and distributes water from 28 water sources, including the Waikato River, underground aquifers and 12 dams. It operates 17 water treatment plants, 95 service reservoirs, 88 pump stations and over 9,680km of water pipes. Almost 60 per cent of Auckland’s drinking water comes from dams in the Hunua and Waitākere Ranges.

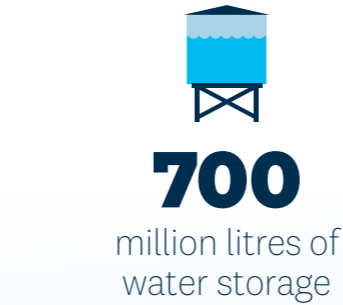
One of Watercare’s focus areas for this year was to deliver \$80 million of recovery work in the 2023/2024 financial year to repair damage caused by recent weather events and to improve resilience. The Asset, Upgrades and Renewals team has been set up to deliver this work.

More than 200 individual infrastructure issues were identified and of these 60 have been resolved and 16 are currently ready to commence construction.

The 124 remaining infrastructure issues require a considerable amount of work in the planning, design, and consenting phase and are expected to extend through to 2025.

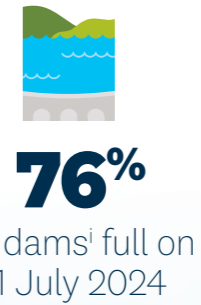
After the weather events, **temporary solutions** were put in place to provide services for the community in the short and medium-term. This allows Watercare to work on the **design development for permanent solutions**. These projects are complex and must provide sustainable, long-lived assets that can meet current needs and service future generations.

The **replacement of the temporary Glenbrook watermain** started in April 2024 and is expected to be completed by October 2024. The new watermain will allow easier maintenance and improve health and safety of the environment.



Watercare continues to develop infrastructure, such as the new reservoir added to the **Redoubt Road Reservoir Complex** to keep up with growth and prepare for the future. This complex receives water from Ardmore and Waikato water treatment plants, with 80 per cent of Auckland’s water passing through it each day. In March 2024, the third reservoir with a 45-million litre capacity went into service. This takes the site’s overall storage capacity to 165 million litres and increases the city’s overall treated water storage capacity to more than 700 million litres.

In March 2024, Watercare purchased the Ponsonby Reservoir land to reduce future rent costs and to secure the land required for the Auckland city centre’s drinking water capacity.



Treatment is a key process in the supply of clean drinking water to ensure compliance standards and legislative requirements have been met. This also includes maintaining and renewing the infrastructure, such as the Waitākere Water Treatment Plant upgrade, which enables treatment of an additional 24 million litres a day.

The Huia Water Treatment Plant supplies around 20 per cent of Auckland’s water, but it is nearing the end of its operational life. The design development for replacement is in progress and works on the replacement are expected to start in 2027. When completed, the Huia Water Treatment Plant will supply an additional 30 million litres of water a day for Auckland.

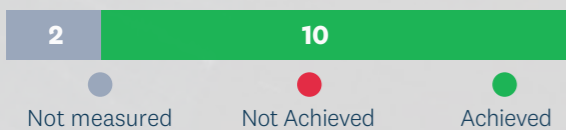
Upgrades to Waikōwhai Water Pump Station and watermain are progressing and once complete will serve 4,000 additional houses and 170 infill dwellings within Waikōwhai and Mount Roskill.



“Mā te wai rawa e
ora ai te tangata”
A person must have
water to survive

How we did against our performance measure targets?

Total 12



Our investment





Related Auckland Plan Outcomes



Lower Nihotupu dam, Waitākere Ranges ▲

i. Combined total of 10 dams in Waitākere ranges and Hunua ranges. This is how full the dams were on Monday 1 July 2024.

 To improve the Scope 1 and 2 greenhouse gas emissions (GHG) consolidation, Watercare has implemented a GHG reporting software solution – Salesforce Net Zero. This will provide more frequent data analysis to help with operational mitigation strategies, such as **reducing operational emissions by 50 per cent by 2030**. Available data has shown positive performance in electricity, natural gas, fuel consumption and process related emissions.

 In **February, Ngā Kakau Paraha (NKP) was launched** – a Māori business network aimed at supporting Watercare’s \$3.5 billion asset upgrade and renewal programme. Ngā Kakau Paraha comprises 15 Māori-owned businesses who will collaborate with Watercare through procurement processes to identify avenues for Māori businesses, connect with Watercare’s 19 new industry partners (contractors and consultants). This contributes to the **Kia Ora te Umanga: Māori Business, Tourism and Employment** initiative.

In contrast to the rainy summer of 2023, this summer was ranked as the ninth warmest summer in New Zealand, resulting in a peak of 510 million litres of water used per day. Watercare’s campaign **‘Every drop counts’** helped to engage with Aucklanders to retain the water supply levels at a normal level. Around 80,000 Watercare App users now monitor their water consumption measured by mechanical and smart meters.

During this year, around 50,000 smart meters were installed. Any new or replacement meters will be smart meters, allowing households and businesses to access real-time information on their water usage and enable Watercare to manage the network more closely (including identifying leaks).

Ageing infrastructure can cause leaks and burst waterpipes. Since the start of the **leak management programme**, approximately 23,500 kilometres of pipes have been surveyed with 14,900 leaks found and repaired, saving more than 26.5 million litres per day.

The water pipe renewal programme progressed well in the first half of the year, including replacing the asbestos cement pipes, which are prone to breaks (brittle) as they are being repressurised. They make up 5,400km (60 per cent) of the local water supply network.

Watercare’s work is partially funded through the water charges, which were expected to be significantly increased from the next financial year. The collaboration with the government has resulted in Watercare’s board agreeing a price path of **7.2 per cent increases per year for the next three years**. This allows Watercare to deliver a full capital investment programme while keeping water affordableⁱⁱ.

Water Supply performance measures

Result against target ● Achieved ● Substantially achieved ● Not achieved ● Not measured *Impacted by COVID-19

We provide Aucklanders with a reliable supply of safe water

The extent to which the local authority’s drinking water supply complies with part 4 of the drinking-water standards (bacteria compliance criteria)¹

From 1 January 2023, new Drinking Water Quality Assurance Rules (DWQAR) introduced by Taumata Arowai took effect. Because of this these measures have been replaced with the measures below which relate to Compliance with Taumata Arowai Quality Assurance Rules.

| | | |
|-----------------------|------|--------------|
| Result against target | | ● |
| Target 2024 | | 100% |
| Result | 2024 | Not measured |
| | 2023 | 100% |
| | 2022 | 100% |

The extent to which the local authority’s drinking water supply complies with part 5 of the drinking-water standards (protozoal compliance criteria)¹

From 1 January 2023, new Drinking Water Quality Assurance Rules (DWQAR) introduced by Taumata Arowai took effect. Because of this these measures have been replaced with the below measures related to Compliance.

| | | |
|-----------------------|------|--------------|
| Result against target | | ● |
| Target 2024 | | 100% |
| Result | 2024 | Not measured |
| | 2023 | 100% |
| | 2022 | 100% |

ii. Government reform (Local Government (Water Services Preliminary Arrangements) Act 2024) has enabled a price path of 7.2 per cent increases per year for the next three years. For more information refer to Long-term Plan 2024-2034 Volume 2, page 235.



Things we are keeping an eye on

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

Watercare is committed to minimising any detrimental effects from its water supply activities and encourages water conservation and efficient water use by monitoring water leaks through meter-reading. Auckland Council manages water resources through resource consent processes to ensure use of aquifers and streams is not over-allocated. Significant catchment areas are required to collect water for the city’s reservoirs, but large infrastructure projects can have negative effects on the environment, and dams can have downstream impacts on flora and fauna ecosystems.

Watercare carefully manages the ecosystems downstream of infrastructure by ensuring

there is sufficient water flow. Watercare mitigates disruption from construction and maintenance by providing early notice to customers and keeping outages as short as possible.



Lower Nihotupu dam, Waitākere Ranges ▲

Compliance with Taumata Arowai Quality Assurance Rules – Bacterial Water Quality. The extent to which the local authority’s drinking water supply complies with Drinking Water Quality Assurance Rules.

From 1 January 2023, new Drinking Water Quality Assurance Rules (DWQAR) introduced by Taumata Arowai took effect. This measure is in place of the “Bacterial Water Quality” measure noted above. The new Rules also introduced compliance reporting against bacterial, protozoal, chemical and cyanotoxins for treatment plants and microbiological, residual disinfection (chlorine), disinfection by-products and plumbosolvent metals for distribution networks which are noted below.

| Requirements | Target | Actuals | Commentary |
|---|--------|---------|--|
| 1. Bacterial water quality | 100% | 100% | |
| 2. Protozoal water quality | 100% | 100% | |
| 3. Chemical water quality | 100% | 100% | |
| 4. Cyanotoxins water quality | 100% | 100% | |
| 5. Microbiological water quality | 100% | 100% | |
| 6. Residual disinfection (Chlorine) water quality | 100% | 99.82% | For the period 1 July 2023 – 30 June 2024: In the 12-month period, 100 per cent of zones (40 out of 40) met the 85% target of residual chlorine. Only 21 residual chlorine samples out of the 11,468 collected within the 12-month period across 40 distribution zones did not meet the minimum requirement of residual chlorine of greater than 0.1mg/L. The 21 results at or below 0.1mg/L over the year equates to only 0.18% of samples, with 99.82% of samples meeting residual chlorine values. Where we recorded non-compliant samples, we took prompt action and there was no risk to public health, as confirmed by Wai Comply in their independent assessment. |
| 7. Disinfection by products | 100% | 100% | |
| 8. Plumbosolvent Metals | 100% | 100% | |

| | | |
|-----------------------|------|-------------|
| Result against target | | ● |
| Target 2024 | | 100% |
| Result | 2024 | 100% |
| | 2023 | New measure |
| | 2022 | New measure |



Compliance with Taumata Arowai Quality Assurance Rules – Protozoal Water Quality. The extent to which the local authority’s drinking water supply complies with Drinking Water Quality Assurance Rules

From 1 January 2023, new Drinking Water Quality Assurance Rules (DWQAR) introduced by Taumata Arowai took effect. This measure is in place of the “Protozoal Water Quality” measure noted above. The new DWQAR also introduced compliance reporting against bacterial, protozoal, chemicals and cyanotoxins for treatment plants and microbiological, residual disinfection (chlorine), disinfection by-products and plumbosolvent metals for distribution networks which are noted below.

| Requirements | Target | Actuals | Commentary |
|---|--------|---------|--|
| 1. Bacterial water quality | 100% | 100% | |
| 2. Protozoal water quality | 100% | 100% | |
| 3. Chemical water quality | 100% | 100% | |
| 4. Cyanotoxins water quality | 100% | 100% | |
| 5. Microbiological water quality | 100% | 100% | |
| 6. Residual disinfection (Chlorine) water quality | 100% | 99.82% | For the period 1 July 2023 – 30 June 2024: In the 12-month period, 100 per cent of zones (40 out of 40) met the 85% target of residual chlorine. Only 21 residual chlorine samples out of the 11,468 collected within the 12-month period across 40 distribution zones did not meet the minimum requirement of residual chlorine of greater than 0.1mg/L. The 21 results at or below 0.1mg/L over the year equates to only 0.18% of samples, with 99.82% of samples meeting residual chlorine values. Where we recorded non-compliant samples, we took prompt action and there was no risk to public health, as confirmed by Wai Comply in their independent assessment. |
| 7. Disinfection by products | 100% | 100% | |
| 8. Plumbosolvent Metals | 100% | 100% | |

| | | |
|-----------------------|------|-------------|
| Result against target | | ● |
| Target 2024 | | 100% |
| Result | 2024 | 100% |
| | 2023 | New measure |
| | 2022 | New measure |

Compliance with the New Zealand Drinking Water Standards from its Small Waters ‘network’ systems measured by the number of non-compliance notices received from the Drinking Water Regulator¹

Healthy Water’s drinking water supplies that are required to comply with current standards have complied for the 2023/2024 financial year. These rules are the Drinking Water Quality Assurance Rules (DWQAR) as regulated by Taumata Arowai. Note: Healthy Waters have a very small number of sites where the existing treatment is not adequate to ensure consistently compliant water. These sites have permanent signage informing users that the water must be boiled before consumption and are being progressively upgraded to a compliant standard. Taumata Arowai are aware of these and have agreed to this upgrade programme.

| | | |
|-----------------------|------|---|
| Result against target | | ● |
| Target 2024 | | 0 |
| Result | 2024 | 0 |
| | 2023 | 0 |
| | 2022 | 0 |

Median response time for attendance for urgent call-outs: from the time that the local authority receives notification to the time that service personnel reach the site (minutes)²

| | | |
|-----------------------|------|----------|
| Result against target | | ● |
| Target 2024 | | ≤60 mins |
| Result | 2024 | 43 min |
| | 2023 | 45 mins |
| | 2022 | 59 mins* |

Median response time for resolution of urgent call-outs: from the time that the local authority receives notification to the time that service personnel confirm resolution of the fault or interruption (hours)²

| | | |
|-----------------------|------|------------|
| Result against target | | ● |
| Target 2024 | | ≤5 hours |
| Result | 2024 | 3.9 hours |
| | 2023 | 3.7 hours |
| | 2022 | 3.1 hours* |

Median response time for attendance for non-urgent call-outs: from the time that the local authority receives notification to the time that service personnel reach the site (days)²

| | | |
|-----------------------|------|-----------|
| Result against target | | ● |
| Target 2024 | | ≤5 days |
| Result | 2024 | 0.8 days |
| | 2023 | 1.0 days |
| | 2022 | 1.1 days* |

Median response time for resolution of non-urgent call-outs: from the time that the local authority receives notification to the time that service personnel confirm resolution of the fault or interruption (days)²

| | | |
|-----------------------|------|-----------|
| Result against target | | ● |
| Target 2024 | | ≤6 days |
| Result | 2024 | 1.0 days |
| | 2023 | 1.7 days |
| | 2022 | 1.9 days* |

**The total number of complaints received by the local authority about any of the following:
a) drinking water clarity
b) drinking water taste
c) drinking water odour
d) drinking water pressure or flow
e) continuity of supply
f) the local authority’s response to any of these issues, expressed per 1000 connections to the local authority’s networked reticulation system**

| | | |
|-----------------------|------|-----|
| Result against target | | ● |
| Target 2024 | | ≤10 |
| Result | 2024 | 7.8 |
| | 2023 | 7.5 |
| | 2022 | 8.8 |

The percentage of real water loss from the local authority’s networked reticulation system³

Watercare calculates leakage based upon the International Water Association water loss calculation. The calculation is based on metered volumes with estimates for unread meters. Comparing year on year change is inherently difficult for a variety of reasons. In particular, the 2023/2024 financial year is the first year for a number of years that has had more ‘normal’ consumption, following years which have experienced flooding, restrictions relating to COVID-19 and drought.

Watercare continues to refine the leak reduction programme to focus on yielding positive results:

- 23,300 kms surveyed since the beginning of proactive leak deduction and 6,000 km surveyed in the 2023/2024 financial year.
- 15,400 leaks found since we began proactive leak detection, with 3,800 leaks found in the 2023/2024 financial year.
- 28 million litres per day (MLD) of water savings estimated since we began proactive leak deduction, and 7 MLD of estimated savings through its district metering and pressure management programme in the 2023/2024 financial year.

During the year, reported water leaks and burst water mains remained at low levels, with contractors completing the work within the allocated timeframes and reporting low backlog of jobs.

We have also started work to build a leakage management system that uses data from the SCADA (supervisory control and data acquisition) system to enable leakage calculations to be undertaken daily which will assist providing insights to help prioritise areas for leakage detection and reduce leak run-time.

| | | |
|-----------------------|------|-------|
| Result against target | | ● |
| Target 2024 | | ≤13% |
| Result | 2024 | 12.4% |
| | 2023 | 11.6% |
| | 2022 | 11.4% |



The average consumption of drinking water per day per resident within the territorial authority district (litres)^{4,5}

Drinking water consumption has increased compared to prior year, as in the 2022/2023 financial year the impacts of extreme wet weather suppressed demand.

| | | |
|-----------------------|------------|--------------|
| Result against target | | ● |
| Target 2024 | 256 litres | |
| Result | 2024 | 252 litres |
| | 2023 | 241.3 litres |
| | 2022 | 243.9 litres |

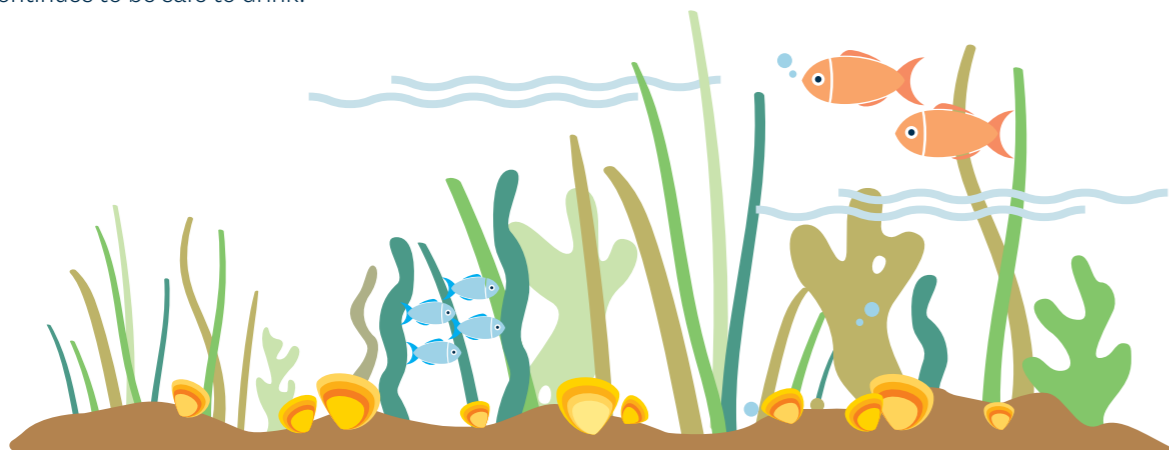
1. The information about the old rules (DWSNZ) can be found at Taumata Arowai website - Guidance and resources - Ministry of Health Drinking Water Quality Guidelines for New Zealand. Further details about the new standards (DWQAR) can be found on the Taumata Arowai website. Introduced new Drinking Water Quality Assurance Rules (DWQAR) from 14 November 2022. The reporting against it started from 1 January 2023.
2. An urgent call-out is one that leads to a complete loss of supply of drinking water. A non-urgent call-out is one where there is still a supply of drinking water.
3. This measure tracks unexplained water losses as a percentage of total water produced. These losses are calculated by deducting water sales volumes and allowable unbilled water usage from the total volume of water produced. Water sales data is highly dependent on actual meter readings being fully collected for a rolling 12 months. Non-revenue water includes leaks (real water losses), water used for firefighting and operational use like flushing. Portions of our non-revenue water are also attributed to meter inaccuracy at our bulk supply points and theft. However, leaks are the biggest contributor to our non-revenue water figures. Water loss result is with 95% confidence limits of +/- 10%.
4. A DIA (Department of Internal Affairs) mandatory measure to provide information on whether the water supply system is being managed to ensure demand does not outstrip capacity. Careful management of the demand for water is an important component of integrated water resources management to ensure that demand does not exceed capacity, that water is allocated efficiently, and that productivity is maximised.
5. Our target for 2023/2024 was to maintain consumption within the 256 litres per person per day (+/- 2.5%) band, to meet the overall target of reducing demand by 15% by 2025, based on the Auckland Strategic Three Waters Plan (2008). About our methodology: We continue to use Statistics NZ 2018 medium projections for population which include consumers living in commercial rest homes, hotels and hospitals and other similar dwellings. We have added 1.8% to this figure to account for year-on-year growth based on Auckland Council's medium growth forecast and deducted the percentage of the population that is not connected to our water supply network using our 2021 water connection data.

CASE STUDY
Invasive species

Gold clams are a species of freshwater clam native to eastern Asia which have become an unwanted invasive species around the world.

In February 2024, clam shells were detected in the sand separators at the Waikato Water Treatment Plant. Subsequently, the Ministry for Primary Industries (MPI) has confirmed the clam shells are in fact gold clams. This invasive species can clog water-based infrastructure. Gold clams do not pose a risk to water quality and drinking water continues to be safe to drink.

Watercare is working directly with MPI and is implementing increased monitoring, maintenance, and disinfection procedures to address the threat. Watercare has also set up a community group with other operators on the Waikato River, such as Fonterra, so we can all share information to prevent the spread, such as the 'Check, Clean, Dry' practicesⁱⁱⁱ.



CASE STUDY

Fluoride treatment

Water fluoridation is the process of increasing the natural level of fluoride in the drinking-water supply to between 0.7 parts per million (ppm) and 1.0ppm. According to the Ministry of Health, this is the optimal amount that provides protection against tooth decay, poses no significant health risks and is recommended by many national and international health bodies, including the World Health Organisation. The Ministry of Health recommends water fluoridation as a safe and effective way to prevent and reduce tooth decay. Watercare had to replace the bulk HFA^{iv} tank at the Huia Water Treatment Plant and during that time it was not possible to add fluoride. Updates were provided to the Ministry of

Health, who advised that they understand the circumstances and were comfortable that Watercare was taking the appropriate steps to address the situation. Taumata Arowai, New Zealand's water regulator, was also advised however, reporting was not required because we did not breach the maximum acceptable level of fluoride. Fluoride treatment recommenced at the plant on 15 March 2024. Out of 40 distribution zones, four distribution zones did not meet the residual disinfection targets. Proactive network flushing has been implemented while long-term solutions are being implemented.



Māngere Wastewater Treatment Plant ▲

iii. For more information go to Ministry for Primary Industries website.
iv. Hydrofluorosilicic Acid Tank



Ngā Tikanga Tiaki me te Tuku Wai Para

Wastewater treatment and disposal

Watercare provides safe and reliable wastewater services for Aucklanders, including collection, treatment and disposal of wastewater.

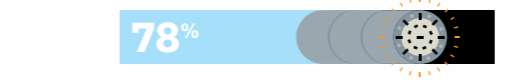
Watercare collects daily over 400 million litres of wastewater and manages 18 treatment plants, 518 pump stations and more than 8,000 kilometres of pipes. It meets safety standards and protects the health of the environment, including Auckland’s coasts, estuaries and harbours.

Watercare is committed to investing more in pipe renewals during the next two decades, as outlined in its latest Asset Management Plan 2021-2041. Watercare spent more than \$1 billion on its capital programme for water supply and wastewater treatment and disposal. This is funded through the water and wastewater user charges and by borrowing (raising debt).

The largest wastewater infrastructure project in New Zealand history – **the Central Interceptor**

wastewater tunnel – is on track for completion in late 2026, with a budget of \$1.5 billion over the seven yearsⁱ. The work includes two boring machines operating day and night below the city’s surface to make way for a 14.7ⁱⁱ kilometre long wastewater tunnel, which will provide services to more homes and provide a cleaner environment for the future generations. Extension of the tunnel from **Western Springs to Point Erin, Herne Bay** was approved in May 2024, which will help **reduce wet weather overflows and significantly improve water quality** in Herne Bay and St Marys Bay waterways and beaches.

In September 2023, the **Ōrākei Main Sewer**ⁱⁱⁱ (‘Parnell sinkhole’) collapsed caused in part by the impacts of the flooding earlier in the year, and the condition of



11.7km of main tunnel bored for Central Interceptorⁱ

the aging pipe/infrastructure. The sewer returned to normal operations in March 2024 and work continues to re-line about 1.6 kilometres of the sewer to increase its life and resilience by about 100 years, with an investment of more than \$86 million.

A fully automated wastewater pump station was opened in May 2024 at Mairangi Bay station. Its four pumps will help to **reduce the overflows in the East Coast Bays** area by sending the wastewater to the Rosedale Wastewater Treatment Plant and provide cleaner reserves and beaches for the community. A **new pump station and a new gravity pipeline were built in Dunkirk Road** (Panmure) in partnership with Kāinga Ora to reduce overflows in Tāmaki River. This infrastructure will support around 14,500 new homes over the next 15 years, a part of the Tāmaki



\$86m

investment for long term infrastructure

Regeneration Programme. Hundreds of native nikau palms and purei bushes will be planted as a screen for the mechanical equipment. The **Kahika wastewater upgrade** is underway and will support population growth in the Bayview and Beach Haven areas.

Progress continues on the **Northern Interceptor** stage two with detailed design completed and the formal request for pricing out to shortlisted tenderers. The resource consent package and assessment of environmental effects is underway for the final section of the connection at the Rosedale Wastewater Treatment Plant. Resource consents have been submitted for all three packages for **the Whenuapai Redhills programme**. All property acquisition has also been completed for package one.

“Tiakina te wai kia ora ai te whenua”

Look after the water so the land is healthy

Related Auckland Plan Outcomes



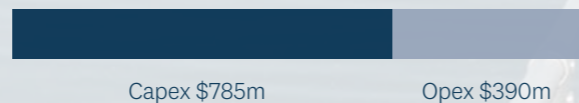
Māngere Wastewater Treatment Plant ▲

How we did against our performance measure targets?

Total 6




Our investment




i. For more information about the project visit Watercare’s website <https://www.watercare.co.nz/home/projects-and-updates/projects-around-auckland/central-interceptor>
 ii. Total length will be 16.2 km including the Pt Erin extension. The Pt Erin extension will be completed in 2028 after the main project is completed
 iii. For more information about the Ōrākei Main Sewer visit Watercare’s website <https://www.watercare.co.nz/home/projects-and-updates/projects-around-auckland/orakei-main-sewer-repair-and-relining>



Construction also continues for the Warkworth to Snells transfer pipeline as a part of the **sub-regional wastewater servicing programme in the North East**. The new Wastewater Pump Station at Lucy Moore Park is complete and drilling is underway for the transfer pipeline. Progress has also been achieved on the **Snells Beach Wastewater Treatment Plant Upgrade**, with completion due in mid to late 2025. Construction of the **sub-regional wastewater servicing programme in the South West** is delayed due to budget changes. Design is underway and the construction is expected to start in 2025 to deliver wastewater services and expand the capacity from serving 2,500 people in Clarks Beach and Glenbrook to 6,000 including Kingseat and Waiuku.

 Process emissions are the largest contributor to Watercare’s operational footprint, in particular nitrous oxide generated from Watercare’s wastewater treatment processes. Part of the Watercare’s strategy is to reduce **their infrastructure emissions by 40 per cent by 2025**.

 Watercare has engaged with 17 out of 19 mana whenua groups to provide updates following recent changes to the water reforms programme. Also, following the hui of the Mana Whenua Kaitiaki Forum held in February, **a comprehensive review of the forum** took place to identify gaps and improve activities between Watercare and mana whenua, and will help deliver on the **Kia Ora Te Hononga: Effective Māori Participation** initiative.

CASE STUDY

Supporting our local schools and communities

‘Make Give Live’ is a social enterprise focussed on easing isolation and improving mental health and well-being in the community. Local groups meet weekly to craft beautiful knitted or crocheted items for those in need.

To provide warmer head gear for its workforce, Watercare’s contractor bought 200 beanies. As part of the ‘Give’ part of the programme, it then provided our neighbours, May Road School, with 200 distinctive, bright pairs of slippers. Watercare teams are pleased to be able to help the children’s learning by keeping them warm in the classroom.

Central Interceptor (CI) project has developed a laundry service in partnership with local Mana Whenua hapū, Te Ahiwaru, in Māngere. The service recognises Watercare’s 74-year relationship with Te Ahiwaru and Makaurau Marae. Te Ahiwaru

operates and manages the laundry service which cleans all Personal Protective Equipment (PPE) from our construction sites. This saves Watercare’s staff having to take dirty clothes home and wash them each day. Every morning, they turn up and put on a fresh, clean set of PPE. This service also protects household members who would have to use the same washing machine used to clean the PPE.

For the service, CI project provided two containers: one equipped with commercial washing machines and driers and one with sewing and embroidery machines, and space to store PPE. The long-term goal for the laundromat is to establish a hapuu business and employment venture after the project is finished, so that it continues to give for generations to come.

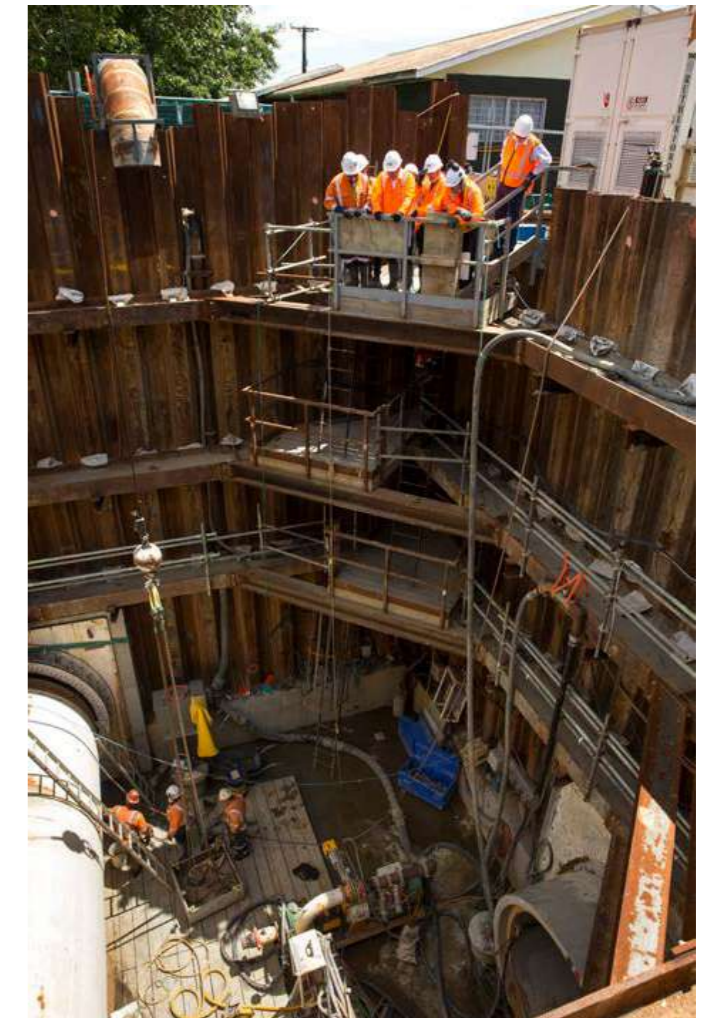


Things we are keeping an eye on

Work on wastewater pipes can be smelly, involve biohazards and chemicals, and disrupt people’s lives. Watercare manages its work areas carefully to contain hazardous materials and mitigate disruptions, liaising with service providers and informing residents, so they can be prepared. We also reinstate all affected work areas to their original condition.

Blockages and overflows in the wastewater system cause problems. Watercare places great importance on educating people about what can be safely flushed down toilets and what can cause issues. Watercare integrates environmental considerations into everything it does; this is key to their role as a trusted iwi partner and community organisation.

Watercare manages the discharge of treated wastewater carefully to minimise adverse effects and overflows into the environment. Harbours, estuaries and freshwater ecosystems must be kept healthy, so Aucklanders can continue to enjoy a safe clean environment. Watercare fulfils its environmental responsibilities by adhering to a regulatory framework. Our assets are subject to many consent conditions and we take care to comply with these.



Papakura stormwater project ▲

Wastewater treatment and disposal performance measures

Result against target ● Achieved ● Substantially achieved ● Not achieved *Impacted by COVID-19

We collect and treat Auckland’s wastewater in a safe and sustainable way

The number of dry weather overflows from the territorial authority’s sewerage system, expressed per 1000 sewerage connections to that sewerage system¹

The number of wastewater overflows from our network during dry weather is a measure of the network’s capability to meet current demand. The result for the year was 0.56 dry-weather overflows per 1,000 connections, which is under the target of five or fewer.

Dry-weather overflows are generally caused by incorrect disposal of fats, oils, and grease; wet-wipes flushed down the wastewater network also lead to blockages in the pipes resulting in wastewater overflows. We continued to educate the public on what not to flush down the toilet, through our social media channels, customer newsletters, and the media.

| Result against target | | ● |
|-----------------------|------|-----|
| Target 2024 | ≤5 | |
| Result | 2024 | 0.5 |
| | 2023 | 0.7 |
| | 2022 | 1.1 |



Compliance with the territorial authority’s resource consents for discharge from its sewerage system measured by the number of:
a) abatement notices
b) infringement notices
c) enforcement orders
d) convictions
received by the territorial authority in relation to those resource consents

Auckland Council did not issue any notices or take any formal enforcement in 2023/ 2024.

| | | |
|-----------------------|------|---------------------------------|
| Result against target | | ● |
| Target 2024 | | a) ≤2 b) ≤2 c) ≤2 d) 0 |
| Result | 2024 | a) 0 b) 0 c) 0 d) 0 |
| | 2023 | a) 0 b) 0 c) 0 d) 0 |
| | 2022 | a) 1 b) 0 c) 0 d) 0 |

Compliance with the territorial authority’s resource consents for discharge from its Small Waters onsite wastewater systems measured by the number of:
a) abatement notices
b) infringement notices
c) enforcement orders
d) convictions
received by the territorial authority in relation to those resource consents

Auckland Council have not had any lowercase for the consented wastewater systems. Note: Auckland Council is both the user of consents and the monitor.

| | | |
|-----------------------|------|---------------------------------|
| Result against target | | ● |
| Target 2024 | | a) ≤3 b) ≤3 c) ≤3 d) 0 |
| Result | 2024 | a) 0 b) 0 c) 0 d) 0 |
| | 2023 | a) 0 b) 0 c) 0 d) 0 |
| | 2022 | a) 0 b) 0 c) 0 d) 0 |

Attendance at sewerage overflows resulting from blockages or other faults: median response time for attendance - from the time that the territorial authority receives notification to the time that service personnel reach the site (minutes)²

The flow-on effects from the weather events in the 2022/2023 financial year have significantly impacted the result. Provisioning of permanent repairs to weather event damage, and the impact of deferred staff leave and overtime continued to put pressure on staffing availability.

| | | |
|-----------------------|------|----------|
| Result against target | | ● |
| Target 2024 | | ≤60 mins |
| Result | 2024 | 84 mins |
| | 2023 | 78 mins |
| | 2022 | 63 mins* |

Attendance at sewerage overflows resulting from blockages or other faults: median response time for resolution - from the time that the territorial authority receives notification to the time that service personnel confirm resolution of the blockage or other fault (hours)²

| | | |
|-----------------------|------|------------|
| Result against target | | ● |
| Target 2024 | | ≤5 hours |
| Result | 2024 | 3.4 hours |
| | 2023 | 3.8 hours |
| | 2022 | 3.7 hours* |

The total number of complaints received by the territorial authority about any of the following:
a) sewerage odour
b) sewerage system faults
c) sewerage system blockages
d) the territorial authority’s response to issues with its sewerage system expressed per 1000 connections to the territorial authority’s sewerage system

The 2023/2024 financial year continues the long term trend of improvement, with a reduction in total number of complaints for each prior financial year. This is due to successful delivery of planned maintenance programmes.

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

| | | |
|-----------------------|------|-------|
| Result against target | | ● |
| Target 2024 | | ≤50 |
| Result | 2024 | 19.56 |
| | 2023 | 24.4 |
| | 2022 | 27.1 |

CASE STUDY

Targeted student internships for Māori and Pasifika

The Central Interceptor tunnel is being built to last 100 years, creating an environmental legacy for the people of Tāmaki Makaurau / Auckland. However, Watercare’s ambition for the project extends well beyond this. Watercare wants to deliver social outcomes that improve the well-being of communities along the tunnel route.

Watercare provides a living wage and the students join the CI project team that’s the best fit for their studies. With TupuToa’s help, Watercare wants their interns to progress through to managerial roles. This programme will help to value diversity more and enable the interns to work with cultural integrity.

To do so, they have adopted four keystone values:

- Tuakana-Teina: effective succession, mentoring, future workforce, internships, apprenticeships, career pathways
- Mauri Ora: creating wellbeing and maintaining mauri/lifeforce/essence of both people and the environment
- Whanaungatanga: family-based approach to work, being community-minded, ensuring quality of stakeholder, community and industry relationships
- Tangata Whakapapa: embracing the wholeness of a person, true inclusion.

To support these values, a ‘Cultural Outcomes Group’ guides the programmes and provides advice on the initiatives. This Group comprises representatives from mana whenua, Watercare and the contractor Ghella Abergeldie JV.

The Central Interceptor (CI) project is committed to recruiting more Māori and Pasifika students, who can contribute to a growing national network of Māori and Pasifika business leaders. For three years, CI project has employed three tertiary students over summer through the TupuToa Internship Programme.






Te Whakahaere Wai Āwhā Stormwater management

We work hard to strengthen and maintain our stormwater network as it flows through public and private pipes, drains, streams and channels. We aim to reduce flooding and prevent pollution and adapt to climate change, including improving our resilience to more frequent and severe storms.

We care for our natural waterways and manage surface water so our stormwater network can provide for the city’s growing population. This work is partially funded by the Water Quality Targeted Rate and it enabled \$45.7 million for cleaning up Auckland’s waterways.

This year we continued with our **flood recovery** work by increasing road sweeping, catchpit cleaning and stream maintenance, repairing critical pipes, renewing assets, unblocking streams and culverts, and remediating significant outfall erosion. We partnered with contractors to clear debris and repair assets on larger projects at 145 locations across Auckland. Drones helped us to survey almost 200 kilometres of streams to identify and prioritise blockages some of which required excavators and helicopters to assist in the clean-up. We also assisted the Tāmaki Makaurau **Recovery Office** with the property categorisation work as part of our response to the severe weather events in 2023.

We launched the **Flood Viewer**ⁱ which shows flood prone areas and helps to manage and reduce flood risks in the Auckland region. Since the launch in August 2023, it had 479,760 visits to the web page.


 The **Making Space for Water Programme**ⁱⁱ is a 10-year, \$719.5 million programme that aims to reduce flood risks, increase stormwater assets and raise awareness in the community. Public feedback was sought in August 2023 and implemented as part of the Long-term Plan 2024-2034, with the programme commencing from July 2024. This programme is co-funded with central governmentⁱⁱⁱ. Design and identifying options for the **Blue Green Networks**^{iv} programme is underway, prioritising the work for two sites in Māngere and one in Muriwai.




850,000
Safeswim visits




\$45.7m
for water quality improvement



121
notices issued



Nearly
480,000
flood viewer visits

 **Mana whenua are a key partner in delivery of the Making Space for Water programme.** Sharing early project concepts with mana whenua has enabled us to consider feedback at the beginning of the projects, providing benefits through the lifecycle of the new assets. Other opportunities include working with Māori groups to deliver stream clean-ups, and prioritising supplier diversity to enable small firms, including Māori businesses to engage with long-term contracts. This aligns with the **Kia Ora te Taiao - Kaitiakitanga** and **Kia Ora te Hononga - Effective Māori Participation initiatives**, as identified in the Kia Ora Tāmaki Makaurau framework^v.

We **improved the existing stormwater network** and added new stormwater infrastructure. This included

stormwater extensions at Great North Road and Potatau Street (Grey Lynn) that have been completed as a part of the **western isthmus water quality improvement programme**. This is a long-term programme of infrastructure improvements to the stormwater and wastewater network, which involves collaboration across the Auckland Council group. The first stage of the **Port of Auckland Outfall Upgrade**, which had been affected by the collapse of the Ōrākei Main Sewer blockage in Parnell, was completed in November 2023 (for more information refer to page 62). Work on the second stage to repair the culvert under Quay Street and Port of Auckland continues. A pipe replacement at the College Hill was completed in March 2024 (for more information refer to page 75).

Ocean swimming at Torpedo Bay ▼

“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

Related Auckland Plan Outcomes



How we did against our performance measure targets?

Total 6



Our investment



i. A free application that breaks down complex, technical flood risk data into an easy-to-understand format and sits alongside practical advice on how to prepare for floods.
ii. Read more about the programme in the Long-term Plan 2024-2034 Volume 1 section 1.5 and Volume 2 section 2.5.
iii. Co-funding was approved in October 2023.

iv. <https://www.aucklandcouncil.govt.nz/environment/looking-after-aucklands-water/Documents/blue-green-networks.pdf>
v. Kia Ora Tāmaki Makaurau – Our Māori outcomes performance measurement framework



The Stanmore to Fife Stormwater Project

(Grey Lynn) was completed, including the tunnel boring machine works, completion of six shafts and pipework, and the road reinstatement at Stanmore Street and Wilton Street. By renewing the existing pipeline, we have at a local level:

- minimised the flooding of habitable floors during storm events^{vi}
- separated the existing combined sewer network in the catchment, and
- futureproofed the stormwater network for climate change and for future growth.

This is an example of a project which integrates water quality improvements into asset renewals, or other redevelopment opportunities. Our work also aligns with our regulatory planning, including the Auckland Unitary Plan^{vii} and intends to protect the vegetation and heritage of the areas we work in.

Health and safety risks from the stormwater drain and the surface erosion have been addressed with the practical completion^{viii} of the **Brassey Road Reserve**

(Birkenhead) stormwater renewal project. The Paerata Road (Pukekohe) culvert upgrade project has started construction in April 2024^{ix} and it will reduce flood risk to the local community and enable more housing to be built in the area.

In west Auckland, the Tomo Street New Lynn flood mitigation - Stage 2 has achieved practical completion. The new inlets for the existing stormwater networks will minimise overland flows and reduce flooding. Nearby at the **Corban Reserve, Henderson, the stormwater pipeline upgrade was completed** in February 2024, and will help prevent flooding, improve health and safety for maintenance workers, and the health of the Opanuku Stream environment.

We **worked closely with Auckland Transport** (AT) to deliver stormwater upgrades and renewals in alignment with their road improvement projects. Working together in a ‘dig-once’ approach, we have reduced costs and disruption on projects such as the Point Chevalier Separation Stage 2, 339-359 Great

North Road Upgrade and Potatau Street Upgrade. We continue to work closely with AT on the Eastern Busway upgrade, through which we will upgrade the stormwater network and install treatment devices.

Our **small waters** projects mainly look at regional parks. The Omana Regional Park water treatment plant upgrade (completed in October 2023) and Sinclair Sports Park (December 2023) are two examples of six similar projects which we delivered to ensure the site **complies with the current drinking water standards**, including several projects in progress.

Our work to **improve water quality** involved 3,277 building site visits across the region, issuing 181 abatement notices and 31 infringement notices to stop sediment and pollutants contamination.

The **Hōteao Sediment Reduction project** commenced physical works. This project delivers targeted interventions in the Hōteao River Catchment to reduce fine-grained sediment loads from entering Kaipara Harbour and to restore the health and mauri of the harbour.

We provide grant funding to support the work of the **Sea Cleaners initiative**. With the help of 2,121 volunteer hours, the Sea Cleaners Trust recovered 284,350 litres of litter from the Waitemātā, Manukau and Southern Kaipara harbours. The volunteers spent more than 1,200 hours of work on removing rubbish from the shorelines, vessel management, preparing

and attending community events, and other general day-to-day duties.

The Industrial Trade Activity Proactive Programme aims to improve contaminant reduction compliance at trade and industrial sites. More than 36 per cent of visited businesses did not require any follow up actions, and 48 per cent required physical works to be undertaken, including implementing Spill Response Plans and/or Environmental Management Plans.

Our Safe Networks Programme investigates and eliminates sources of faecal contaminants discharged into the stormwater network and at popular swimming spots. We tested across more than 40 stormwater catchments and inspected over 2,000 private drainages with resolution of public and private drainage issues ongoing.

Our **Safeswim** programme keeps the public informed about water quality and water safety and it was a key in our communication following the Ōrākei Main Sewer collapse. The Safeswim website had over 850,000 visits during the summer period alone (for more information refer to page 74).

We aim to achieve the National Policy Statement objectives for Freshwater through our **Freshwater Management Tool** (scientific model) which helps in making investment decisions for our built assets and natural environment.

Stormwater management performance measures

Result against target ● Achieved ● Substantially achieved ● Not achieved *Impacted by COVID-19

We manage our harbours and waterways through sustainable management of the stormwater network

Auckland Council stormwater compliance with resource consents for discharge from its stormwater system, measured by the number of:
a) abatement notices;
b) infringement notices;
c) enforcement orders;
d) convictions,
received in relation those resource consents

We received no abatement notices, infringement notices, enforcement orders or convictions. Note: Auckland Council is both the user of consents and the monitor. The Stormwater department is the user of these consents, however they are monitored separately through the Regulatory Services department.

| Result against target | | ● |
|-----------------------|-------------|------------------------------|
| Result | Target 2024 | 0 |
| | 2024 | 0 |
| | 2023 | 0 |
| | 2022 | a) 0 b) 0 c) 0 d) 0 |



Things we are keeping an eye on

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

Stormwater, if not treated, can pollute harbours by transporting contaminants and degrading streams and rivers. In a heavy rainfall, flooding and erosion can cause property damage and affect the environment, causing associated health risks, so we need to enable more nature-based solutions that can better cope with more frequent and severe storm events.

We proactively schedule maintenance and renewal programmes to maximise the life of our stormwater assets before we replace them. The work we do to maintain stormwater networks, care for natural waterways and reduce flooding risks can create carbon emissions and run-off sediments, and cause disruption for Aucklanders. We endeavour to keep Aucklanders informed about planned works and manage our work areas very carefully to minimise environmental impacts and disruption. We also work closely with developers to ensure that infrastructure investments provide public benefits.

vi. Estimated to last 100 years and to minimize the flooding in a case if a significant event (events that occur on average every 100 years) with a fully developed catchment.

vii. For more information see section Regional planning, page 102.

viii. Practical completion means all physical works are completed (except minor snags/defects) and it can be used for its intended purpose.

ix. The project is expected to continue until October 2025.



We manage the stormwater network to minimise the risks of flooding to Aucklanders

The number of complaints received about the performance of the stormwater system per 1000 properties connected to Auckland Council’s stormwater system

The result represents the lasting impact from the 2023 storm events, with many requests for service (RFS) reported this year originating from issues experienced in the prior year’s storm events. Customer awareness of flooding risks has also increased, with anecdotal reports of an increase in requests made pre-emptively rather than after an issue has been experienced. (e.g. requesting for assets to be checked ahead of an event rather than after witnessing assets that are not performing properly). In responding to these requests before an incident has occurred, we discovered minor network issues which would not have impacted network performance but are treated as complaints. It excludes 125 open RFS received during 2023/2024 which may be complaints, pending further investigation. If these were included, the result reported would be 2.69 complaints per 1,000 properties, which is still within the target.

| | | |
|-----------------------|-------------------------|---------------------------------------|
| Result against target | | ● |
| Target 2024 | < 3 per 1000 properties | |
| Result | 2024 | 2.46 per 1000 properties |
| | 2023 | 2.37 per 1000 properties |
| | 2022 | 1.41 per 1000 properties ¹ |

The percentage of response time during storms to close stormwater manholes within three hours

Council’s score has improved on the previous year. Only seven popped manholes were attended outside of the three-hour timeframe. These were caused by mis-reporting, or GPS tracking issues. Processes are being worked on to improve the possibility of mis-reporting, and a back-up is in place for GPS tracking issues. Note: The result only includes popped manholes that were reported to the council by the public as a health and safety emergency. Any popped manholes that were discovered to have occurred as part of subsequent investigations are not included.

| | | |
|-----------------------|------|-----|
| Result against target | | ● |
| Target 2024 | 90% | |
| Result | 2024 | 98% |
| | 2023 | 95% |
| | 2022 | 97% |

The number of flooding events that occur and the associated number of habitable floors affected per 1000 properties connected to Auckland Council’s stormwater network²

Approximately 383 habitable floors may have been subject to flooding in 2023/2024, based on the three significant rain events that were measured to have exceeded the threshold for habitable floor floodings to occur. The urban piped network is designed to cope with 1-in-10-year events and anything above that would be expected to exceed the capacity of the pipe and activate secondary networks. Modelled habitable floor flooding predictions have been used to estimate the number of habitable floors that may have been flooded in two of the events, based on rainfall ARI data from MetService’s Rain Radar. The modelling assumes that 9,600 habitable floors would be flooded in a region-wide 1-in-10-year flood event and 16,000 would be flooded in a region-wide 1-in-100-year flood event. A standard assumption in this type of modelling is that the Average Recurrence Interval (ARI) of the runoff is the same as the ARI of the rainfall. Rain Radar was unavailable from 14 to 22 May due to a technical fault and no ARI data is available to provide a modelled habitable floor flooding prediction for the third event. In lieu of this, the third event has been estimated using media reported Fire Emergency New Zealand and Police statistics of attendance to weather-related events, and requests for service received by Healthy Waters in which a habitable floor flooding event was confirmed to have occurred.

| | | |
|-----------------------|-------------------------|-------------------------|
| Result against target | | ● |
| Target 2024 | < 1 per 1000 properties | |
| Result | 2024 | < 1 per 1000 properties |
| | 2023 | ≥ 1 per 1000 properties |
| | 2022 | Not measured |

| Event | Scale of event | Number of habitable floors flooded | Number per 1000 properties |
|------------------|------------------------------|------------------------------------|----------------------------|
| 30 December 2023 | 1-in-20-year event (5% AEP) | 179 | 0.33 |
| 6 January 2024 | 1-in-100-year event (1% AEP) | 39 | 0.07 |
| 20/21 May 2024 | Unknown | 165 | 0.31 |
| | | 383 | 0.71 |

The median response time to attend a flooding event, measured from the time that Auckland Council receives notification to the time that service personnel reach the site (hours)

We continue to treat property flooding as the highest priority of request for service (RFS), second only to reports of surcharging manholes. We continue to work with our maintenance contractors to ensure there is adequate resourcing to quickly attend to reports of flooding events³.

| | | |
|-----------------------|-----------|--------------|
| Result against target | | ● |
| Target 2024 | < 2 hours | |
| Result | 2024 | 0.85 hours |
| | 2023 | 1.84 hours |
| | 2022 | Not measured |

We provide safe water quality at beaches and coastal areas for recreation (Auckland swimability Index)

The proportion of time that a reference set of beaches are suitable for contact recreation during the summer swimming season (1 November to 30 April)⁴

The result is similar to the previous two summers as there have been no substantial changes to the methods of providing water quality information for the 84 reference beaches used to calculate this result. The measure is standardised so that underlying water quality can be compared year-to-year, factoring out the variability in rainfall and using the same 84 beaches as reference. Improvements to water quality take time to show in the results as enough samples must be collected afterwards to confirm there is an improvement. When confirmed, we re-calibrate the models accordingly. Auckland Council also provides an ‘Actuals’ result. It is not standardised and will vary substantially from year-to-year according to the amount of rainfall, the addition of new beaches and the performance of the stormwater and wastewater networks. The result for the ‘Actuals’ is 86 per cent. This result is higher than the previous summer due to the impact of the 2023 storm events in the previous financial year. The actual measure for 2023/2024 is much closer to the long-run average, reflecting the more ‘normal’ rainfall volumes during the reporting period.

| | | |
|-----------------------|------|-----|
| Result against target | | ● |
| Target 2024 | 83% | |
| Result | 2024 | 86% |
| | 2023 | 86% |
| | 2022 | 86% |

- The 2021/22 result was originally based on the number of complaints resolved during the financial year. The 2021/22 result has been restated to report on the number of complaints received during the financial year, to ensure comparability to 2022/23 and 2023/24 results and to meet the reporting requirements for the measure.
- There are significant limitations in producing a result for this measure as it is based on modelling information and observed rainfall. Alternative methods of producing a result are unavailable as limited data is available to Auckland Council and our partners. Modelled habitable floor flooding predictions have been used to estimate the number of habitable floors that may have been flooded. This assumes that of the total 525,000 habitable floors in the Auckland region, 9,600 habitable floors would be flooded in a region-wide 1-in-10-year flood event and 16,000 would be flooded in a region-wide 1-in-100-year flood event. A standard assumption in this type of modelling is that the Average Recurrence Interval (ARI) of the runoff is the same as the ARI of the rainfall.
- All requests for service describing a flooding emergency concerning a house, garage, basement or commercial property are included in the measure. The result does not

- include flooding events reported only to Fire & Emergency New Zealand or instances of flooding that were reported to council afterwards as flooding investigations. Arrival time must be supported by GPS evidence for attendance to a flooding event to be considered as within service level agreement (SLA).
- This measure reports a standardized result for the 84 sample set of beaches set by the Safeswim programme in 2017. The standardised result shows underlying change in water quality that can be compared from year to year, by accounting for variability that occurs due to new beaches being added to the programme and variation in rainfall from year to year. It tracks changes in water quality through the scenario of what water quality would have been like in 2017 if we had the stormwater network we have today. Recreational activities that bring people physically into contact with water, such as swimming. Safeswim water quality models take account of rainfall, wind, tide, sunlight and beach type. It is built using high frequency targeted sampling on top of historical monitoring results spanning over 20 years at some sites and are underpinned by the best available meteorological data reported based on 84 beaches that have been selected as key by Safeswim.

CASE STUDY

Safeswim

Safeswim is a programme that provides real-time advice on the level of health risk for swimmers at specific locations and provides other targeted water safety advice. It is delivered in collaboration between Auckland Council, Auckland Regional Public Health Service, Surf Life Saving New Zealand, Watercare, Northland Regional Council and Drowning Prevention Auckland.

There are 132 sites on Safeswim in the Auckland region, out of which 14 locations have long-term warnings as the water quality is consistently poor.

Safeswim integrates real-time water quality predictions (based on rainfall intensity, duration, location, tide, wind and sunlight), wastewater overflow alerts and targeted water quality sampling. Data from rain forecasts and rain gauges are also incorporated to ensure that current water quality predictions are accurate.



A series of different symbols indicate the water quality at a beach:

- Green pins – water quality that meets national swimming guidelines
- Red pins – water quality that is predicted to fail national swimming guidelines
- Black pins – a recent discharge of wastewater to the beach.

Safeswim was pivotal in informing the public of the risk posed by the Ōrākei Main Sewer collapse and the impact of the wastewater flowing into the Waitematā harbour. Safeswim was used to communicate the rāhui (restrictions) placed on the inner Waitematā by Ngāti Whātua Ōrākei.

There is often a time-lag between identifying water quality issues and resolving them. This programme helps to manage public health risks from poor water quality in a short-term, before the long-term investment in the infrastructure. This helps to guide infrastructure investment.

Safeswim enables users to sign up and receive notifications for their favourite beaches. It is also the Surf Lifesaving New Zealand’s preferred public communication tool for all lifeguarding information and beach safety education at over 90 sites across the country, including tsunami alerts.



CASE STUDY

College Hill emergency pipe renewal

A three-metre wide and one-metre deep sinkhole collapsed on College Hill Road in the central city on 25 July 2023, after first emerging in May 2023. It was caused by the seals on the 108-year-old pipes being damaged after the heavy rain and ground saturation over the prior six months. The cavity in the road near the Gudgeon Street intersection disrupted traffic, particularly the adjacent police station and local businesses.

The original 450mm-diameter ceramic pipe that ran under College Hill was built in 1915 and had previously showed signs of damage before the storm events of early 2023, so its replacement was already being fast-tracked when the sinkhole appeared.

In order to repair it properly, the council prepared design options, geotechnical investigations, risk assessments and tenders in just a few weeks. There were extra challenges around traffic management, an already stretched workforce and minimising impacts to nearby businesses, as well as the discovery of an historic tunnel.

Work began in August 2023 and was completed in February 2024. These projects would normally

take much longer to complete. The extensive \$2.86 million repair project took Auckland Council just six months to complete, with crews working long hours to deliver the pipe replacement as quickly as possible.

The replacement project included a new 250-metre stormwater pipe with a 600mm internal diameter, catch pits, and a planting bay. The new pipes are a significant advance in sustainable concrete production as they’re made from low carbon concrete that achieves a 22 per cent reduction in emissions compared with a traditional concrete pipe. It was the first time Auckland Council has used low-carbon pipes.



Auckland Council College Hill sinkhole repair work timeline



Beachhaven estuary



Ngā Ratonga Kaunihera ka Tukuna e ngā Rohe
Regionally delivered council services

We deliver services across the Auckland region to provide great neighbourhoods, safe eating places, building safety, thriving town centres, parks and public spaces. These services are mainly funded through rates and contribute to community outcomes. We also provide support to the mayor and councillors in governing Auckland for the benefit of ratepayers, residents and businesses.

Regionally delivered council services include:

 **Auckland Emergency Management**

 **Investment**

 **Environmental services**

 **Regional community services**

 **Regional governance**

 **Regional planning**

 **Waste services**

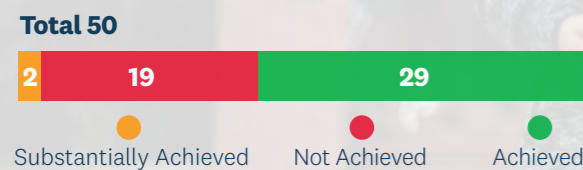
 **Third party amenities and grants**

 **Organisational support**

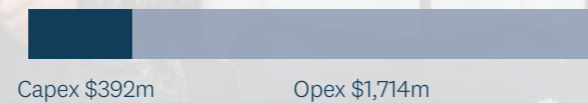
 **Regulatory services**

“Hei ringa raupā mō te iwi”
 To be a worker for the people

How we did against our performance measure targets?



Our investment



Related Auckland Plan Outcomes





Tokonga Mate Ohotata o Tāmaki Makaurau

▲ Auckland Emergency Management

We partner with emergency services and other organisations to ensure effective coordination of civil defence and emergency management within Auckland. Our teams actively monitor, prepare and provide information to support the community in an emergency.

We have been working to be better prepared for future events. External reviewsⁱ into our response to the weather events identified areas for improvement and provided recommendations to help us improve our emergency response efforts. We have begun implementing these recommendations together with our own learnings into the way we work.

The Annual Plan 2023/2024 included \$6 million to strengthen and better prepare the Auckland Emergency Management (AEM) and Civil Defence Centres (CDCs) to respond in storm events, including having bulk storage in strategic locations for rapid deploymentⁱⁱ.

A key priority was to **develop capability across the Auckland Council Group**. We have trained over 650 people since March 2023, and created a new team dedicated to community and local boards readiness engagement. We established a Planning Unit to focus on planning and readiness activities with local boards, marae and communities, including businesses, youth, education and disadvantaged communities. We have engaged the Auckland Council Demographic Advisory Panelsⁱⁱⁱ to see how we can better support these communities in emergency preparednessⁱⁱⁱ.


The Duty Team actively monitors and coordinates the initial response to an incident^{iv}. The team has been making use of information gathering tools and focussed on coordination with internal and external stakeholders. Additionally, a **principal communications function was created** to ensure we communicate more effectively to elected members, stakeholders and the public.


Auckland currently has two New Zealand Response Teams (NZRTs) – NZRT 3 and 5, with a third team in the early establishment phase. NZRT members are highly trained, volunteer first-responders who support civil defence and emergency management groups and their communities before, during and

i. Includes the 'Bush review', OAG review and Toa consulting report.
 ii. For more information refer to page 36.
 iii. Ethnic, Pacific, Youth, Senior, Disability and Rainbow Panel. The feedback received will be used to develop the team's 2024/2025 work programme.
 iv. An incident can be sudden or gradually escalating at the local, regional or national level.

after emergency events. The two existing teams have recently received national accreditation (for more information see page 81).

We incorporated lessons from the weather events into the **new Civil Defence and Emergency Management Group Plan^v** – a five-year strategic vision and action plan to help make Tāmaki Makaurau / Auckland more resilient to disasters. National Emergency Management Agency (NEMA) provided positive feedback and the Minister of Emergency Management completed his review in November 2023, with the plan subsequently adopted in March 2024 by the Civil Defence Emergency Management Committee.

 We hosted events throughout the year to provide better information to mana whenua about natural hazard risks and how to respond to them. This is a key activity towards building a strong and resilient community.

 **We started work with 13 marae within Tāmaki Makaurau** that currently activate during an emergency to build capability and to enhance their disaster resilience. As conversations progress, each marae have the opportunity to tour the Emergency Coordination Centre and introduce them to our AEM team. This has improved communication and collaboration, also contributed to the **Kia Ora te Marae - Marae development** and **Kia Ora te Taiao - Kaitiakitanga** initiatives. We also launched **multilingual children's storybooks** in te reo Māori and English, which is aligned with the **Kia Ora te Reo - Te Reo Māori**, and **Kia Ora te Whānau - Whānau and Tamariki Wellbeing** initiatives. Multilingual children's storybooks are also available in Samoan and English, Hindi and English and Chinese and English.

v. The plan development process followed the steps set out in the Civil Defence Emergency Management Act and guidance produced by the NEMA. Feedback on the draft group plan was received from a range of audiences including 160 individuals, 22 organisations, 21 local boards, and council's demographic advisory panels as well as formal feedback received from NEMA. The project involved collaboration across the Auckland Council Group, our agency partners, iwi and Māori and the community.
 vi. Fire and Emergency New Zealand, Hato Hone St. John, Port of Auckland and the Harbourmasters Office.

In October 2023, AEM held a **multi-agency exercise** to build on current capability and knowledge and to ensure that staff within the **Group Emergency Coordination Centre (GECC)** are familiar with key processes and procedures. The exercise was run with external agencies^{vi} and based on two scenarios (three hours to impact and five hours to impact). This enabled the GECC to test and practice their pre-

impact and post-impact activities at a near real-time environment and to review current procedures for both distant and regional source events.

In February 2024 we moved from the Bledisloe House facility to Auckland House. This move contributes to achieving council's savings target and **enables a better collaboration in a shared-space layout**.



Things we are keeping an eye on

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

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

Auckland Emergency Management performance measures

Result against target ● Achieved ● Substantially achieved ● Not achieved *Impacted by COVID-19

We work with partner agencies and stakeholders to coordinate the response in a hazard event and build resilience in the Auckland community

The percentage of Aucklanders who are prepared for an emergency¹

The Auckland Emergency Preparedness Survey saw a 3 per cent decrease, reducing from 67 per cent (July – December 2023) to 64 per cent for end of financial year survey (January - June 2024). As additional economic, social and environmental challenges emerge, such as the rising cost of living, Aucklanders are focusing less on preparing for emergencies.

| Result against target | | ● |
|-----------------------|------|-----|
| Target 2024 | 65% | |
| Result | 2024 | 64% |
| | 2023 | 69% |
| | 2022 | 66% |

The percentage of Aucklanders that have a good understanding of the types of emergencies that could occur in Auckland¹

This result can likely be attributed to the emergency events across Auckland (and New Zealand), the severe weather events early last year and ongoing weather events throughout this year.

Noting: The Auckland Emergency Preparedness Survey result of 84 per cent from the January to June 2024 survey is an increase from 82 per cent (The July to December 2023 six monthly survey) giving a cumulative total of 83 per cent for the 2023/2024 financial year.

| Result against target | | ● |
|-----------------------|------|-----|
| Target 2024 | 75% | |
| Result | 2024 | 83% |
| | 2023 | 81% |
| | 2022 | 74% |

1. Auckland Emergency Management considered changing survey timeframes to annually, rather than six-monthly. This change did not take place as it would have led to a notable reduction in insights from survey participants each year. The Auckland Emergency Preparedness Survey is covered by Auckland Council's Service performance judgments and assumptions. This survey had a sample size of 4136 and a margin of error of 1.52%. Further information on these can be found on page 166 of this document.



CASE STUDY

Tsunami Evacuation Maps

The National Emergency Management Agency (NEMA) is responsible for providing national warnings and alerts for tsunami, using the National Warning System (online messaging tool). AEM provides tsunami evacuation maps that align to the National Warning System highlighting the areas most at risk in a tsunami event.

AEM revised the tsunami inundation (flood) using new modelling techniques and updated tsunami science that indicates a smaller area of land would be impacted during a damaging tsunami than previously modelled. **The new model was simplified to help users understand if they are in or out of a tsunami evacuation area.**

The new model uses simulated earthquakes on real fault lines around the Pacific to replicate how tsunami waves are generated and track across the ocean to our coastline. It considers influence of islands on the path of the tsunami waves, how the landforms on the coast, and the shape of the seafloor influence tsunami wave behaviour.

In September 2023, the change from three to two tsunami evacuation zones was approved at the Civil Defence and Emergency Management Committee, and in February 2024 the updated tsunami evacuation maps were published on the website Hazard Viewer. The maps cover the entire region and Hauraki Gulf Islands contain a land evacuation zone (yellow) and coast and marine evacuation zone (red).

A communications campaign supported the rollout of the maps and increase Aucklanders' awareness of the change, but remember:

No matter where you are on the coast, if you experience an earthquake that is long, or strong – get gone and move inland or to higher ground immediately.

▼ Previous three-zone tsunami evacuation maps for Tāmaki Makaurau



▼ New two-zone tsunami evacuation maps for Tāmaki Makaurau



CASE STUDY

Auckland Emergency Management (AEM) – nationally accredited response teams

New Zealand Response Teams (NZRTs) are highly trained, volunteer first-responders who support civil defence, emergency management groups and their communities before, during and after emergency events. To meet the national accreditation, the teams must complete extensive practical and theoretical training in specific areas of emergency response, and then participate in a rigorous three-day programme with the National Emergency Management Agency (NEMA) to qualify.

AEM delivered recruitment drives and training programmes with an aim of bolstering the volunteer capability for emergency events. NEMA oversee the accreditation of the NZRTs by providing a capability framework and an accreditation programme.

AEM provides support and recruitment for the NZRTs and ensures they are appropriately

supported through coordination of training, equipment, and home bases for the teams to operate from.

Auckland now has two fully accredited response teams who are resourced and ready to support not only Auckland, but can be deployed across the entire country when they are needed. The teams are always on standby to support emergency services and the community in times of need.

The volunteer teams are made up of people from all walks of life, with different backgrounds and skills. From nurses and university students, to mechanics, their skillsets are diverse but their commitment to serving the community is the same. We are extremely grateful for our NZRTs, and we know how important they are to ensuring that Aucklanders are well served during times of emergency.





Te haumitanga
\$ Investment

Our investments play an integral part in Auckland’s economy and its growth and we seek to allocate our capital effectively to maximise returns for the council.

Our major investments include 100 per cent of the shares in Port of Auckland (POAL) and 11.03 per cent of the shares in Auckland International Airport Limited (AIAL).

Port of Auckland Limited (POAL)

POAL supports Auckland’s growth and wellbeing through the flow of imports/exports and the welcoming of cruise passengers. Its operations provide financial returns that benefit Auckland. It also provides support for Ministry for Primary Industries (MPI) biosecurity control to ensure pests that occasionally arrive via cargo are identified and controlled at the border.

More than 844,000 TEU (20-foot equivalent units) containers were processed/transported during the year, and nearly 83,000 of those transported by rail. Higher cruise ship revenue and an increase in pricing delivered revenue of \$339 million, an increase of \$19 million from the previous year.

POAL paid dividends of \$30 million for the 2022/2023 financial year and has declared dividends of \$40 million for the 2023/2024 financial year. Auckland Council uses these proceeds mainly to fund operational costs. Net debt has decreased (from \$408 million in 2022/2023 to \$376 million in the 2023/2024 financial year) mainly due to strong operating cash-flows and lower capital investment.

POAL aims to support delivery of projects within the Auckland Climate Plan: Te Tāruke-ā-Tāwhiri to maintain / improve future resilience, and partner with Ngāti Whātua Ōrākei and other stakeholders to improve marine biodiversity in the lower Harbour and inner Hauraki Gulf.

Auckland International Airport Limited (AIAL)

AIAL is listed on the New Zealand Stock Exchange (NZX)ⁱ. An assessment of the council’s AIAL shareholding concluded that the council’s investment in AIAL was delivering dividend returns below the council’s cost of capital due to a range of commercial factors. This meant that the investment was not providing ratepayers the best value for money, and didn’t provide access to any funds in an emergency.

In August 2023 Auckland Council sold 7 per cent of the shares in AIAL, and raised \$833 million from the sale in September 2023. This decision was part of our strategy to address budgetary challenges and reduce the debt profile through the Annual Plan 2023/2024. The revenue generated from this sale was used to pay down debt, which will help lower future interest costs and improve the financial stability of the Auckland Council.

As at 30 June 2024, Auckland Council held 163,231,466 shares, worth approximately \$1.2 billion at the closing share price of \$7.56.



i. Financial statements for the year ended 30 June 2024 can be found at <https://corporate.aucklandairport.co.nz/investors/results-and-reports>

CASE STUDY

Sustainable finance

Auckland’s services and infrastructure require money to invest in, maintain, and run, alongside a simpler, more efficient and sustainable approach. We also need to balance our infrastructure and development activities against their effect on our natural environment.

Green bonds highlight the diverse ways sustainable initiatives can be funded. Funds raised through green bonds are used to finance and refinance debt that funds projects and assets that deliver positive environmental and/or social outcomes. This includes contribution to local projects such as the City Rail Link, energy efficient buildings and cycleways.

Since entering the market in 2018, 72 per cent of the council’s green bond proceeds have been invested in clean transportation, 14 per cent for sustainable water and wastewater management, and the remainder for pollution prevention, renewable energy, green buildings, climate change adaptation, energy efficiency, and the sustainable management of natural resources and land useⁱⁱ.

Auckland Council’s Sustainable Finance Framework 2023ⁱⁱⁱ supports the council to invest in sustainable projects and assets through the sustainable finance products. These products give access to a wider pool of investors and pricing can be more attractive.

Auckland Council is leading the New Zealand market in issuing green bonds. This year we have issued our largest ever green bond, with EUR 600 million (NZ\$1.1 billion) raised.

Proceeds from green bonds issued to date have supported the City Rail Link, community recycling centres that collect unwanted items for re-use (promoting a circular economy) and the Puketutu Island project, which diverted 138,000 tonnes of waste from landfill in 2023.



We publish the environmental outcomes and broader social and cultural outcomes, where applicable, that have been delivered by our green bonds annually. More information can be found in the Green Bond Annual Report 2024.

Investment performance measures

Result against target ● Achieved ● Substantially achieved ● Not achieved *Impacted by COVID-19

We manage Council’s investment in Ports of Auckland, Auckland International Airport and Auckland Film Studios

The annual growth in Auckland Council’s dividend compared to the Customer Price Index growth

The target relates to dividends from Auckland Council’s commercial investment in Auckland International Airport Limited (AIAL) and Port of Auckland Limited (POAL).

The target was achieved due to AIAL resuming dividends following COVID-19 disruptions in the previous years.

POAL also delivered an increased dividend driven by higher cruise revenue and strategic pricing increases resulting in improved profitability. CPI for the 2023/2024 financial year was 3.33%.

| Result against target | | ● |
|-----------------------|------------|-------|
| Target 2024 | CPI growth | 3.33% |
| Result 2024 | 94.29% | |
| 2023 | 363.27% | |
| 2022 | 18.80% | |

ii. These figures are as at 30 June 2023.

iii. The 2024 framework will be available at 30 September 2024.




Ngā ratonga ā-taiao

Environmental services

We deliver programmes, services, support Aucklanders to improve the state of our natural environment and prioritise climate action for the benefit of future generations.

The biodiversity, green spaces, clean water and clean air help make Auckland an attractive city to live and work in. We work with iwi, mana whenua, the community, schools and landowners to keep the environment healthy and **increase our resilience to climate change**.

We continued to survey for threatened plants across the region, making 500 new observations. With over 450 threatened plant species in the region, findings from these surveys enable us to better understand the threats to species and improve our actions to protect them.

 The **plant pathogens programme** focusses on the risks to plant species and ecosystems, including the impacts of kauri dieback disease, myrtle rust and other emerging plant pathogens. We continued monitoring **kauri health in the Hūnua Ranges** in partnership with the Department of Conservation and ngā iwi mana whenua o Te Ngāherehere o Kohukohunui. This work provides a baseline for kauri health by connecting the mātauranga (knowledge) Māori, scientific expertise and the latest technical innovations, aligning with the **Kia Ora te Taiao – Kaitiakitanga** initiative.

We have completed over 21 kilometres of track upgrades. Tracks in eight local parks have re-opened, along with six major tracks in regional parks, including the popular Te Piringa / Cascade Kauri Walk, a new boardwalk to repair storm damage at Kuataika track in Waitākere Ranges and a tree-top experience along the Kauri Glen Reserve track in Kaipātiki.

We protect our islands and marine ecosystems from invasion by new pest species through pathway management (interrupting the ways that pests can move around). Our pest detection dog teams inspected 30 relocated houses before transportation to islands in the Hauraki Gulf, 782 commercial vehicle and passenger sailings. **More than 1,360 vessel hulls were surveyed** to ensure boats aren't carrying marine pests and

i. Nine known caulerpa sites in Aotearoa / New Zealand.



Releasing kōkopu ▼

62 per cent met the required standards for hull cleanliness (marine biofouling)ⁱ. We actively follow up with non-compliant boats to provide a cleaning plan and ensure their hulls are cleaned.

We supported Biosecurity New Zealand in the **exotic caulerpa response** efforts across Auckland's six known caulerpa sitesⁱ. Our work included surveillance, trialling and developing tools for this invasive seaweed. We also funded a kaitiaki ambassador programme on Aotea / Great Barrier Island – both on land and on water.

Over 600 bird counts were made across six local and regional parks as part of a regional bird monitoring programme.

We continued to track the movements of kawau tikitiki (spotted shag – one of our most regionally threatened seabird species) to understand what is affecting their population numbers and tākapu (Australasian gannets). Fourteen seabird

species were monitored this year, including the:

- tītī /Cook's petrel monitoring on Hirakimata / Mount Hobson
- takahikare-moana (white-faced storm petrels) on Ruapuke / Maria Island
- ōi (grey-faced petrel), kororā (little penguin) and pakahā (fluttering shearwaters) on Ōtata Island.

Seabird monitoring was established on the Broken and Grey Islands, showing great potential for seabird population recovery on these islands.

Implementation of the Auckland Council Indigenous Biodiversity Strategy continues to protect indigenous species, including the release of 1,000 juvenile short-jaw kokopu (freshwater fish) into selected Waitākere Ranges streamsⁱⁱ.

With the help of the **Natural Environment Targeted Rate**^{iv}, we have significantly increased control of priority pest plants and animals in key ecosystems within both regional and local parks.

We maintained possums at low numbers across 141,266 hectares of rural mainland Auckland this year, an increase from 99,570 hectares in 2023. Removing possums in rural areas reduces grazing competition for livestock, helps protect sites of high ecological and biodiversity value, and provides protection for revegetation on rural properties.



Tītī /Cook's petrel ▼

ii. Delivered in collaboration between the Auckland Council, Te Kawerau ā Maki, Manāki Whitebait, NIWA and Watercare.

iii. To maintain this coverage, 22,000 hectares of ground-based possum control was delivered by our contractors and we funded 30,500 of community-led control

iv. Read more in the Natural environment and water quality targeted rates reports on the Auckland Council website.

v. Limit the spread of animal and plant species banned for sale under the Regional Pest Management Plan 2020-2030

We aim to limit the sale of species^v under the Regional Pest Management Plan 2020-2030 by monitoring trade at 203 nurseries, garden centres and markets, 49 pet stores and breeders. Twenty-seven species of pest plants with eradication potential are being managed across 649 sites in the region.

We are **working towards eradicating wallabies, possums and rats from Kawau island in partnership** with the Manuhiri Kaitiaki Charitable Trust, the Department of Conservation and the Kawau Island community. We have started operational planning for the removal of wallabies and possums, and the rodent eradication proposal will be revisited at a later date.

The **Expanding Community Action programme** supported the growth of community-led conservation action by providing assistance to over 520 groups to meet the different, emerging needs of our conservation community. We granted over \$2 million^{vii} in support for their activities, such as a pest control and ecological restoration.

 **32 community groups were supported by the Auckland Climate Grant**, with \$362,750 allocated for projects to deliver Te Tāruke-ā-Tāwhiri: Auckland's Climate Plan. Over 11,000 Aucklanders were engaged in the projects for transport, food, energy and Māori-led projects. The grant demonstrates our commitment to supporting innovative and impactful community-led solutions to addressing the challenges posed by climate change.

Our climate action work has engaged over 74,000 Aucklanders through events, local board projects, community-led activities, online tools and grants to collectively take action in their local community.

FutureFit achieved the milestone of engaging over 100,000 people to calculate their carbon footprint. There are currently three large businesses using the 'FutureFit in Business' package, which is designed to help staff reduce their emissions: Spark, ASB Bank and Chorus. The FutureFit tool is currently used nationally by 22 councils.

\$2m
community funding

90,000
native trees planted by youth (89,300 previous year)

52,500ha
ground-based possum control (23,000ha previous year)ⁱⁱⁱ

21,000
more website users

1,360
vessel hulls inspected (1,383 previous year)

21km
tracks upgraded (16.8km previous year)



The Trees for Survival programme continued supporting young people to grow and plant native trees on private land. We engaged with 112 schools to plant 90,000 trees on nine hectares of land across the Auckland region. They contributed to 34,816 volunteer hours with 7.1 kilometres of waterways planted and permanently fenced.

The Enviroschools programme has welcomed 10

new schools and 12 early childhood centres (ECEs), with 233 schools and 100 ECEs actively engaged in the programme across the region. Enviroschools supported youth-led projects in local communities that delivered climate and biodiversity outcomes, including greater use of sustainable transport, improved energy efficiency, sustainable food and ecological regeneration.



► Trees for Survival

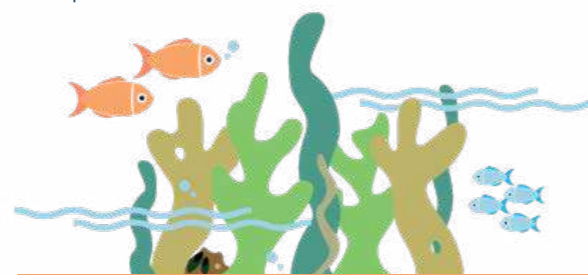


Things we are keeping an eye on

A healthy ecosystem is critical for climate resilience. If not well managed, many of our native species and important ecosystems are at risk of loss or significant degradation. We run programmes to protect our natural environment, carefully selecting the methods we use to tackle pests, weeds and diseases that threaten our native species.

We also provide funding and support to private landowners and community groups who work alongside us. We respect the role of mana whenua as kaitiaki of the environment and work alongside them. Safeguarding Auckland’s natural environment is a job for all Aucklanders. We have a major role to play, running programmes to tackle pest plants and animals, along with diseases that threaten our native species.

We are keeping an eye on Highly Pathogenic Avian Influenza (also known as bird flu). The national response will be led by the Ministry for Primary Industries and Ministry of Health, supported by the Department of Conservation.



If you find an exotic caulerpa on the beach, **bag it and bin it!** Or **pin, pic and phone.** That is – note the location, take a photo, and report on 0800 80 99 66 or at report.mpi.govt.nz

vi. The funding included:
 · \$704,829 granted to 44 projects through the Community Co-ordination and Facilitation Grant with an additional \$265,450 awarded from Healthy Waters
 · the Regional Environment and Natural Heritage Grant, which allocated \$594,469 and \$71,455 from Healthy Waters to 35 successful applicants
 · \$515,000 value of practical tools and equipment provided to 168 conservation groups for pest animal and weed control and ecological restoration.

The Storm Response Fund has enabled a range of initiatives to support preparedness and to build climate resilience by increasing local flood energy resilience and food security. We supported 39 community and youth-led projects from high-risk and impacted communities. These projects engaged with 4,280 Aucklanders to understand their local climate risk, or to participate in practical projects and be better prepared for future weather events.

The **Reduce Energy Hardship** project supported over 1,000 low-income households to make their homes warmer, drier and save up to \$500 per year on their energy bills through partnerships with community organisations, industry and energy-efficiency companies (for more information see page 90).



A partnership highlight was the **opening of a cultural and taiao (nature) education space, Te Wharekura^{vii}**, which aims to inspire public awareness and share the cultural richness of Te Waitematā. In partnership with Ngāti Whātua Ōrākei, the project delivers interactive digital displays for visitors, showing environmental challenges and inviting the public to join environmental conservation volunteer groups. This primarily contributes to the **Kia Ora Te Taiao - Kaitiakitanga** and **Kia Ora Te Ahurea - Māori Identity and culture** initiatives.

Our **Tiaki Tāmaki Makaurau / Conservation Auckland** website had over 286,000 page views and 141,000 unique users this year, an increase from 120,000 in 2023, accessing current best conservation practice and data.

Environmental Services performance measures

Result against target ● Achieved ● Substantially achieved ● Not achieved *Impacted by COVID-19

We work with Aucklanders to manage the natural environment and enable low carbon lifestyles to build resilience to the effects of climate change

Number of Aucklanders engaged in living low carbon lifestyles¹

The result demonstrates Aucklanders being increasingly engaged through community climate action projects, online tools and grants, events, and local board projects. The result also demonstrates Aucklanders’ growing interest in participating in local community climate action projects and initiatives.

| | | |
|-----------------------|------|--------|
| Result against target | | ● |
| Target 2024 | | 68,500 |
| Result | 2024 | 74,795 |
| | 2023 | 63,871 |
| | 2022 | 72,749 |

The percentage of schools engaging in sustainability education programmes²

There has been a decrease in engagement compared to last year following the implementation of the Annual Plan 2023/2024, which has impacted the reach of some programmes. Overall, the target was achieved with additional budget received from the Storm Response Fund to engage school communities in climate resilience projects. An increased number of visits to Experience Centres, with all centres reopened following last year’s weather events also contributed to achieving the target.

| | | |
|-----------------------|------|-------|
| Result against target | | ● |
| Target 2024 | | 60% |
| Result | 2024 | 65% |
| | 2023 | 68.7% |
| | 2022 | 65.5% |

The proportion of kauri areas, managed by council, with site-based mitigation in place to reduce the spread of kauri dieback disease³

The final fencing of Duder Regional Park has now been completed, and the management of Atuanui walkway has been handed over to Ngā Maunga Whakahii o Kaipara.

| | | |
|-----------------------|------|-------|
| Result against target | | ● |
| Target 2024 | | 99.7% |
| Result | 2024 | 99.7% |
| | 2023 | 97.8% |
| | 2022 | 97.8% |

vii. Read more in Māori Outcomes Annual Report 2023/2024.



The proportion of the region under community stewardship for natural environment outcomes

Support provided through the Natural Environment Targeted Rate has seen exponential growth in community-led conservation across Auckland. There are now over 500 active groups, ranging from small place-based local conservation groups to large umbrella / network / hubs. The rapid growth in the number of community groups has enabled community-led stewardship to extend across almost all of the region. The council continues to support groups to prioritise their efforts towards the protection of high value biodiversity areas and priority species and to improve the effectiveness of their conservation activities.

| | | |
|-----------------------|------|------|
| Result against target | | ● |
| Target 2024 | | 70% |
| Result | 2024 | 100% |
| | 2023 | 99% |
| | 2022 | 60% |

The proportion of priority native habitats on regional parks under sustained management for pest plants⁴

We controlled over 2,800ha of regional park land for environmental weeds this year, most of which was in priority native habitats. A small proportion of surveys have not been undertaken to confirm levels of sustained control due to staffing pressures. These areas have been excluded from the results and will be surveyed in the coming year to confirm status and amount to 3.29 per cent of the total area.

| | | |
|-----------------------|------|-----|
| Result against target | | ● |
| Target 2024 | | 51% |
| Result | 2024 | 48% |
| | 2023 | 50% |
| | 2022 | 51% |

Number of species-led projects being delivered on Hauraki Gulf islands for the purpose of maintaining or achieving eradication of pest plants and pest animals⁵

Council is leading, or a key funder of, several projects to eradicate or keep pests from islands in the Hauraki Gulf. Examples include eradicating stoats from Waiheke Island in partnership with Te Korowai o Waiheke and rats from the Broken Islands in partnership with Tū Mai Taonga. We are planning to eradicate possums and wallabies from Kawau over the next two years. We are no longer trying to eradicate the pest plant rhamnus from Waiheke Island as it was too well-established to cost-effectively eliminate from difficult cliff sites, but we will continue to control it at high priority sites.

| | | |
|-----------------------|------|----|
| Result against target | | ● |
| Target 2024 | | 10 |
| Result | 2024 | 9 |
| | 2023 | 9 |
| | 2022 | 9 |

Number of native plants planted

This measure is an aggregation of tree planting figures from across Council. The high number of trees planted in the 2022/2023 financial year planting season reflects the 10-year carbon sequestration project proceeding ahead of schedule, the scale of remediation planting being higher than anticipated due to unforeseen weather events and an increase in land development projects requiring planting. These factors contributed to a higher than expected performance for the 2022/2023 financial year. As such the result for this financial year is lower in comparison.

| | | |
|-----------------------|------|----------|
| Result against target | | ● |
| Target 2024 | | 545,000 |
| Result | 2024 | 614,309 |
| | 2023 | 761,451 |
| | 2022 | 611,151* |

Kilometres of planned track upgrades, to reduce the risk of spread of kauri dieback, completed and open to the public⁶

Several substantial and popular tracks have been upgraded this year including Te Piringa / Cascades, Kauri Glen, and Fairy Falls. Post storm-damage and associated geotechnical issues did cause some delays to our track upgrade programme. Zion Hill and Soldiers Bay tracks will be completed in the 2024/2025 financial year which will allow this measure to reach target.

| | | |
|-----------------------|------|---------|
| Result against target | | ● |
| Target 2024 | | 195.7km |
| Result | 2024 | 185.5km |
| | 2023 | 164.4km |
| | 2022 | 140km* |

The proportion of rural mainland Auckland under sustained management for possums⁷

We carried out large-scale possum control at Kawakawa Bay, Pakiri, Tamahunga and the eastern Waitākere Ranges this year as well as at many council parks. We also supported community-led possum control and monitoring shows that several community groups are achieving notable results.

| | | |
|-----------------------|------|-----|
| Result against target | | ● |
| Target 2024 | | 30% |
| Result | 2024 | 39% |
| | 2023 | 28% |
| | 2022 | 31% |

Number of indigenous plants and animals regionally vulnerable to extinction under active management.⁸

We completed regional assessments for the major groups of species including plants, birds, freshwater fish, bats, lizards and frogs. This work identified that 448 of our native species are vulnerable to extinction. 114 of these are under active management of all critical pressures for at least one key site through work undertaken by Auckland Council and other agencies. The increase from last year's result is due to the completion of surveys and assessments which have provided a more complete picture of species status and threats.

| | | |
|-----------------------|------|-----|
| Result against target | | ● |
| Target 2024 | | 98 |
| Result | 2024 | 114 |
| | 2023 | 94 |
| | 2022 | 87* |

Greenhouse gas emissions Scope 1 & 2 (tonnes, % change vs baseline)⁹

Auckland Council's Scope 1 and 2 GHG emissions have decreased by 20.8% compared to the baseline year. This reduction is below the target set for 2023/2024 of a 28% decrease. When compared to 2022/2023, the Scope 1 and 2 emissions have decreased by 2.4%. This small year-on-year reduction is due to the ongoing electrification of Auckland Council's corporate property portfolio, along with the impact of the hybrid and full-electric vehicles which now make up a large portion of its corporate vehicle fleet. While many of these low emission vehicles were purchased in 2022/2023, the purchases were made towards the end of the reporting year, therefore their impact on emissions reductions has become increasingly evident this year.

| | | |
|-----------------------|------|------------------|
| Result against target | | ● |
| Target 2024 | | 15,496 (-28%) |
| Result | 2024 | 17,049 (-20.8%) |
| | 2023 | 17,473 (-18.8%) |
| | 2022 | 17,500* (-18.7%) |

- The result for this measure is calculated as the total number of people engaged in living low carbon lifestyles through the following: Participants in community climate programmes, events, grants, workshops, youth programmes, local board projects, and Aucklanders who utilise council self-help climate action tools and resources.
- Results are calculated using an engagement scale between 0-3 where 0-no contact from schools, 1-one-way communication, 2-low engagement, responds to email and carries out some sustainable activity and 3- highly engaged/collaborative with frequency communication e.g. whole school engagement in sustainability. The result is based on the number of schools engaged at both the rating levels 2 and 3.
- Kauri areas refer to kauri forests that council has a mandate to manage, including council parks, Department of Conservation land where a Memorandum of Understanding is in place for the council to manage, and private land deemed high priority for kauri forest management where an agreement has been reached with the landowner. Does not include areas that consist of only a small number of kauri trees or amenity plantings.
- Priority native habitats are a minimum suite of sites identified as requiring the restoration and maintenance of ecological integrity in order to maintain the greatest number and most diverse range of Auckland's indigenous ecosystems and sequences. Priority native habitats are otherwise known as Biodiversity Focus Areas. Native habitats are defined as the indigenous ecosystem types described in Singers et al., 2017, Indigenous terrestrial and wetland ecosystems of Auckland.
- Species-led projects are projects that target single or multiple species. This includes both site level pest control projects and projects that manage pest pathways to prevent species re-invading those islands from which they have been eradicated.
- These are the total number of kilometres of track upgrades completed and open to the public from the 2018/2019 financial year.
- Excluded from the result is the possum control we undertake in 5,750ha in the Waikato Region, adjacent to the Hunua Ranges Regional Park, to protect our park land.
- 448 plants, birds, freshwater fish, lizards, frogs, and bats are currently considered 'vulnerable to extinction' in the region through a review of national and regional data and expert knowledge (invertebrates, fungi, lichen, non-vascular plants and marine species have not been assessed and are therefore out of scope for this measure).
- Auckland Council's (the council) greenhouse gas (GHG) emissions inventory has been measured in accordance with ISO 14064-1:2018 and the GHG Protocol standards using an operational control approach. Auckland Council have chosen to report on the emissions of the Auckland Council entity only. This means emissions from activities of subsidiaries (including council-controlled organisations), joint ventures, contractors and other external partnerships have been excluded. Only Scope 1 and 2 emissions are included in this measure. Scope 1 and 2 GHG emissions include:
 - stationary combustion
 - mobile combustion from transport (fuel for vehicles used or operated by the council)

- fugitive emissions (refrigerants)
- land use, land-use change, forestry and livestock
- indirect energy from imported energy (electricity consumed in council owned or operated facilities).

The following emission sources have been excluded: Industrial processes (none are operated by Council), Stationary Combustion – Diesel from mobile and stationary generators (already accounted through fuel data in mobile combustion), Indirect emissions from imported energy (apart from electricity), and closed landfills (emissions for waste are accounted for in the year of disposal as per MfE guidance).

Scope 1 and 2 GHG emissions were calculated using emissions factors from “Measuring emissions: A guide for organisations: 2024 detailed guide”, published by the Ministry for the Environment (MfE). MfE periodically revises these emissions factors, with changes occasionally being significant. Accordingly, we have assessed the aggregated impact on the council’s Scope 1 and 2 GHG emissions due to changes in emission factors from last year and from baseline, and confirmed the impact is not material.

We calculate both Scope 1 and 2 GHG emissions using methodologies that are consistent with generally accepted guidelines and best practice. There have been some updates in our methodologies this year. For fugitive emissions, historically, annual refrigerant charge data was provided by maintenance contractors and multiplied by the relevant emissions factor for that refrigerant to provide the associated GHG emissions. For this reporting year, due to operational changes in facility management, the numbers were not reliable. Instead, we have estimated the annual refrigerant liability using available charge data from 2017-2020 and used this estimate to determine our associated GHG emissions. We have also changed how we report our Land Use, Land-Use Change, and Livestock emissions. As previously, the new calculation method still

uses monthly livestock counts (sheep and cows) averaged over the year, however the GHG emissions from these are now calculated using these livestock counts which are then converted to tCO₂e using the emission factors from the Ministry for the Environment (MfE) Emission Factor Workbook. (In 2021/22 and 2022/23, the FARMAX GHG calculation tool was used to calculate total emissions for livestock. In 2016/17 (baseline year), the OVERSEER model was used.

In 2023/2024 our Scope 1 and 2 GHG emissions reduced by 20.8% compared to the 2016/2017 baseline. This reduction is mainly due to the decrease in total electricity use (47% reduction) and our mobile combustion (14% reduction) compared to the 2016/2017 base year.

The reduction in electricity use reflects the work that has been done since 2016/2017 to reduce the number of council’s corporate buildings, and the ongoing improvements in energy efficiency and fuel replacement across our existing buildings.

The council’s reported GHG emissions this year are greater than the annual target set in the Long-Term Plan 2021-2031, and therefore the target has not been met. However, it should be noted that there is a level of uncertainty in reporting greenhouse gas emissions, which is due to inherent scientific uncertainty in measuring emissions factors as well as estimation uncertainty in the measurement of activity quantity data. The council has had its 2023/2024 GHG emissions inventory independently verified by a third party, Toitū Envirocare (Toitū). Toitū’s verification process was conducted in accordance with ISO 14064-3:2018 and included examination of the evidence underlying the information and data disclosed in the council’s GHG emissions inventory report. It also included an assessment of the assumptions and judgements made in the preparation of the inventory report. There were no Non-Conformance Reports (NCR) unresolved in the GHG emissions inventory verification report prepared by Toitū.



CASE STUDY

Te Haumanu Taiao

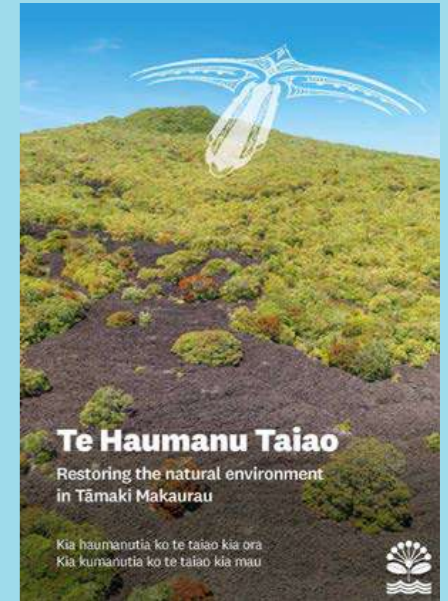
In partnership with Ngā Iwi Mana Whenua o Tāmaki Makaurau, Auckland Council co-created the guide Te Haumanu Taiao: Restoring the natural environment in Tāmaki Makaurau.

This important guide provides practical planting advice, alongside the expertise and aspirations of mana whenua for te taiao, including advice on how to engage with the public. This helps nurture the growing understanding and respect for our Te Tiriti partners shown by those involved in conservation efforts across the region.

Te Haumanu Taiao has been embraced widely across the council family, by external stakeholders and our wider conservation community. It is a testament to what can be achieved when we unite our knowledge and passion around a common vision.

Te Haumanu Taiao also sets a precedent for future collaborations between Ngā Iwi Mana Whenua o Tāmaki Makaurau and Auckland Council. It guides us towards our future together, where kaitiakitanga and stewardship of our natural environment are the norm.

Te Haumanu Taiao: Restoring the natural environment in Tāmaki Makaurau can be found on the website tiakitamakaurau.nz/te-haumanu-taiao



CASE STUDY

Access to energy coaching scheme

An energy coaching service that helps whānau cut power bills and heat their homes more efficiently has doubled its capacity across the region with support from Auckland Council.

EnergyMate employs specially trained community-based financial mentors to visit homes of eligible whānau and advise in areas like heating, lighting, hot water, shower flow, and efficient appliance use. Families are referred to the service directly from energy retailers and through community partners, Manukau Urban Māori Authority and Kootuitui ki Papakura in south Auckland and EcoMatters Environment Trust in west Auckland.

“We know the difference EnergyMate can make for households doing it tough and it’s great to have that recognised through support from Auckland Council,” says Electricity Retailers Association of New Zealand’s (ERANZ) Chief Executive Bridget Abernethy.



In addition to providing advice on energy efficiency, EnergyMate coaches also connect consumers with their power company to ensure they’re on the best plan and payment terms for their needs.

They also help them understand their electricity bill and organise community workshops showing people how to get the most out of their power.

EnergyMate helps to keep bills affordable; 30 per cent of households made a positive change with their power company after a coaching visit and 67 per cent saw a reduction in their power bills.

The programme, an ERANZ-led initiative, is funded by electricity retailers, lines companies and the central government. It has been operating in Auckland since 2019. The service is available in locations across New Zealand and it has helped more than 2,500 households nationwide.



▲ Taiao rangers



Ngā ratonga hapori ā-rohe

Regional community services

We provide community services and maintain facilities to enable connected, healthy and strong communities.

We deliver a wide range of arts, cultural events and grants to meet the needs of our diverse communities, including citizenship ceremonies, Suffrage Day celebrations and ANZAC Day services. These services create a sense of belonging and encourage participation. We enable education through our library services and deliver a range of sport activities through pool and leisure facilities.

Our aim is for Aucklanders to be active and healthy, through the use of our indoor and outdoor recreation facilities, and participation in a range of offerings that support the achievement of individual health goals.

We are on a journey to make our facilities more efficient and sustainable with the installation of solar panels at 10 sites, including Manurewa, Albany and Lloyd Elsmore Park Pool and Leisure Centre. We are also replacing gas boilers at Manurewa War Memorial Park, Moana Nui-A-Kiwa Pool and Laurie Gibbons Memorial Park, to reduce operational costs and also the impacts on the environment.

Pool and leisure centres welcomed 8.2 million visits across both council-operated and contracted sites – a 17 per cent increase from the previous financial year – including around 35,000 members.

The flood damaged West Wave Pool and Leisure Centre has been restored and further seismic strengthening was completed, with full services resuming in October 2023. West Auckland communities can once again enjoy the hydrotherapy pool, lap pool, wave pool, dive and learn-to-swim pools, hydro slide and sauna/spa offerings with the support of our kaimahi (employees).



Westwave pools ▲

Projects delivered with support through the **Sport and Recreation Facilities Investment Fund provided for sports and recreation infrastructure improvements**, including a covered riding area at the West Auckland Riding for Disabled, the lights renewals at the Auckland Netball Centre and the clubhouse redevelopment at Mt Albert Rugby League Club. Court renewals were also delivered at Waiuku Netball Centre and Titirangi Tennis and Squash Club as part of this programme.

7.3m
regional parks visits (5.9m previous year)

8.2m
pool and leisure centre visits (6.9 previous year)

The growing population in the Ōrewā area is one of the reasons for the **renewal of Ōrewā Library and Community Centre**. The work includes an addition of a mezzanine floor to create additional space, as well as installing a new roof. A temporary library was established for the community during the renovation, which is expected to be completed by June 2025.

The campaign '100 reasons to have a library card' won the first place in the IFLA PressReader International Marketing Award 2024, among over 100 submissions from libraries worldwide. The campaign was developed to raise awareness of our library collections and services.

We **continue to enhance customer experience via digital channels** and investigate alternative ways of delivering services – including through partnerships and multi-use facilities.

Website visits and library e-issues experienced significant activity, with e-issues hitting a new record of 5.1 million. More than 5.4 million internet sessions, high use of library computers and WiFi have shown the importance of providing digital services to meet the community needs.

We enabled a range of events throughout the year. During summer months, Movies in Parks was well received with an estimated total of 9,000 visits across the parks. One Music in Parks event was held at the Ōtāra Market, with an estimated 400 attendees.

The Auckland Writers Festival hosted thousands of books lovers from all around the country in the Aotea Centre and its theatres. **Auckland Heritage Festival** was held at the Blue Water Black Magic Gallery at the New Zealand Maritime Museum. The brand-new two-day Splash Landing event was held in Ōrākei and the Celebrating Cultures Festival in Howick.

As part of the Matariki Festival, Manu Aute Kite Day was delivered by festival partner Ngāti Whātua Ōrākei, showing spectacular kites of all shapes and sizes.

Our Proud Centres work in strategic partnership with Auckland Pride. Pride Month takes place every February as we celebrate, spotlight and uplift rainbow kaimahi and communities.

The Parnell Festival of Roses was held in November with approximately 7,000 attending throughout the day. Around 300 trees were given away in **support of the Urban Ngahere Strategy**, and around 600

potted flowers to encourage bees in gardens.

Auckland's Urban Ngahere (Forest) Strategyⁱⁱⁱ targets a 30 per cent average canopy cover across Auckland's urban area by 2050. Around 1,600 large (1.5 to 2 metre) trees and over 250,000 small trees were planted this year.

Construction of Te Kori Scott Point, New Zealand's first fully sustainable sports park is in progress to create a 16.4-hectare park made up of three main sections:

- sports and active recreation
- informal recreation – areas used for walking, playing and relaxing
- ecological restoration and conservation.

The project was designed in partnership with local iwi and combines Te Aranga Māori design principles. It has received strong support from the Upper Harbour Local Board, and connects the green infrastructure and built elements in the park environment to enhance biodiversity and connect people with nature.

An important milestone was reached in February 2024 when the Henderson-Massey Local Board approved a 2.5 hectare **land lease to Te Atatū Marae** for the next 34 years, enabling the development of marae.

Construction on the first boardwalk stage of **Te Whau Pathway** restarted in December 2023 to provide a safe off-road alternative route and connect several businesses and sports clubs within the Henderson-Massey Local Board area. This will be the entry point and a key connection between the existing Northwestern cycleway and the bus interchange at Te Atatū Road.



▲ New Lynn library

The 108-year-old heritage kiosk **Te Wharekura**, next to the downtown ferry terminal, has been repurposed into a cultural and marine education space on the waterfront. The name Te Wharekura was gifted by Ngāti Whātua Ōrākei and it translates literally to 'house of learning'. Ngāti Whātua Ōrākei and Auckland Council partnered to deliver this project which celebrates the cultural richness of Te Waitematā and aims to inspire its protection. This supports the **Kia Ora Te Ahurea: Māori Identity and Culture** initiative.



In February 2024, the first of **17 interpretive text and bilingual signage** was officially delivered in the Wairaki / Lynfield Reserve. The return of traditional names to the whenua (land) helps to raise visibility of te reo Māori and restore mana and mauri to the land, and is in alignment with the **Kia Ora Te Reo: Te Reo Māori** initiative.

The Kete Kōrero application was launched including a pepeha builder, te reo Māori support and also tikanga and te ao Māori content as a part of the revised service from the council’s Ngā Kete Akoranga (NKA) programme.

Queen Street saw the return of a Molly Macalister’s Māori Figure in a Kaitaka Cloak. The sculpture, originally commissioned in 1964 by the council, is significant to the people of Tāmaki Makaurau / Auckland and Ngāti Whātua Ōrākei. Molly Macalister was commissioned to create “a Māori figure in traditional form” and the model for the rangatira was of Ngāti Whātua.



Things we are keeping an eye on

Auckland is one of the most diverse cities in the world, which means our community services, such as libraries, recreation centres, community halls, parks and swimming pools, must meet the needs of our diverse population. Many of our community facilities are aging and require significant investment to bring them up to standard. Continued decline in physical visits also indicates customer preferences are changing. We closely monitor our grants programme to ensure the funded activities have a positive effect for their communities.



▲ Te Wharekura

i. the Haymans Park (estimated 1,200 visitors), Parrs Park in Glen Eden (estimated 2,500 visitors), Henderson Park (estimated 1,800 visitors) and Glover Park in St Heliers (estimated 3,500 visitors)

ii. who include (but are not exclusive to) asexual, akava’ine, bisexual, fa’afafine, fakaleiti, fakafifine, gay, genderqueer, intersex, lesbian,

mahu, non-binary, palopa, queer, questioning, takataapui, tangata ira tane, tongzhi, transgender, transsexual, vaka sa lewa lewa and whakawahine

iii. The Strategy includes a vision, three main objectives and 18 High Level Actions to achieve this goal.

Regional community services performance measures

Result against target ● Achieved ● Substantially achieved ● Not achieved *Impacted by COVID-19

We manage Auckland’s natural environment and help Aucklanders adopt a low carbon lifestyle

| The number of New Zealand native plants grown for revegetation programmes in the Botanic Gardens | | Result against target | ● |
|--|------|-----------------------|---|
| Target 2024 | | 60,000 | |
| Result | 2024 | 62,859 | |
| | 2023 | 60,000 | |
| | 2022 | 60,524 | |

| The number of volunteer hours worked in regional parks each year | | Result against target | ● |
|--|------|-----------------------|---|
| Target 2024 | | 80,000 | |
| Result | 2024 | 41,364 | |
| | 2023 | 37,091 | |
| | 2022 | 22,988* | |

We provide library services and programmes that support Aucklanders with reading and literacy and opportunities to participate in community and civic life

| The number of library items checked out (including e-items) (millions) | | Result against target | ● |
|--|------|-----------------------|---|
| Target 2024 | | 18.40m | |
| Result | 2024 | 16.44m | |
| | 2023 | 15.5m | |
| | 2022 | 13.1m* | |

Total issues were 6 per cent higher this financial year compared to last financial year, showing continued growth. Targets are based on ambitious assumptions around the pandemic recovery and lack of knowledge about longer-term changing customer behaviour. Some highlights include the performance of the Besties collection (a collection of new and bestselling books available at our libraries) and of e-issues.

Issues for e-books and e-audiobooks were 27 per cent higher than the previous financial year - an increase from 4m in the 2023 financial year to 5.1m in the 2024 financial year, the largest percentage increase in e-issues to date.

| The number of website sessions for the Auckland Libraries website and library catalogue | | Result against target | ● |
|---|------|-----------------------|---|
| Target 2024 | | 5.90m | |
| Result | 2024 | 5.53m | |
| | 2023 | 4.81m | |
| | 2022 | 4.50m* | |

Website sessions are below target but continue the upward trend after the pandemic impacts and 15 per cent higher than the 2022/2023 financial year. Probable impacts on usage include the launch of the new online catalogue in the 2022/2023 financial year, changing customer needs and behaviour, and customer preferences for alternate options when interacting with our services and content that bypasses the website (e.g. the Libraries App). Towards the end of the 2023/2024 financial year, there was a significant increase in website sessions that aligned with the start of the Auckland Libraries new monthly ‘What’s On’ newsletter and a number of promotions.

| The number of active library members (members who have used their membership account at least once in the past 12 months) | | Result against target | ● |
|---|------|-----------------------|---|
| Target 2024 | | 425k | |
| Result | 2024 | 400.1k | |
| | 2023 | 376.5k | |
| | 2022 | 341.3k* | |

There was a notable recovery in the second half of this financial year, with numbers 7 per cent higher than the same period in the previous financial year. A number of initiatives and promotions for library services including content creation, exhibitions, cultural promotions, and the ‘100 reasons to have a library card’, campaign have increased our reach and raised interest. Combined with a wide range of various social media marketing strategies and our e-newsletter, we are attracting a wider group of people into Auckland Libraries.



We provide safe and accessible parks, reserves, beaches, recreation programmes, opportunities and facilities to get Aucklanders more active, more often

The percentage of residents participating in sport and recreation at least once per week¹

The national weekly participation rate in sport and recreation for adults aged 18+ is 74 per cent, while Auckland is slightly higher at 75 per cent. Notably, at a national level, gym membership has steadily increased since 2017, while [sports] club membership has fluctuated. Both gym and club memberships are higher than in 2017 and have the same proportion of adult members, with one in five adults belonging to a gym or club.

| | | |
|-----------------------|------|-----|
| Result against target | | ● |
| Target 2024 | 72% | |
| Result | 2024 | 75% |
| | 2023 | 70% |
| | 2022 | 73% |

The percentage of the public who have used a regional park in the last 12 months¹

With a wet winter in 2023 and a settled period between January 2024 and May 2024, the visitation has varied. Severe weather events had a significant impact with damage to tracks in parks, drainage and bridges which had an impact on visitation. The events also had a notable effect on the number of volunteers in regional parks who would have contributed to the results.

| | | |
|-----------------------|------|------|
| Result against target | | ● |
| Target 2024 | 76% | |
| Result | 2024 | 68% |
| | 2023 | 67% |
| | 2022 | 67%* |

The percentage of regional park visitors satisfied with the overall quality of their visit¹

Satisfaction with facilities within regional parks has increased by 3 per cent from the 2022/2023 financial year, however, there was an overall decrease in satisfaction with regional parks as a whole. Key suggestions for improvements to facilities related to toilets, drinking water, parking, barbecue/picnic facilities (including tables and benches) and showers.

| | | |
|-----------------------|------|-----|
| Result against target | | ● |
| Target 2024 | 96% | |
| Result | 2024 | 93% |
| | 2023 | 97% |
| | 2022 | 98% |

Lack of information displayed in parks also impacted the result, with suggestions to provide direction signage and maps. In response, we are developing QR code signs to download maps and brochures, and noticeboards are in the process of being updated to be consistent across the network.

We provide rental services to older tenants and maintain the older persons property portfolio

Percentage of tenants satisfied with the provision and management of “housing for older people”

Performance has increased significantly compared to prior year, with satisfaction with staff, unit maintenance and grounds maintenance improving over the last 12 months. Positive comments from tenants have mentioned support and care from staff, speed of response to maintenance issues and improvement in grounds-related aspects. Suggested improvements are further assistance from staff in connecting with neighbours and restricting access to villages for non-residents.

| | | |
|-----------------------|------|-----|
| Result against target | | ● |
| Target 2024 | 79% | |
| Result | 2024 | 97% |
| | 2023 | 89% |
| | 2022 | 88% |

We showcase Auckland’s Māori identity and vibrant Māori culture

The percentage of regional programmes, grants and activities that respond to Māori aspirations²

Highlights from the year include the regional community empowerment work programme responding to the needs of Māori with a successful year of targeted homelessness and Community Action on Youth and Drugs (CAYAD) initiatives. There was an increased Māori programming focus at Q Theatre, and a new iwi Matariki relationship was established, helping to guide the shape and level of programming activity for Māori in the arts and culture space. While regional events performed on par with previous years, the impact of higher delivery costs and reduced funding availability had an impact on the overall events programme.

| | | |
|-----------------------|------|-----|
| Result against target | | ● |
| Target 2024 | 24% | |
| Result | 2024 | 38% |
| | 2023 | 30% |
| | 2022 | 37% |

1. Results for these measures are sourced from the Auckland Residents’ Survey. More information on this survey and its judgements can be found on pages 165 - 167 of this document.
 2. Creative communities scheme grants are funded by central government and are no longer included in this measure. Auckland Council has no control over the applications and approvals of the grants and merely provides an administrative function.

CASE STUDY



Rere atu taku poi! Let my poi fly!

Since 2019, Auckland Libraries have been working with communities and publishers to ensure more stories are told that reflect the diversity of the people living in Tāmaki Makāurau / Auckland.

Using the skills and relationships of our kaimahi to connect with talented creatives, the book *Rere atu taku poi! Let my poi fly* is the outcome of one of these collaborations.

The bilingual children’s picture book portrays the experience of tamariki takatāpui, gender diversity and fluidity in te ao Māori, and more specifically in the context of kura and kapa haka. Written by Dr Tangaroa Paul (Irarere, Muriwhenua), and illustrated by Rebecca Gibbs (Rongowhakaata), the book is a co-publication between Auckland Council Libraries and Oratia Books. It aims to empower tamariki and rangatahi identifying as takatāpui by seeing positive role models in their community, and to increase

understanding and acceptance of people identifying as takatāpui in our communities.

This initiative, focused on Māori and LGBTQIA+ communities, promotes Auckland Libraries as a space of belonging. The book itself, and the additional resources produced show that Auckland Libraries is an ally and actively supports and promotes these communities.

The book was launched February 2024 at Te Atatū Peninsula Library, as part of PrideFest Out West. The book made number two on Kete Book’s Aotearoa NZ Bestseller List for 4-10 February (for children and young adults; data provided by Nielsen BookScan NZ).

As well as copies being available to borrow in libraries, *Rere atu taku poi! Let my poi fly* is also available to purchase in bookshops and through library suppliers.

CASE STUDY



We Read Auckland 2023, showcasing books by Aucklanders, for Aucklanders.

‘We Read Auckland’ is a winter reading promotion held at our libraries during August. It features and celebrates the stories about Auckland, told by Aucklanders. There were popular author talks based in community libraries throughout Tāmaki Makāurau, as well as author interviews hosted on the Auckland Libraries podcast platform.

The ‘We Read Auckland Bestie collection’ was launched during the month, showcasing 10 popular local book authors published within the previous year. We had a great range of fiction and non-fiction titles and stories that represented the diverse interests of Aucklanders.

The ‘Bestie collection’ proved successful with customers and local authors knocked the usual ‘Top 3’ fiction authors titles (Lee Child, Michael Connolly and David Baldacci) off the top of the fiction chart.



Most-borrowed adults’ fiction 2023

- 1. The doctor’s wife** by Fiona Sussman
- 2. One of those mothers** by Megan Nicol Reed
- 3. Everything is beautiful and everything hurts** by Josie Shapiro
- 4. Better the blood** by Michael Bennett
- 5. Poor people with money** – a novel by Dominic Hoey

Top checkouts for collection for August 2023

- 1. The doctor’s wife** by Fionas Sussman (956)
- 2. One of those mothers** by Megan Nicol Reed (870)
- 3. Everything is beautiful and everything hurts** by Josie Shapiro (836)
- 4. Better the blood** by Michael Bennett (771)
- 5. Second chances: Facing my demons and finding a better me** by Hayley Holt (608)
- 6. Poor people with money** – a novel by Dominic Hoey (595)
- 7. There’s a cure for this** – a memoir by Emma Espiner (574)
- 8. Girls that invest: Your guide to financial independent through shares and stocks** by Simran Kaur (477)
- 9. How to loiter in a turf war** – a novel by Coco Solid (360)



Te mana hautū ā-rohe

Regional governance

We provide support and advice to the Governing Body – which consists of the mayor and 20 councillors – and council-controlled organisations, enabling effective governance.

We supported the Governing Body in developing the Long-term Plan (LTP) 2024-2034, including supporting community engagement, analysing and meeting consultation requirements. Local boards have focused on local community engagement activities and provided their input for the LTP. The Māori Outcomes political working group explored how best to deliver on Māori Outcomes and Kia Ora Tāmaki Makaurau in the LTP. Aucklanders provided around 28,000 pieces of public pieces of feedback. The LTP was adopted in June 2024.

The Governance Support team hosted and managed 337 meetings including 129 workshops with a total of 855 hours spent attending meetings.

A recent Ombudsman’s investigationⁱ into eight councils around the country (Auckland Council was not part of the investigation) considered actions and decisions in relation to council meetings held under the Local Government Official Information and Meetings Act 1987 (LGOIMA) and workshops (or informal meetings) not held under LGOIMA. The Ombudsman considered if councils were using workshops and other informal meetings to make decisions, and made a number of recommendations to improve the openness and transparency, including the recommendation that workshops should be open by default (closing them only when good reason exists).

In response to that recommendation, the Governing Body resolved that workshops should be open by default, unless there is a particular case for a closed workshop. Some local boards already hold workshops in open, while others are considering the Ombudsman’s recommendations. In relation to the Ombudsman’s other best practice recommendations, the council’s existing practices are either generally consistent with, or working towards the Ombudsman’s recommended approach.

Flood recovery triggered two separate consultations – the Storm Recovery and Funding Storm Recovery consultation, receiving 2,051 and 2,461 submissions respectively.

We also supported other regional decisions and analysis for the:

- Māori seats on council
- Future Development Strategy
- National Policy Statement on Freshwater
- Waste Management and Minimisation Plan.

Overall, we received over 60,000 public submissions this year.

We had over 270,000 visits to our community engagement site AKHaveYourSay and invited feedback on our services from 248,000 customers.



To reflect the **Kia Ora Te Reo: Te Reo Māori** initiative, we supported the use of **te reo Māori translated materials** in the public consultation process. Around 20 per cent of Aucklanders surveyed said they had provided feedback to the council on policies, plans, development or potential changes to the region or local community. Mana whenua and mataawaka capacity grants support participation in the council’s key decision-making cycles and processes.

We also aim to have Māori representation on advisory panels (other than the Ethnic Communities or Pacific

People’s panels). The demographic advisory panels membership is now 16.4 per cent Māori, up from 7 per cent for the previous term.



The Shoreline Adaptation Programmeⁱⁱ includes plans for 20 coastal areas across the region and we have started the consultation process with Aucklanders from seven different areas. The objective of these plans is to raise awareness of and receive feedback on how communities use and value coastal areas and the challenges associated with adapting to the impacts of coastal hazards and climate change.

CASE STUDY

Auckland Council’s LTP 2024-2034 participatory forums

As part of Auckland Council’s commitment to embed deliberative democracy methodology into our decision-making processes, participatory forums were held as part of the engagement plan for the LTP. The aim of these forums was to:

- Increase levels of knowledge with the participants about issues and challenges, to allow them to share more informed and considered views.
- Offer citizens the opportunity to gain an increased appreciation of challenges and prioritisations faced by decision makers.

- Offer citizens the opportunity to have meaningful involvement in decisions that affect them and their communities with the aim of leading to greater trust and confidence between council and the community.
- Increase civic engagement and participation in the political process

A survey conducted with participants showed over 80 per cent felt they had a good opportunity to contribute to the future of Auckland.

Community Partners event ▼

i. Open for business: A report on the Chief Ombudsman’s investigation into local council meetings and workshops <https://www.ombudsman.parliament.nz/resources/open-business-report-chief-ombudsmans-investigation-local-council-meetings-and-workshops>

ii. <https://www.aucklandcouncil.govt.nz/plans-projects-policies-reports-by-laws/our-plans-strategies/topic-based-plans-strategies/environmental-plans-strategies/shoreline-adaptation-programme/Pages/shoreline-adaptation-plans.aspx>



Things we are keeping an eye on

Our elected members rely on high quality, neutral and thorough advice to make critical decisions on behalf of the city. We want all Aucklanders to have a voice in decision-making and find ways to overcome low public engagement and low voter turnout. We have an obligation to engage with Aucklanders so they can provide input into decisions made by the council on their behalf.

We consult with a wide range of Aucklanders when key decisions need to be made, run surveys to gather feedback on issues, and use demographic advisory panels to seek feedback from specific communities. Low civic engagement poses a risk when mobilising Auckland’s population in times of crises. Our policies and services are increasingly being designed and delivered through greater collaboration with users or the broader public. This helps to better understand issues and risks, and to design solutions that are more likely to meet users’ needs and achieve other policy objectives.



Regional governance performance measures

Result against target ● Achieved ● Substantially achieved ● Not achieved *Impacted by COVID-19

We contribute to resilient, sustainable, and thriving marae facilities and infrastructure that support marae as hubs for their communities

The number of mana whenua and mataawaka marae that received support^{1,2}

12 marae received funding through the Marae Infrastructure Programme, seven through the Cultural Initiatives Fund, additional two through Resilient Marae and one through a local board grant. No marae were double counted but nine received funding support across multiple council support programmes.

| | | |
|-----------------------|------|-----|
| Result against target | | ● |
| Target 2024 | | 22 |
| Result | 2024 | 22 |
| | 2023 | 24 |
| | 2022 | 18* |

We provide opportunities for Aucklanders to contribute to community and civic life

The percentage of Aucklanders who feel Council provides opportunities for them to have a say in shaping Auckland

While below target, this represents an increase of two percentage points since 2023, the third consecutive annual increase since 2021 and the highest result since this was first collected in 2016 (when it was 28 per cent). Likely factors in this increase include a number of relatively high-profile consultations in the last 12 months and significant media coverage of these.

| | | |
|-----------------------|------|-----|
| Result against target | | ● |
| Target 2024 | | 50% |
| Result | 2024 | 44% |
| | 2023 | 42% |
| | 2022 | 37% |

The percentage of Māori residents who believe that they have adequate opportunities to have their say in decision making

The result is the same as in the 2022/2023 financial year. Auckland Council increased the level of engagement with mana whenua (relationship agreements and providing capacity grants) during the 2023/2024 financial year. We have also worked with an increased number of mataawaka groups including rangatahi (younger generation), Takatāpui (Rainbow communities) and wāhine (woman). We also note that Auckland Council consulted on the introduction of Māori wards, in addition to the LTP. Both kaupapa involved running bespoke engagement events for mataawaka and mana whenua, including in-person and on-line events, to reach as many Aucklanders as possible.

| | | |
|-----------------------|------|-----|
| Result against target | | ● |
| Target 2024 | | 50% |
| Result | 2024 | 36% |
| | 2023 | 36% |
| | 2022 | 39% |

The number of compliance notices issued by the Privacy Commissioner

No compliance notices issued this financial year.

| | | |
|-----------------------|------|---|
| Result against target | | ● |
| Target 2024 | | 0 |
| Result | 2024 | 0 |
| | 2023 | 0 |
| | 2022 | 0 |

The percentage of LGOIMA and Privacy Act decisions made and communicated within statutory timeframes

Ability to meet statutory timeframes was impacted by a number of key events. In particular, the back-log from the flooding events in the last financial year had an impact on new requests that came in the 2023/2024 financial year. Privacy work increased significantly, and many more people sought information about themselves under the Privacy Act 2020. Aucklanders are becoming more aware of their privacy rights and the number of breaches reported directly impacts workloads. This function will have a refreshed focus relating to customer experience in the next financial year as a result of organisational efficiencies alongside further consideration of resourcing requirements.

| | | |
|-----------------------|------|-------|
| Result against target | | ● |
| Target 2024 | | 95% |
| Result | 2024 | 72% |
| | 2023 | 75.0% |
| | 2022 | 82.3% |

We support the Māori led housing and papakāinga development through planning & development processes

The number of Māori organisations and trusts supported to progress Māori housing and papakāinga development³

The Māori Housing Projects are externally led by Māori trusts and organisations. The support the Māori Housing Unit provides spans across the development spectrum, from vision to delivery. The number of projects the unit supports is determined by the customers’ readiness to proceed, which is beyond the control of council. More recently, government has increased targeted support towards Māori Housing initiatives. This has improved the ability for Māori trusts and organisations to progress their projects.

Eight projects were completed in the previous financial years reducing the result to 21, however three new projects were also added bringing the total up to 24.

| | | |
|-----------------------|------|----|
| Result against target | | ● |
| Target 2024 | | 24 |
| Result | 2024 | 24 |
| | 2023 | 29 |
| | 2022 | 23 |

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



Te whakamahere ā-rohe

Regional planning

We plan for Auckland’s growth with a focus on community wellbeing and prepare plans for infrastructure resilience.

Our activities include spatial planning, strategy, research, maintaining and monitoring and we aim to improve the natural environment and heritage protection. We also prepare the community and social policies, urban design, infrastructure planning and the Community and Social Innovation (Southern and Western) Initiatives.

Our planning activities are led by the **Auckland Unitary Plan**ⁱ and the Future Development Strategy, which guide what can be built and where, to create a higher quality and more compact Tāmaki Makaurau / Auckland and to enable growth. We also review the plan and make changes as our environment changes, or when new government legislative reformsⁱⁱ take place.

The Unitary Plan influences how the Auckland map looks, including **changes in high-density and low-density zoning**ⁱⁱⁱ and the around 70 transport projects that support the urban growth.

Before implementing any significant changes, we seek Aucklanders’ feedback through public consultation to get a better understanding of their challenges and concerns, and we **build on feedback from the community**.

Climate change and recent impacts from the 2023 floods are also the **key drivers** in shaping our city. We plan and prepare for those impacts as we develop the waterfront properties and build our shoreline resilience^{iv}.



We are implementing the Te Tārūke-ā-Tāwhiri: Auckland’s Climate Plan through forming regional partnerships and a cross-sectoral leadership group to drive change across the region. We have fully completed the upgrade of **Wai Horotiu / Queen Street** from Mayoral Drive to Customs Street. This project has delivered a people-friendly, green and spacious street and it is progressing towards a zero-emissions area in the Queen Street.

In alignment with the City Centre Masterplan, the City Centre Programme has delivered projects that have been funded (in part or fully) by the City Centre Targeted Rate (CCTR). The projects contribute to increasing the capacity, efficiency and safety of travel,

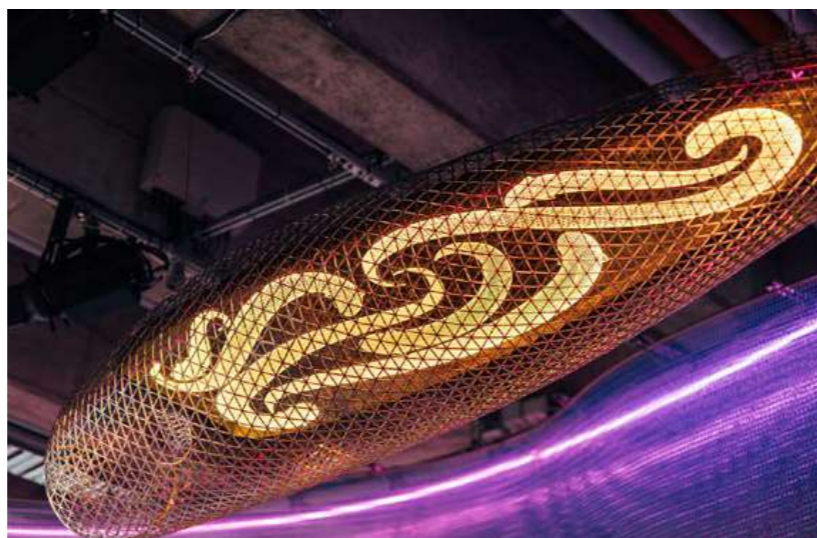
i. <https://unitaryplan.aucklandcouncil.govt.nz/>

ii. Such as the National Policy Statement on Urban Development Capacity (NPSUDC).

iii. For more information refer to Auckland Unitary Plan Map.

iv. For more information about the Shoreline Adaptation Plans see page 99.

provide the enabling infrastructure for growth and improve the attractiveness, safety and vibrancy of the city centre.



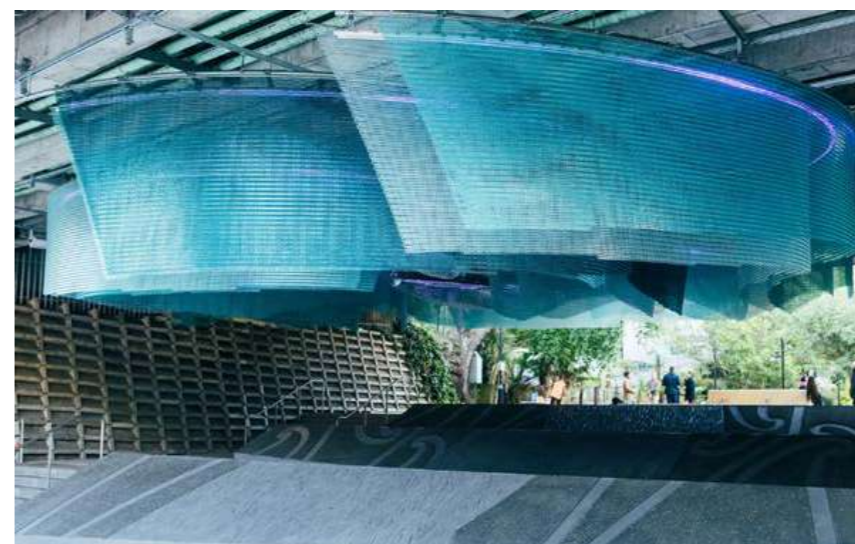
Graham Tipene’s multi-sensory artwork *Waimahara* ▲▶

Completed in December 2023, the **Myers Park Upgrade** is a shining example of how infrastructure and art can come together to create a public place that enriches lives, enhances connectivity and inclusivity and delivers sustainable outcomes for future generations. The project delivered a new boardwalk, 24 new native trees, a wetland garden, flood mitigation elements to collect and drain extreme rainfall, concrete detailing in the underpass, and a new stairway to Queen Street. It also features the multi-sensory artwork **Waimahara**, created by Graham Tipene, which infuses the space with a profound cultural identity, honouring the ancient waters that once flowed through the area.

The **Te Hā Noa** project in Victoria Street is continuing to progress alongside the City Rail Link streetscapes. Victoria Street was opened to east-west traffic in December 2023, after being closed since 2021 for City Rail Link construction. Construction continues on the southern side as well as on the section of Victoria Street between High Street and Kitchener Street. Once completed, the project will provide spacious

footpaths, a new protected cycleway, generous seating areas combined with new garden beds and 20 native trees and two lanes for general traffic.

As part of the **midtown regeneration programme**, we are delivering a comprehensive development response approach to support properties, residents and businesses impacted by construction. There is a strong focus on maintaining a positive customer experience, managing construction disruption, safety, street health and cleanliness. This includes the **midtown Small Business Support Programme** to help businesses adapt to the changing environment and prepare to take advantage of new spaces following construction. This includes a specialist business connector, annual micro-grants, and support for expanding outdoor dining as new spaces come online.



Construction of the **new plaza behind Waitemātā Station** (Britomart) and the shared space redevelopment of **Tyler Street** commenced in July 2024, being the final phase of the creation of high-quality public spaces around the CRL Waitemātā Station.

Design is underway for **Emily Place Improvements**, **Mills Lane** and Swanson Street Service Lane, and the **Nelson Street Laneway** in the Victoria Quarter. The public consultation and community feedback has helped shaped the design plans.

Planning is underway for improvements in the **Victoria Quarter** and the **High Street District**. The next steps are now focusing on community engagement, to understand the community aspirations for the area, as well as considering safety and amenity improvements.

vi. Read more in the Māori Outcomes Annual Report 2023/2024.

We partnered with artists, community groups, mana whenua, businesses and business associations to deliver **activation and placemaking** which help the city centre continue to feel vibrant, attractive and safe for Aucklanders. **Christmas in the City Centre 2023** featured the Christmas pavilion in Te Komititanga with more than 100 performances across 23 days, alongside Christmas performances on Queen Street, and Christmas in the Square at Aotea Square.

Matariki ki te Manawa celebrates the importance of Matariki, while adding light and vibrancy during the winter low season. There were more than 50 free public events, performances, dance, workshops and traditional and contemporary arts, alongside four major lighting installations across the city centre, such as *Tūrama* which returned to Queen Street. *Tūrama* features a waharoa (gateway) which marks the place

where the land once met the sea on Auckland’s original shoreline. In 2024, a new piece *Whai* was created on the Victoria Street carpark building to add interest during construction in the area.

In February 2024 we delivered the first **Lunar New Year** festival in the city centre. This was a contemporary pan-Asian celebration of culture, leveraging the wide range of Asian-owned retail and hospitality in the city centre.

We also supported others to bring additional vibrancy, culture and diversity to the city centre through CCTR support for **expanded public**

programming in other festivals and events such as Record Store Day, Pride Festival, Africa Month, Auckland Arts Festival, Nowruz and the Auckland Festival of Photography.



The Māori Cultural Heritage Programme was set up to protect Māori cultural heritage and recognise sites of significance, aligning with the **Kia Ora Te Ahurea: Māori Identity and Culture** initiative. It has delivered a new tool, the ‘Māori Heritage alert layer’ to raise awareness of those sites during the planning process. Over 350 sites were included in the records and 50 were signed off by mana whenua so far. The aim is that planners will be more aware of sites that are taonga to Māori, and that ultimately more precious Māori cultural heritage sites will be protected^v.



Things we are keeping an eye on

If not well managed, population growth can have negative effects on a city, resulting in limited open and green spaces, fewer public amenities and ineffective transport links. We engage with landowners and developers and provide master planning advice to ensure that development is done sustainably and in a way that supports our city’s communities and environmental, economic, and social wellbeing.

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

Regional planning performance measures

Result against target ● Achieved ● Substantially achieved ● Not achieved *Impacted by COVID-19

We meet all planning legislative requirements

The percentage of Auckland Unitary plan changes and notices of requirement processed within statutory timeframes

All nine decision notices on plan changes to the Auckland Unitary Plan were released within the two-year statutory timeframe of the RMA (Resource Management Act).

| | | |
|-----------------------|------|------|
| Result against target | | ● |
| Target 2024 | | 100% |
| Result | 2024 | 100% |
| | 2023 | 100% |
| | 2022 | 100% |

The percentage of adopted core strategies, policies and plans incorporating Māori outcomes or developed with Māori participation

All nine plan changes to the Auckland Unitary Plan were developed with Māori participation as required by the Resource Management Act. The single other adopted plan being the ‘Spatial Land use Strategy for the Dairy Flat and Silverdale Future Urban Zones November 2023’ also incorporated Māori outcomes and was developed with Māori participation.

| | | |
|-----------------------|------|------|
| Result against target | | ● |
| Target 2024 | | 100% |
| Result | 2024 | 100% |
| | 2023 | 100% |
| | 2022 | 100% |

We provide a coordinated council response to major development and infrastructure programmes, including major housing developments

The percentage of Development Programme Office programmes that identify and engage with key stakeholders, Mana Whenua and Māori organisations

| | | |
|-----------------------|------|------|
| Result against target | | ● |
| Target 2024 | | 95% |
| Result | 2024 | 100% |
| | 2023 | 100% |
| | 2022 | 100% |

The percentage of City Centre Targeted Rate programme delivered on time and within budget

Performance has improved from the last financial year, despite some delays in construction. Last year, progress was significantly affected by a number of external factors with major events such as the FIFA World Cup and other public sector developments (City Rail Link and Auckland Transport initiatives).

| | | |
|-----------------------|------|------|
| Result against target | | ● |
| Target 2024 | | 80% |
| Result | 2024 | 91% |
| | 2023 | 63% |
| | 2022 | 58%* |



CASE STUDY

Auckland Unitary Plans contribution to housing affordability

Planning controls in Auckland prior to the Auckland Unitary Plan set restrictions on both housing types and density across most residentially zoned land. These restrictions on housing supply impacted the affordability of houses for both purchase and rent.

The options explored through the development and hearings on the Auckland Unitary Plan involved removing density restrictions across most residential zones, together with more strongly enabling both apartment and terrace housing options. In addition, large areas at the edges of our city were either zoned to enable development or identified as future urban areas.

In 2016, the Auckland Unitary Plan came fully into force, opening up these housing development opportunities.

Research from the University of Auckland finds that around 22,000 new homes consented between 2016 and 2021 were a direct result of upzoning in the Auckland Unitary Plan. To put this into context, that is one-third of all homes consented in residential areas in that period.^{vi}

That equates to 50 per cent more dwellings consented than would otherwise have been the case. On average, between 2017 and 2023, Auckland issued 9.5 consents per 1000 residents, compared to 5.9 between 1996 and 2016. The average rate of consents per 1000 residents for the rest of New Zealand rose from 5.4 to 7.0. The equivalent rate for the Wellington region rose from 4.1 to 5.6.

This rate of consenting between 2017 and 2023 has outperformed New South Wales (7.1 consents per 1000 residents) and almost matched Victoria (9.6 per 1000).

The 21,800 new homes consented from 2016 to 2021 were a direct result of the Auckland Unitary Plan and would not have occurred in its absence. That is one-third of the dwellings consented in residential zones in that period.

Without the Auckland Unitary Plan, there would have been 43,900 consents for new homes between 2016 and 2021, rather than the actual 65,700 consents in residential zones, a 50 per cent increase.

Rents and house prices in Auckland have been on a lower growth path than New Zealand as a whole. Rents in Auckland increased by 22 per cent between 2017 and 2024, compared with 34 per cent nationally and 36 per cent in the Wellington region.

Research finds that rents for three-bedroom homes in Auckland were 26 per cent to 33 per cent lower six years after the Auckland Unitary Plan than they otherwise would have been.

vi. For more information refer to Auckland Economic Quarterly – March 2024, published on Auckland Council website.

Ngā ratonga para Waste services

We are committed to taking care of the environment by providing waste management and resource recovery services, managing the Waitākere transfer station, and developing a network of community recycling centres across the region.

We continue to provide kerbside collection services for rubbish, recycling and food scraps. We **collect and process food scraps** to divert this organic resource from landfill.

The main rollout of the food scraps programme began in April 2023, and was completed in November 2023. More than 475,000 households now have access to the service, the largest food scraps rollout in Australasia (for more information refer to page 110). In the last year, we have diverted **more than 23,000 tonnes of food scraps from landfill**, which were processed into renewable energy and fertiliser at an anaerobic digestion facility. This initiative is a key part of our **Waste Management and Minimisation Plan (WMMP)** which aims to help individuals and communities reduce their waste and minimise harm to the environment. The initiative also aligns with the goals and requirements within the Aotearoa New Zealand Waste Strategy.

We continue to educate the community about the importance of using the food scraps service, composting and recycling, through our community partners, including the **Kaipātiki Project, EcoMatters Environment Trust and The Compost Collective** across the region, and we saw a positive 8 per cent reduction in kerbside bins rubbish in the last year.ⁱ



We engage with marae and Māori organisations across Tāmaki Makaurau, by empowering them on their journey to zero-waste and diverting kai (food) waste, contributing to the **Kia Ora te Marae - Marae development** initiative.

Auckland's rukenga kai (food scraps) service has also been celebrated in national awards.

In June 2024, Waste Solutions was awarded both the **Innovation Award** and **Supreme Award** by Safeguard New Zealand Health & Safety for the design

of the food scraps bin through the use of data and 3D-modelling in a way that would minimise the risk of rubbish collectors getting injuries.

In recognition of the partnerships between Auckland Council and its community partners, Waste Solutions received two more awards at the WasteMINZ Awards for Excellence 2024. Firstly, in the category **Best Research or Advocacy Project for the Food Scraps Service Rollout** (for more information refer to page 110) and secondly, in the category **Best Resource Recovery Initiative** category for the Auckland Council and Community Resource Recovery Network (ACCRRN).ⁱⁱ



Our goal is to expand the network to 21 Community Recycling Centres (CRCs) and two large resource recovery parks by 2030. This will ensure that most urban Aucklanders live within a 20-minute drive of a convenient place to bring or buy items. So far, we have 13 CRCs opened to the public.

In the last year, three new CRCs were established at Porana Road (Wairau), Pilkington Road (Tāmaki) and Waiōrea (Western Springs). We also completed major upgrades at the existing CRCs in Helensville, Devonport and Warkworth, and established a new drop-off point in Wellsford. The upgrade at Devonport CRC has also delivered an educational space for children Noughty Wasters Makerspace

to encourage creativity and sustainability from a young age.

Three new buildings were constructed at the Waitākere Refuse and Recycling Transfer Station in preparation for opening a new Resource Recovery Park in Henderson. This work was delivered as part of the **Zero Waste Auckland initiative** which aims to achieve Auckland's vision of Zero Waste by 2040 by

126kg
of rubbish per person per year (137 previous year)ⁱ

13
Community Recycling Centres (10 previous year)

309
Litter infringement notices (148 previous year)

1,895t
illegally dumped rubbish (1,634 previous year)

i. On average 126kg of rubbish was produced by person in the 2023/2024 financial year. Our target is to achieve 120kg per person by 2028.

ii. Awards for Excellence 2024 (wasteminz.org.nz).



▲ Onehunga Community Recycling Centre
▶ Devonport Community Recycling Centre



increasing the type, quantity, and quality of materials that we can recover for re-use and recycling.

We initiated a pilotⁱⁱⁱ programme to **support the minimisation of demolition waste going to landfill** as we processed the 16 damaged houses in Muriwai. We relocated two and deconstructed seven 'pilot houses' recovering reusable materials such as windows and timber, which have been delivered to the Helensville CRC. The work continues in other affected areas, including properties in Titirangi, led by the Deconstruction Panel. This Panel includes 11 suppliers, with seven of those identified as Māori and Pasifika owned businesses or social enterprises.

We recovered valuable resources during the deconstruction of the Nathan Homestead, a heritage building in south Auckland that required seismic strengthening. We worked with Deconstruction Panel members and **recovered 42m³ of materials** (equivalent to almost six large skip bins), including 3m³ of framing timber for a community DIY project. This project received positive feedback from the community and helped to distribute materials for re-use.

In partnership with two of Auckland's residential builders, around 7.2 tonnes of waste from the two house builds in west Auckland were identified, measured, weighed, photographed and categorised to gain an accurate understanding of the scrap materials disposed of on building sites.^{iv}

Reaching out to the building industry to provide help,

iii. The pilot program focuses on developing a methodology that ensures houses are fully appraised for relocation, deconstruction, soft-strip or demolition. This process also ensures that appropriate steps, such as services disconnections, are done as soon as possible after council takes possession to reduce risk of further damage.

iv. The soil and spoil removed from site was a large component of overall waste.



rubbish on both public land and private undeveloped sites and worked with the trade bodies (Master Builders and Master Painters) to promote education, appropriate messaging and prevent illegal dumping by their members.

Waste Enforcement Officers have issued a substantial number of fines to people caught dumping at hotspot sites and are trialling new cameras to help catch repeat offenders.

Battery contamination is one of our major concerns, and hazardous waste items like batteries

are increasingly causing fires in our rubbish and recycling trucks in the Auckland region. Our website www.wastenothing.co.nz provides information, resources and contacts for those who are looking for ways to dispose of their hazardous waste and particularly all forms of batteries. To further address this issue, we are actively monitoring recycling bins to identify misuse. Our approach involves educating repeat offenders through three warnings. For persistent cases, bins may be replaced with clear bags designated for recycling.



Things we are keeping an eye on

We are working towards our vision of Zero Waste by 2040 by encouraging everyone to minimise their waste. The amount of kerbside waste Aucklanders send to landfill has been dropping since we began the food scraps kerbside collection service.

In the last 12 months each of us put an average of 126kg of rubbish in our kerbside rubbish bins – an 8 per cent drop from last year.

We expect this to continue to go down as more of us make better use of our food scraps and recycling services to enable us to reach our kerbside waste target by 2028 of 120kgs per person, and 100kg per person by 2030. We also have targets to reduce total waste per person by 30 per cent and to halve council office waste by 2030.



v. Master Builders and Master Painters

Waste services performance measures

Result against target ● Achieved ● Substantially achieved ● Not achieved *Impacted by COVID-19

We manage the collection and processing of household waste and help Aucklanders minimise waste

Percentage of council controlled closed landfill discharge consents achieving category one or two compliance rating¹

| | | |
|-----------------------|------|------|
| Result against target | | ● |
| Target 2024 | | 98% |
| Result | 2024 | 100% |
| | 2023 | 100% |
| | 2022 | 100% |

Percentage of customers satisfied with overall waste collection services²

An increase of nearly 8 per cent from the 2022/2023 financial year, with increases in satisfaction levels across Waste Collection services. The bedding in of the new food scraps service increased Auckland Council’s performance and is a notable achievement.

With the development of the online journey for customers wanting to raise bin maintenance requests, there has been a noticeable increase in Customer Effort scores for waste which has also resulted in an increased satisfaction score. Planning is underway for a number of changes in the 2024/2025 financial year with the introduction of a regionwide rates-funded refuse service which will also incorporate the use of private contractor bins.

| | | |
|-----------------------|------|-----|
| Result against target | | ● |
| Target 2024 | | 75% |
| Result | 2024 | 77% |
| | 2023 | 70% |
| | 2022 | 79% |

We help Aucklanders minimise waste to landfills

The total waste to landfill per year (kg per capita)

This measure records total commercial and domestic tonnages sent to Redvale, Whitford, Claris and Hampton Downs municipal landfills (estimate) divided by the current population. While high rates of construction and demolition contribute significantly to commercial waste, this portion is reducing in line with the direction of our waste targets. Domestic waste has also reduced, further contributing to the reduction compared to the previous financial year.

| | | |
|-----------------------|------|--------|
| Result against target | | ● |
| Target 2024 | | 751kg |
| Result | 2024 | 787kg |
| | 2023 | 840kg |
| | 2022 | 804kg* |

The quantity of domestic kerbside refuse per capita per annum (kg)³

The target set in the Waste Management and Minimisation Plan (WMMP) 2018 was contingent on the Kerbside Food Scraps Service being rolled out and a shift to fortnightly rubbish collections. This roll out was delayed by two years due to COVID-19. It was completed in November 2023, and the annual kerbside refuse per capita continues to fall.

| | | |
|-----------------------|------|-------|
| Result against target | | ● |
| Target 2024 | | 110kg |
| Result | 2024 | 126kg |
| | 2023 | 137kg |
| | 2022 | 142kg |

The total number of Resource Recovery Facilities⁴

There are 13 sites that are currently operating. The newly upgraded Warkworth Community Recycling Centre (CRC) re-opened to the public on Earth Day, Monday 22 April. Sites that opened in the 2023/2024 financial year are the Tāmaki Zero Waste Hub site opened in October 2023, the Wairau site opened in September 2023 and the Waiōrea site opened in August 2023.

| | | |
|-----------------------|------|----|
| Result against target | | ● |
| Target 2024 | | 12 |
| Result | 2024 | 13 |
| | 2023 | 10 |
| | 2022 | 9 |

1. Category one are closed landfills that are fully compliant with their resource consent. Category two may not fully meet all conditions of their resource consent. This may be due to missing information or (potential) evidence of minor effects on the environment.
 2. The results for this measure are sourced from the Customer Experience Monitor Survey. More information on this survey and its judgements can be found on pages 165 - 167 of this document.
 3. This measure has a rolling 12 month period, with a one month lag i.e June to May.
 4. A Resource Recovery Facility is a facility in the community where the public can drop off reusable and recyclable items. Resource Recovery Facilities can vary greatly - from simple drop off stations in small rural areas through to large eco-industrial parks.



CASE STUDY

Auckland Council's food scraps collection service

In the Annual Plan 2023/2024, Auckland Council agreed to continue to expand the food scraps collection across Auckland. The main rollout of the food scraps programme was completed in November 2023. To ensure as many people as possible can divert their food scraps from landfill, there is ongoing work to ensure that all multi-unit developments are visited to identify options for them to receive a food scraps service too.

Average set-out rate per week is around 34 per cent for the last year, which means that overall participation in the service (households who put a bin out at least every three weeks) is estimated at 44 to 49 per cent. To put this in perspective, overseas participation rates for food scraps collections between 45 per cent and 55 per cent are considered to be high. We are working on using Radio Frequency Identification (RFID) data to more accurately measure set-out and participation rates.

To encourage growing participation in the food scraps service, the council is undertaking ongoing communications and engagement with Aucklanders.



Ensuring stable and growing participation in the food scraps service remains a priority for Auckland Council. The food scraps are converted into renewable energy biogas and liquid fertiliser by Low Carbon Future Award winner Ecogas. Biogas can be used for heating and electricity. During the last year of the food scraps collection, some areas have seen up to 20 per cent reductions by weight in kerbside rubbish bins. By diverting food scraps from landfill and recycling properly, we estimate to reducing emissions by the equivalent of taking 5,000 cars off Auckland's roads this year. We're grateful for how well Aucklanders have embraced the new service and are choosing to see their food scraps put to good use.



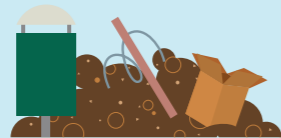
CASE STUDY

Illegal dumping

Illegal dumping is the act of leaving large volumes of litter and waste in public areas, representing a big environmental issue that affects communities worldwide. A National Litter Audit in 2022 saw a large increase in the estimated volume of illegal dumping nationally (4.45 litres vs. 1.31 litres per 1,000m² in 2019).

We provide phone lines for members of the public to register any complaints about illegal dumping by calling 0800 NO DUMP (0800 663 867). Depending on the outcome of the investigation of the illegally dumped rubbish, we may organise the removal of the rubbish material. After a report is investigated, we can issue instant fines of up to \$400. Serious cases of illegal dumping may also result in offenders being prosecuted under the Litter Act 1979 with a maximum penalty of \$30,000.

With over 18,000 reports of illegal dumping last year, the council is urging Aucklanders to continue the fight against illegal dumping, however, this comes at a cost to Aucklanders. The goal is to reduce illegal dumping.



Between July 2022 and April 2024, over 28,000 tyres of all shapes and sizes were illegally dumped across the Auckland region. These tyres represent not only an extra cost for responsible disposal, but also a potential environmental risk.

We support Tyrewise, a regulated national product stewardship scheme which has the potential to divert large quantities of tyres from landfill and protect our environment. The scheme works by charging a tyre stewardship fee to importers of tyres into New Zealand. This fee paid at the beginning of a tyre's life is used to make it a resource at the end of its life.

From September 2024, registered collections sites such as the Waitākere Refuse and Recycling Transfer Station will accept end-of-life tyres from customers for free, which will then be transported to processors, using the Tyrewise booking software. This scheme should ensure end-of-life tyres are diverted from landfill and used for new products, such as fuel, artificial sports fields and safety surfacing.





Ngā hanga tukuora me ngā takuhe ā-kiritoru

Third party amenity and grants

Auckland Council is required by legislation to provide funding to support the organisations that deliver arts, culture, recreation, heritage, rescue services, and other facilities and services to Aucklanders.

Rates revenue help fund the Auckland War Memorial Museum, the Museum of Transport and Technology (MOTAT) and the Auckland Regional Amenities Funding Board (ARAFB). These Auckland cultural organisations were paid \$70,986,904 for the 2023/2024 financial year.

In March 2024, the museum signed a three-year funding agreement with Auckland Council of more than \$34 million a year, providing greater financial security and ensuring the museum would maintain its heritage building, deliver its core services and programmes, and contribute to gallery redevelopment projects.

In April 2024, we provided grants to the Auckland Regional Amenities Funding Board (\$18m) to be distributed to Auckland Arts Festival, Stardome Observatory and Planetarium and the Surf Life Saving Northern Region.

The Auckland Philharmonic Orchestra, New Zealand Opera, Auckland Theatre Company, and Drowning Prevention Auckland/ Watersafe Auckland Incorporated have also received funds to continue providing their services to Aucklanders.



Te tautoko ā-whakahaere

Organisational support

Our operations and the day-to-day services we provide to Aucklanders are facilitated by the following areas of work:

- finance
- procurement
- corporate support and property (including information technology)
- people and culture
- strategy
- business improvement
- communications
- engagement
- risk and assurance services teams.

Two focus areas in our work are:

- Implementation of the Te Tāruke-ā-Tāwhiri: Auckland's Climate Plan through forming regional partnerships and by embedding climate change into the council's planning and decision-making processes.
- Considering Māori outcomes and consulting with mana whenua.

The organisational support teams manage the **development of the new Long-term Plan 2024-2034**, which sets out how Auckland Council will work to improve the daily lives of Aucklanders, and how this will be paid for over the next 10 years.

Our support to the elected council members helps with decision-making for regional governance activities. The Council Controlled Organisation Direction and Oversight Committee manages the general overview and insight into the strategy, direction and priorities of Port of Auckland Limited and council-controlled organisations (CCOs), except Auckland Transport.

CASE STUDY

Organisational savings

In June 2023, the Governing Body agreed to a mix of levers for the Annual Plan 2023/2024 to close the estimated \$325 million operating budget gap. This mix of financial levers included rates increases, increasing fees and user charges, the sale of some of the council's Auckland International Airport shares, modest use of additional debt, and operating cost savings. We set a \$50 million per annum savings target in the Annual Plan 2023/2024.

Our savings progress updates are presented at the Revenue, Expenditure and Value Committee on a quarterly basis and published on the Auckland Council websiteⁱ.

By the end of June 2024, **we achieved operating savings of \$60.2 million compared to the \$50 million target**, through initiatives identified

as part of the Annual Plan 2023/2024. This was achieved by a range of initiatives including establishing a group-shared services structure, reducing our office space by relocating Auckland Emergency Management and two of our CCOs, moving service centres into libraries, centralising and reducing council support functions (such as software purchasing) and optimising maintenance of open space.

This year also brought a significant **change in the organisational structure** and introduced new leadership in June 2024 (for more information refer to page 153).

Our teams continue to work on ongoing cost reductions and improving our operational efficiency while aiming to deliver the best value to Aucklanders.



i. <https://infocouncil.aucklandcouncil.govt.nz/>

Ngā ratonga waeture

Regulatory services

We protect our communities and our built and natural environment through fair and effective regulation.

Our consenting, licensing and compliance functions help keep Aucklanders and our region safe, while enabling development that brings social, cultural, economic and environmental wellbeing to Tāmaki Makaurau / Auckland.

We have seen a decrease in the number of consenting applications compared to last year reflecting the subdued economic activity in the construction industry. The reduced activity together with a focus on process efficiency has resulted in improvements in the percentage of applications being processed within the statutory period.

For building consents, applications were down 7 per cent, from 17,401 to 16,153, while statutory performance was up 11.8 percentage points to 80.8 per cent.

For resource consents this was even more pronounced, with applications down 1.5 per cent from 14,721 to 14,508 but statutory performance improving 21.9 percentage points to 87.6 per cent.

We issued 13,833 building consents for new dwellings, including those issued by Kāinga Ora, which is a notable decrease from the 19,030 issued in the 2022/2023 financial year.

The regulatory processes can be complex and confusing with a lot of technical jargon. A navigation service was established to support iwi and Māori applicants and provide guidance on the timelines, expectations and following up with their consent applications, licenses and environmental monitoring.

This year the service assisted a diverse group, including eight mana whenua marae. This contributes to the **Kia Ora te Kāinga - Papakāinga and Māori Housing** and **Kia Ora te Marae - Marae development** initiatives.

Building inspections are conducted by staff throughout the building process and Code Compliance Certificates (CCC) are issued once the building is completed. This year we conducted over 195,036 building inspections and issued 16,807 code compliance certificates. Building Warrant of Fitness (BWOFF's) inspections have increased with Ministry of Business, Innovation and Employment (MBIE) requiring building owners to renew every 12 months – ensuring safer buildings for Aucklanders.

We inspect private swimming pools every three years to help prevent drownings. We also inspect food businesses to give customers assurance that the food

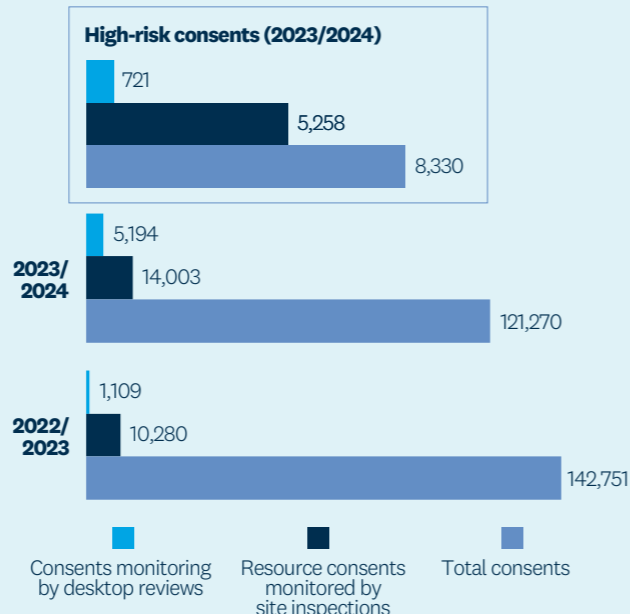
195,036
building inspections
(210,300 previous year)



Resource Consent Monitoring

'Consents monitoring by desktop reviews'* are administrative compliance reviews on a consent by staff without the need for a physical site inspection. The total amount of resource consents each year will change as consents are granted by Regulatory Consents and completed and closed by Environmental Management

*S35(2)(d) of the Resource Management Act requires councils to monitor resource consents that have effect in its region and take appropriate action where necessary. Currently, this is hindered by various challenges including system issues, data integrity concerns, limited staffing resources and the hundreds of thousands of consents that council has responsibility for, including those that are over 30 years old and issued by legacy councils. Council is focused on improving monitoring frequency by developing and implementing a comprehensive programme that includes the cleansing of historic data and optimising resourcing to monitor consents more efficiently.



they are buying is safe and suitable to eat.

This year food and alcohol premises inspections decreased by 1 per cent to 11,431.

Kōkiri Whakamua is our strategy to transform the way we provide services and improve customer experiences through better systems and processes. This year we delivered a new Salesforce **database solution for managing dogs** at our animal shelters which allows staff to easily manage, and update information, freeing them up to focus on their core roles. A new **dashboard and app were launched for our Environmental Management Officers** which automated the creation and submission of inspection reports, reducing processing times and eliminating licensing fees. The **Building Inspections Booking page** online now includes all bookings associated with an application and the Inspections Overview page is now easier to navigate and has real-time information on inspection passes and fails. **Improvements to the MyAuckland platform** offer customers a better online experience from easily submitting and tracking applications, through to managing invoices and applying for CCCs.

We continue to upskill and develop our kaimahi (staff) to provide a seamless and consistent customer experience. Kaimahi were involved in a total of 1,841 face-to-face sessions and 1,700 e-learning sessions. A customer experience programme commenced to ensure kaimahi provide a quality and consistent service experience when Aucklanders interact with us.

This focus on improving customer experience at each step along the consenting journey has seen us again

exceed our customer experience targets, with Building Consents at 72 per cent and Resource Consents at 74 per cent compared with a target of 70 per cent.

In December 2023 we launched **Together for Tāmaki Makaurau**, an ongoing partnership between many organisations which all have a role in ensuring our city centre is a safe place. Since then, coordinated patrols have been set up between Auckland Council compliance teams, NZ Police, Māori Wardens and Community Patrols New Zealand. Patrols operate from new safety hubs at Queens Wharf, High Street and Day Street. The patrols provide a visible presence, set expectations for appropriate conduct and address issues around anti-social behaviour and crime. CCTV operators support the teams by identifying issues and directing patrol teams to incidents as they happen. Online videos have been produced to help shine a light on the complex issues behind anti-social and nuisance behaviours in the city centre.



Things we are keeping an eye on

Our regulatory functions are important for a healthy and safe city. They guide good urban development, and they keep us safe from bad food, dangerous animals, and inappropriate behaviours from others. We are careful that when performing our regulatory functions, we act lawfully, are neutral, consistent and provide clear advice. When providing oversight to regulation, we consider the rights and needs of all relevant stakeholders, partners, and mana whenua.

Regulatory services performance measures

Result against target ● Achieved ● Substantially achieved ● Not achieved *Impacted by COVID-19

We make it easy for customers to apply for consents and we process these in a timely and professional way

The percentage of building consent applications processed within 20 statutory working days¹

The annualised statutory performance has risen by 11.8 percentage points in comparison to the 2022/2023 financial year. This significant increase is attributed to an improvement in processing efficiency and a decrease in application volumes.

| Result against target | | ● |
|-----------------------|------|-------|
| Target 2024 | 100% | ● |
| Result | 2024 | 80.8% |
| | 2023 | 69.0% |
| | 2022 | 71.6% |

The percentage of customers satisfied with the overall quality of building consent service delivery²

Building consents has received positive feedback including ongoing effectiveness in resolving issues and staff assistance and empathy but challenges remain relating to unclear requirements and responses, resulting in confusion and additional follow-up enquiries and difficulty in communicating with assessors directly.

| Result against target | | ● |
|-----------------------|------|-----|
| Target 2024 | 70% | ● |
| Result | 2024 | 72% |
| | 2023 | 73% |
| | 2022 | 74% |

A programme called 'Service Excellence and Customer Promise' is rolling out training-related initiatives to improve customer service and communications.



The percentage of non-notified resource consent applications processed within 20 statutory days¹

Statutory performance has improved compared to the previous financial year. The Resource Consents team received an influx of applications at the end of the 2023/2024 financial year, however applications for the overall financial year were lower than the previous year. This contributed to increased performance as there was increased time to focus on incoming applications³.

| | | |
|-----------------------|------|-------|
| Result against target | | ● |
| Target 2024 | | 100% |
| Result | 2024 | 87.6% |
| | 2023 | 65.7% |
| | 2022 | 71.2% |

The percentage of customers satisfied with overall quality of resource consents service delivery²

Positive customer feedback related to staff, including friendly attitudes, speedy help and expert support provided by the planners. However, there are concerns about delays in response to project updates and payment issues, indicating areas for operational improvement. Training related initiatives are being rolled out to improve customer service and communication which will help mitigate these issues.

| | | |
|-----------------------|------|-----|
| Result against target | | ● |
| Target 2024 | | 70% |
| Result | 2024 | 74% |
| | 2023 | 73% |
| | 2022 | 62% |

The percentage of notified resource consent applications processed within statutory time frame⁴

Notified applications are less than 1 per cent of all applications and due to the very low numbers and higher complexity, performance fluctuates considerably from month to month.

| | | |
|-----------------------|------|-------|
| Result against target | | ● |
| Target 2024 | | 100% |
| Result | 2024 | 63.3% |
| | 2023 | 68.0% |
| | 2022 | 79.2% |

We help reduce harm from noise and other nuisances

Percentage of noise calls for service attended within 30 minutes for urban areas or 45 minutes for remote areas

The core team which manages council’s noise contractors has experienced some turnover during this financial year. However, to mitigate this risk the team negotiated more contractor assistance, with additional staff and reorganised teams, causing an upward trend. We continue to work closely with contractors and monitor improvements.

| | | |
|-----------------------|---------------------------|---|
| Result against target | | ● |
| Target 2024 | Urban: 80% Remote: 80% | |
| Result | 2024 | Urban: 79.9% Remote: 79.2% Overall: 79.8% |
| | 2023 | Urban: 72.7% Remote: 74.5% Overall: 72.9% |
| | 2022 | Urban: 79.2% Remote: 80.9% Overall: 79.4% |

The percentage of compliance with Excessive Noise Direction within 72 hours⁵

| | | |
|-----------------------|------|-----|
| Result against target | | ● |
| Target 2024 | | 80% |
| Result | 2024 | 94% |
| | 2023 | 95% |
| | 2022 | 95% |

We register dogs and respond efficiently when animals cause harm or nuisances

The percentage of cases of non-compliance for menacing dogs that reach compliance within 3 months

Performance has declined in recent years due to the impacts of staff shortages, new staff training time, limited housing capacity of shelters and veterinarians unable to prioritise desexing. Free desexing for menacing dog initiative went live recently to encourage owner compliance and to improve performance.

| | | |
|-----------------------|------|------------------|
| Result against target | | ● |
| Target 2024 | | 90% ⁶ |
| Result | 2024 | 23% |
| | 2023 | 23% |
| | 2022 | 27%* |

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

2. Results for these measures are sourced from the Customer Experience Monitor Survey. More information on this survey and its judgements can be found on pages 165 - 167 of this document.

We regulate the safe operation of premises selling food and/or alcohol

The percentage of food premises that receive a D or E grade that are revisited within 20 or 10 working days⁷

| | | |
|-----------------------|------|------|
| Result against target | | ● |
| Target 2024 | | 95% |
| Result | 2024 | 100% |
| | 2023 | 99% |
| | 2022 | 89%* |

The percentage of high-risk alcohol premises that are visited annually⁸

| | | |
|-----------------------|------|------|
| Result against target | | ● |
| Target 2024 | | 100% |
| Result | 2024 | 100% |
| | 2023 | 100% |
| | 2022 | 33%* |

Percentage of licensees satisfied with the food and alcohol licensing service²

Customers praised the team for their outstanding service, appreciating the informative communication, smooth processes, and helpful staff. However, some customers have expressed frustration with some of the processes in the Environmental Health space due to receiving paper reminders for missed payments and incomplete information. The issue is being monitored and will be explored for future improvements.

| | | |
|-----------------------|------|-----|
| Result against target | | ● |
| Target 2024 | | 85% |
| Result | 2024 | 88% |
| | 2023 | 88% |
| | 2022 | 88% |

3. We have been unable to rely on the system data for non notified resource consents this financial year. To determine our non-notified resource consent result for 2023/2024, we have recalculated the consent processing time manually, based on a representative sample of consent documentation and other evidence. The statistical samples provide us with a 95% level of confidence that the results reported are accurate. This approach has also been used in previous years.

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

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

6. This target was formulated around the central government’s ‘Text to desex’ programme, which has been discontinued.

7. 20 working days for premises that receive a D grade, and 10 working days for premises that receive an E grade.

8. The risk ratings for alcohol licences are set by the Sale and Supply of Alcohol (Fees) Regulations 2013.

CASE STUDY

Case study - Animal Management team

The primary role of Auckland Council’s Animal Management unit is to enhance the safety of Aucklanders by ensuring dogs and other animals are sufficiently controlled to prevent harm and nuisance. Auckland’s dog population continues to grow, from 132,258 in 2023 to 135,596 in 2024. With this rise comes an increase in requests from the community to respond to roaming dogs (15,324), dog attacks (2,876), barking (6,661) and the need to impound dogs (8,306).

To address this increase, the council has invested in a range of initiatives to foster community awareness and support, and lead to positive behavioural change, and increases to our dog shelter’s capacity. **A new Proactive Animal Management team was established to focus on community engagement and education**, with over 100 community engagement events and school visits taking place throughout the year. **The ‘Any Dog Can Bite’ campaign from over May/June 2024 targeted communities most at-risk of dog bites**, including

Māori, Pasifika and those living in suburbs with high incidences of dog attacks. Partners such as Kāinga Ora, Plunket, local community groups, libraries and medical centres helped distribute posters and flyers, as well as content via newsletters and social media. A desexing campaign also generated significant interest.

Significant progress was made made with our shelter facilities with approvals for upgrades to Manukau and Henderson shelters. A new Pukekohe shelter will also be in operation by the end of 2024.

To improve health and safety of kaimahi, we have also instituted a ‘two-up’ policy for Animal Management Officers to attend jobs (including the seizing of dogs). Other health and safety initiatives, including training, vehicle setup, and pastoral care, as well as ongoing evaluation and adaptation of these measures mean that kaimahi are equipped to serve Aucklanders and stay safe and well while on the job.





Ngā Ratonga Kaunihera ā-Rohe Local council services

Local council services are activities governed by Auckland’s 21 local boards. These activities centre on community services and public spaces to enhance community wellbeing and create a sense of belonging.

Local boards are charged with decision-making on local issues, activities and services, and providing input into regional strategies, policies, plans and decisions. Local boards do this with council support, partnership and engagement with mana whenua and Māori communities. The services they are involved with range from library and literacy services, arts and culture, sport and recreation, open spaces, community-led action, volunteering

and caring for the environment. The boards local planning and development activities focus on street environments, town centres, the local environment and heritage protection. They are also involved with the business improvement districts, which are funded by targeted rates.

For more information on the performance of each local board, see their respective reports in the Annual Report Volume 2.



Things we are keeping an eye on

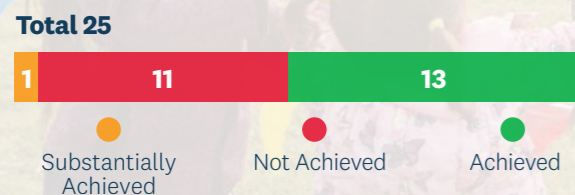
Local council services focus on the social, economic, environmental and cultural wellbeing of communities, and there can be negative effects and associated risks if we do not provide these activities. Our 21 local boards, with a total of 149 elected members, ensure the diverse needs of our communities are met through

tailored work programmes, activities and events for each area. We provide a transparent and consistent pricing structure for hiring and accessing council-managed community venues, centres and houses, and arts facilities, to ensure people have access to affordable spaces to pursue their interests.

▼ Ambury Park

“Hei pononga mā te iwi”
To be a servant for the people

How we did against our performance measure targets?



Our investment



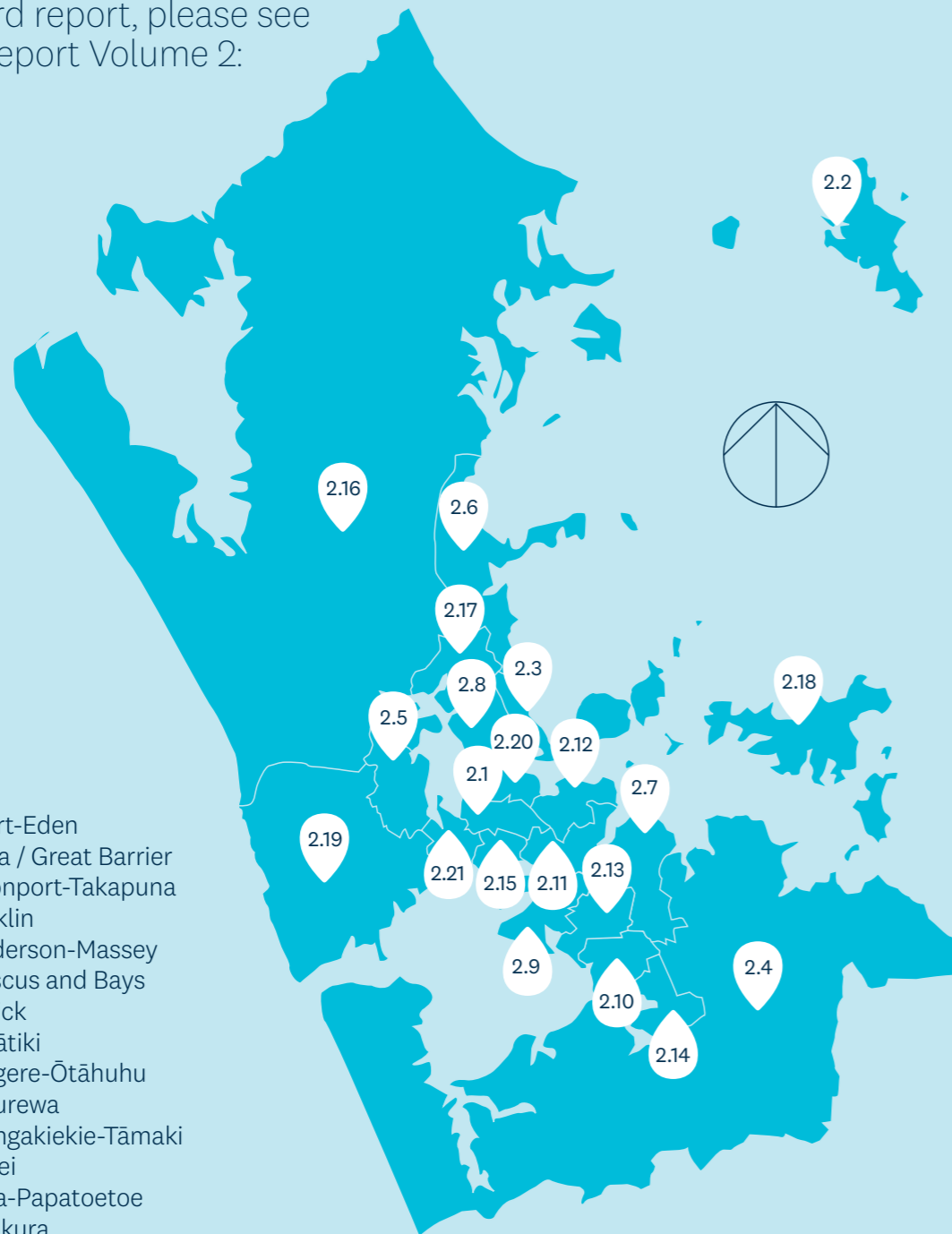
Related Auckland Plan Outcomes





Local boards

For more information on each local board report, please see Annual Report Volume 2:



- 2.1 Albert-Eden
- 2.2 Aotea / Great Barrier
- 2.3 Devonport-Takapuna
- 2.4 Franklin
- 2.5 Henderson-Massey
- 2.6 Hibiscus and Bays
- 2.7 Howick
- 2.8 Kaipātiki
- 2.9 Māngere-Ōtāhuhu
- 2.10 Manurewa
- 2.11 Maungakiekie-Tāmaki
- 2.12 Ōrākei
- 2.13 Ōtara-Papatoetoe
- 2.14 Papakura
- 2.15 Puketāpapa
- 2.16 Rodney
- 2.17 Upper Harbour
- 2.18 Waiheke
- 2.19 Waitākere Ranges
- 2.20 Waitemātā
- 2.21 Whau

Ngā ratonga hapori i te rohe pātata

Local community services

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

Our approach to **empowering communities** is by **actively involving people** to address the things they care about, such as safe and clean streets, high-quality and welcoming public spaces, good quality facilities and leisure services, improved transport options, footpaths, walkways, public toilets and healthy green places and waterways. The Franklin Local Board has consulted this year on accelerating the development of new paths and walkways throughout their area, through a targeted rate of \$16 million over 10 years. This has been successful and will commence next year at \$1 per week per household.

We embrace **Kia Ora Te Hononga: Effective Māori Participation** in council decision-making and build stronger and more productive partnerships with Māori, including the flexible co-governance relationships that see us working with mana whenua on maunga, wāhapū, motu and kaitiakitanga of land and marine resources.

Events and participation help to showcase the Māori identity and culture, especially Matariki. For Māori, this represents a time to remember loved ones. It's also a great time to gather together with the community as a whole, loved ones, to reflect, to practise gratitude and to look towards the future.

Council's 56 libraries provide Aucklanders with access to books, magazines, audiobooks, e-books, video streaming, research materials and much more. They are popular community hubs and continue to increase

in usage and popularity as more cultural and social events and learning and sharing programmes are part of the overall library facility experience. Visits to the pools and leisure centres have also increased and show positive feedback from the community, particularly **since the West Wave re-opened** this year following extensive repairs and maintenance as a result of the flooding event in January 2023.

We consider the impacts of climate change by supporting the plans to replace and renew coastal assets, such as progressing the Ōrewa seawall project. The seawall at the northern end of Orewa Beach will protect public access along the esplanade reserve, which is being destroyed by erosion, and enable the community to enjoy the views and activities. The southern end has been endorsed for naturalisation and won't have a built seawall.

For more information on the performance of each local board, see their respective report in Annual Report Volume 2.



Unity Day, Lakeside art centre, Devonport-Takapuna ▲

i. The Community Empowerment Unit's role is to broker, deliver, improve and fund community initiatives



Local community services performance measures

Result against target ● Achieved ● Substantially achieved ● Not achieved *Impacted by COVID-19

Provide safe, reliable, and accessible social infrastructure for Aucklanders that contributes to placemaking and thriving communities

Percentage of Aucklanders that feel their local town centre is safe - day time¹

A smaller number of Aucklanders are feeling safer during the day compared to the prior year. Comments stated that random crime has affected their perception of safety, and suggested improvements include increased police and professional security presence. New city safety initiatives such as dedicated enforcement officers and community outreach investment have been put in place to help improve the feeling of safety in local town centres.

| | | |
|-----------------------|------|-----|
| Result against target | | ● |
| Target 2024 | | 80% |
| Result | 2024 | 63% |
| | 2023 | 61% |
| | 2022 | 67% |

Percentage of Aucklanders that feel their local town centre is safe - night time¹

Aucklanders feeling safe at night has increased 4 per cent compared to the prior year. This has been attributed to some boards having community patrols and safety initiatives such as Crime Prevention Through Environmental Design. Comments also stated that better lighting and safe parking could improve results.

| | | |
|-----------------------|------|-----|
| Result against target | | ● |
| Target 2024 | | 44% |
| Result | 2024 | 28% |
| | 2023 | 24% |
| | 2022 | 29% |

Utilising the Empowered Communities Approach, we support Aucklanders to create thriving, connected and inclusive communities

The percentage of Empowered Communities activities that are community led¹

This financial year, a reporting responsibility change and more diverse community delivery strategy have had an impact on reported results compared to prior year. Although framework and direction were consistent with previous years, different interpretations across local boards have been applied by the new information providers which contributed to the regional result. Of note, eight local boards exceeded target which represent Auckland Council's continued focus on community wellbeing and thriving communities.

| | | |
|-----------------------|------|-----|
| Result against target | | ● |
| Target 2024 | | 71% |
| Result | 2024 | 72% |
| | 2023 | 80% |
| | 2022 | 84% |

The percentage of Empowered Communities activities that build capacity and capability to assist local communities to achieve their goals¹

This financial year, a reporting responsibility change and more diverse community delivery strategy have had an impact on reported results compared to prior year. Although framework and direction were consistent with previous years, different interpretations across local boards have been applied by the new information providers which contributed to the regional result. There is a continued effort to support and empower more resilient communities and enhance community capabilities across all local boards. This initiative has stabilised in recent years, following the elimination of major distractions that previously disrupted activities.

| | | |
|-----------------------|------|-----|
| Result against target | | ● |
| Target 2024 | | 64% |
| Result | 2024 | 65% |
| | 2023 | 82% |
| | 2022 | 78% |

The percentage of local community services, programmes and facilities that are community led²

| | | |
|-----------------------|------|---------------------|
| Result against target | | ● |
| Target 2024 | | Maintain or improve |
| Result | 2024 | Baseline not set |
| | 2023 | Baseline not set |
| | 2022 | Not measured |

We fund, enable, and deliver services, programmes, and facilities (art facilities, community centres, hire venues, and libraries) that enhance identity, connect people, and support Aucklanders to participate in community and civic life

The percentage of arts, and culture programmes, grants and activities that are community led³

The target has been exceeded for the region, thanks to 17 Local Boards being at or above target. Howick Local Board was the top contributor, driven by Uxbridge alone delivering the most community-led programmes for any single facility or partner this financial year. Devonport-Takapuna was the second-highest contributor, with Lake House Arts responsible for the majority of community-led programmes for this local board.

| | | |
|-----------------------|------|-----|
| Result against target | | ● |
| Target 2024 | | 80% |
| Result | 2024 | 90% |
| | 2023 | 82% |
| | 2022 | 83% |

The percentage of art facilities, community centres and hire venues network that is community led⁴

Partnering with local organisations to operate arts and community venues helps build sector capacity as well as delivering a range of local activities and experiences. Across the city, 134 of 241 facilities are community-led. Fifteen of the 21 local boards are performing as expected. The decreased result compared to prior year reflects both facility management changes (facilities changing from community-led to council-led and vice versa, potentially due to contract expiration), and ongoing improvements in the quality of the data reported (three facilities have been corrected since last year as they were incorrectly categorised).

| | | |
|-----------------------|------|-----|
| Result against target | | ● |
| Target 2024 | | 57% |
| Result | 2024 | 56% |
| | 2023 | 56% |
| | 2022 | 56% |

The number of participants for local community services, programmes and facilities²

| | | |
|-----------------------|------|---------------------|
| Result against target | | ● |
| Target 2024 | | Maintain or improve |
| Result | 2024 | Baseline not set |
| | 2023 | Baseline not set |
| | 2022 | Not measured |

The number of attendees at council-led community events⁵

The programme of planned events across the local boards was reduced compared to previous years due to budget reductions. Attendance was generally at previous levels for repeat events with weather conditions often the main contributor to significant changes in numbers.

| | | |
|-----------------------|------|--------|
| Result against target | | ● |
| Target 2024 | | 71,600 |
| Result | 2024 | 41,200 |
| | 2023 | 37,640 |
| | 2022 | 4,000* |

The number of participants in activities at art facilities, community centres and hire venues

This performance measure exceeded target, with 16 local boards above the target. Council-led and community-led facilities both reported year-on-year increases across participant numbers. This is likely a result of the absence of external disruptions to operations and delivery this year. Council-led facilities reported a significant increase from last year, highlighting the efforts of staff in this space.

| | | |
|-----------------------|------|--------|
| Result against target | | ● |
| Target 2024 | | 6.13m |
| Result | 2024 | 6.72m |
| | 2023 | 5.87m |
| | 2022 | 3.16m* |

The number of visits to library facilities

Regionally, visitor numbers have had a notable increase, thanks to a widespread improvement across the region. Fourteen local boards met or exceeded their targets, with six of these exceeding target by more than 10 per cent.

| | | |
|-----------------------|------|--------|
| Result against target | | ● |
| Target 2024 | | 8.55m |
| Result | 2024 | 7.98m |
| | 2023 | 7.13m |
| | 2022 | 4.42m* |



The percentage of customers satisfied with quality of local community services, programmes, and facilities²

| | | |
|-----------------------|----------------------|------------------|
| Result against target | | ● |
| Target 2024 | Maintain and improve | |
| Result | 2024 | Baseline not set |
| | 2023 | Baseline not set |
| | 2022 | Not measured |

The percentage of attendees satisfied with a nominated local community event

Across all surveys an average net satisfaction of 84 per cent is a positive result and represents a high level of alignment with expectations of attendees. Only four of the 17 surveys returned a result less than 70 per cent and below targets. They are Papakura, Mangere-Otahuhu, Hibiscus and Bays and Henderson-Massey.

| | | |
|-----------------------|------|---------------|
| Result against target | | ● |
| Target 2024 | 74% | |
| Result | 2024 | 84% |
| | 2023 | 85% |
| | 2022 | Not measured* |

Percentage of customers satisfied with the quality of library service delivery

This result reflects the commitment from frontline library staff to ensure customers receive the best experience. Auckland Libraries successfully implemented the Intelligent Materials Management System (for more effective collection management) at the end of May 2024. Despite the scale and complexity of this project, a focus on the customer experience has ensured satisfaction remains above target.

| | | |
|-----------------------|------|-----|
| Result against target | | ● |
| Target 2024 | 87% | |
| Result | 2024 | 95% |
| | 2023 | 96% |
| | 2022 | 95% |

The number of internet sessions at libraries (unique sessions over public computing or public WiFi networks)

Both public computer and WiFi usage are performing well, with the greatest demand across our network continuing to be for our WiFi service, accounting for 88 per cent of total internet sessions for the year. Seventeen local boards were above their targets, with Henderson-Massey, Hibiscus and Bays, Kaipātiki, Puketāpapa and Upper Harbour local boards reporting notable favourable results.

| | | |
|-----------------------|-------|--------|
| Result against target | | ● |
| Target 2024 | 4.21m | |
| Result | 2024 | 5.41m |
| | 2023 | 4.15m |
| | 2022 | 2.19m* |

We provide safe and accessible parks, reserves, beaches, recreation programmes, opportunities and facilities to get Aucklanders more active, more often

The percentage of park visitors who are satisfied with the overall quality of sportsfields⁸

Budget restrictions have impacted on investment in playing services and continue to be below pre-COVID-19 levels and community expectations. A number of improvements have contributed to the increase in satisfaction such as replacing halogen lighting with LED in a number of sportsfields across the region, allowing lit space training and access to fields that previously would have been in the dark at night. A large number of sportsfields were also worn out from overuse and this detracted from satisfaction, however work has been done to renew them to allow clubs to run programs again. This is expected to improve results in future.

| | | |
|-----------------------|------|------|
| Result against target | | ● |
| Target 2024 | 77% | |
| Result | 2024 | 67% |
| | 2023 | 65% |
| | 2022 | 67%* |

The customers' Net Promoter Score for Pool and Leisure Centres⁶

The result is the same as the 2022/2023 financial year and has not yet recovered to pre-COVID-19 levels. All facilities reopened following extreme weather events towards the end of the first half of the financial year, and staffing challenges have also eased over the course of the year.

| | | |
|-----------------------|------|----|
| Result against target | | ● |
| Target 2024 | 34 | |
| Result | 2024 | 23 |
| | 2023 | 23 |
| | 2022 | 34 |

The percentage of users who are satisfied with the overall quality of local parks⁸

With the wet 2023 winter and a settled period between January 2024 and May 2024, visitation has varied.

A number of local parks were affected by storm damage which has taken time to repair. Bridges and drainage fixes are near completion and will provide better access for the public. There have been a number of playgrounds built and upgraded across the region in areas such as Rodney (Observation Green), Waitakere Ranges (Harold Moody Playspace) and Hibiscus and Bays (Shadon Reserve).

| | | |
|-----------------------|------|-----|
| Result against target | | ● |
| Target 2024 | 74% | |
| Result | 2024 | 65% |
| | 2023 | 61% |
| | 2022 | 65% |

The percentage of residents who visited a local park in the last 12 months⁸

| | | |
|-----------------------|------|-----|
| Result against target | | ● |
| Target 2024 | 82% | |
| Result | 2024 | 82% |
| | 2023 | 82% |
| | 2022 | 82% |

We showcase Auckland's Māori identity and vibrant Māori culture

The percentage of local programmes, grants and activities that respond to Māori aspirations

This Māori aspirations result remains consistent across the region and over previous financial years, highlighting the continued importance of this key area in all aspects of council programming and activities.

| | | |
|-----------------------|------|-------|
| Result against target | | ● |
| Target 2024 | 26% | |
| Result | 2024 | 27% |
| | 2023 | 28.0% |
| | 2022 | 28.2% |

- Empowered Communities activities support the implementation of the Empowered Communities Approach through - facilitation and delivery of activities and programmes that respond to community priorities, provision of funding to community groups and organisations to deliver activities that achieve local board and regional outcomes. Results for this measure are sourced from a question in the Annual Resident's Survey. It asks how safe or unsafe do people feel in their town centre during the day, and after dark.
- The "Maintain or improve" targets for these measures as set in the Long-term Plan 2021-2031 reflected council's expectation at the time of preparing the LTP that baseline results would be measured in the 2021/2022 financial year. It was intended that subsequent years' performance would then be compared against these baseline results. We explored different methodologies however baseline results were not set in the financial year 2022 or 2023 because data gaps in some services mean a consolidated measure across community services is difficult to measure, while the scope of council-led community services are expected to change. These measures are removed in the 2024-2034 LTP.

- Creative communities scheme grants are funded by central government and are no longer included in this measure. Auckland Council has no control over the applications and approvals of the grants and merely provides an administrative function.
- The regional performance is based on the average of 21 local boards in line with the target which is also calculated as an average of 21 local boards.
- Attendance numbers are an estimate. They are informed by previous event numbers, considered scale of the event, area measurement of the core site and attendee turnover.
- Net promoter score is an index ranging from -100 to 100 that measures the willingness of customers to recommend a product or service to others. Sample weighting is applied at a population base of centre members. More information on this survey and its judgments can be found on pages 165 - 167 of this document.
- Results for these measures are sourced from the Auckland Residents' survey. More information on this survey and its judgments can be found on pages 165 - 167 of this document.



Te whakahaere ā-taiao i te rohe pātata

Local environmental management

We support elected representatives across our 21 local boards to make well-informed decisions on local activities, engaging with the community and Māori.

We support healthy ecosystems and sustainability through local-board-funded initiatives, such as planting, pest control, stream and water quality enhancements, low carbon and waste minimisation projects. We delivered 175 environmental projects across the local boards this year. This included funding towards pest plant and animal control, stream restoration, climate action and construction waste minimisation.

Our localised low carbon programmes support sustainable initiatives such as low carbon activators, EcoNeighbourhoods, bike hubs and Sustainable Schools programmes. These are supported by 16 of the local boards.

EcoNeighbourhood groups comprise six or more neighbours from different households with the objective of adopting sustainable, low carbon practices and increasing resilience in homes, lifestyles and neighbourhoods. Each group decides the sustainable living activities they will undertake, and a project facilitator supports them to take action. Examples of activities include sustainable food, sustainable transport, energy efficiency, tree planting, waste and consumption promoting a local circular economy, and community activity for climate education.

For more information on the performance of each local board, see their respective report in Annual Report Volume 2.

Local environmental management performance measures

Result against target ● Achieved ● Substantially achieved ● Not achieved *Impacted by COVID-19

We work with Aucklanders to manage the natural environment and enable low carbon lifestyles to build resilience to the effects of climate change

The percentage of local environmental programmes that have successfully contributed towards local board plan outcomes¹

We successfully delivered 173 environmental projects for local boards in the 2023/2024 financial year, out of 175 projects. Five projects were not delivered by the end of the financial year. One of these projects was cancelled and had its budget reallocated to a new project. Two projects will have part of their budget assigned in the next financial year and are expected to be completed in the first quarter of the 2024/2025 financial year.

| | | |
|-----------------------|------|-----|
| Result against target | | ● |
| Target 2024 | | 85% |
| Result | 2024 | 97% |
| | 2023 | 95% |
| | 2022 | 90% |

The percentage of local low carbon or sustainability projects that have successfully contributed towards local board plan outcomes

For the 2023/2024 financial year, 56 projects were managed from local board funding. These were spread across 16 of the local boards (the remaining local boards did not fund projects from this team). Of the 56, 54 were successfully delivered in the 2023/2024 financial year. Two projects were not delivered by the end of the financial year. Both of these will have part of their budget assigned in the next financial year and are expected to complete their 2023/2024 objectives in quarter one of the 2024/2025 financial year.

| | | |
|-----------------------|------|-----|
| Result against target | | ● |
| Target 2024 | | 80% |
| Result | 2024 | 96% |
| | 2023 | 92% |
| | 2022 | 82% |

The percentage of local water quality or natural environment improvement projects that have successfully contributed towards local board plan outcomes

We successfully delivered 102 Natural Delivery (Environmental Services) and Healthy Waters projects out of 104 projects for local boards in the 2023/2024 year. One project has had delays and is expected to be delivered in the first quarter of the new 2024/2025 financial year. One Environmental Services project was cancelled and its budget was partially used to fund a new Environmental Services project.

| | | |
|-----------------------|------|-----|
| Result against target | | ● |
| Target 2024 | | 90% |
| Result | 2024 | 98% |
| | 2023 | 96% |
| | 2022 | 93% |

The percentage of local waste minimisation projects that have successfully contributed towards local board plan outcomes

Waste Solutions managed 16 projects from local board funding. This was spread across 14 local boards (the remaining local boards did not fund projects from Waste Solutions). Fifteen projects of the 16 were successfully delivered in the 2023/2024 financial year. One project had delivery issues and subsequently had its budget reduced. It completed its reduced objectives.

| | | |
|-----------------------|------|------|
| Result against target | | ● |
| Target 2024 | | 80% |
| Result | 2024 | 94% |
| | 2023 | 93% |
| | 2022 | 100% |

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

▼ Te Auaunga (Oakley Creek)



CASE STUDY

Te Auaunga (Oakley Creek)ⁱ

The Te Auaunga (Oakley Creek) initiative was undertaken in stages with development beginning in 2017. Initially aimed at reducing flooding and opening up land for housing, the project has transformed the local area by restoring 1.5 kilometres through the Walmsley and Underwood reserves. It 'daylighted' seven piped stormwater tributaries, restored eight hectares of open space with native vegetation, and treats the water quality of the contributing catchment.

Collaboration was crucial, with elements of the design undertaken with mana whenua, the local

community, local boards, Housing New Zealand, schools, local artists, and the Auckland Council Group, to maximise the cultural, social, economic, and environmental outcomes that could be achieved through the project.

Following the 2023 flood events, there was significantly less damage around Te Auaunga than what would have previously occurred. Following the floods, Te Auaunga became the flag-ship project that formed the basis for the 'Making Space for Water' programme.



i. For more information refer to Māori Outcomes Report 2022/2023, published on Auckland Council website



Te mana hautū i te rohe pātata

Local governance

We support elected representatives across our 21 local boards to make well-informed decisions on local activities, engage with the community engagement, mana whenua and Māori.

We worked closely with the local boards to finalise their local board plans, which guide decision-making over the next three years on matters such as libraries, parks and playgrounds, community funding, community group support, and events and programmes. The consultation process on the local board plans concluded in August 2023, and the 21 final plans were adopted in October 2023.

We assisted local boards with regional plans, policies, and strategies, including ensuring that local board input was effectively integrated into the Long-term Plan 2024-2034.



All local board plans have a section on **how the local board will deliver Māori outcomes**. This is a new initiative that reflects the local boards, commitment to strengthening the relationships with mana whenua, marae and Māori community groups in their local areas.

Ara Kōtui is a joint hui between the southern local boardsⁱ and iwi representatives, focused on shared governance relationships and opportunities, which supports **Kia Ora te Hononga - Effective Māori Participation** initiative.



We have helped local board members **engage with their communities throughout the flood recovery work**, where they have been able to provide support and guidance to families in need. Auckland

Emergency Management worked with local boards to develop plans that help people prepare and understand the risks, to mitigate these risks and to have strong social networks to support each other during an emergency and recover faster.

We also continued to provide **essential democracy and administrative services**, enabling elected members to understand, advocate for, and manage issues of communal concern.

The Joint Governance Working Party selected by the Governing Bodyⁱⁱ investigated and provided recommendations to the Governing Body that supported the mayor's direction for **fewer, more fairly funded and more empowered local boards**, including:

- reducing the number of local boards. No changes were made this year, but further work may be undertaken next term.
- as part of the long-term plan, the Governing Body agreed to get 18 local boards to within 5 per cent of operational funding equity within four years, with no local board funding being reduced.
- continue to explore a number of initiatives to further empower local boards, both strategically and financially in line with what local boards have been advocating.

For more information on the performance of each local board, see their respective reports in Annual Report Volume 2.



CASE STUDY

Local boards plans

The 21 local board plans reflect the local priorities and preferences of the local communities and provide direction on local activities for the next three years.

The challenge this year was to develop 21 high quality local board plans, maintain the levels of engagement and improve consistency and clarity, while delivering significant programme savings.

We considered a range of alternatives to deliver savings, but most would have involved less engagement with communities.

Each local board consulted with the communities of Auckland on their priorities and preferences for local activities within the local board area. After receiving public feedback, we delivered a

more consistent and templated approach that saved staff time and design budget. This more consistent approach makes it easier to compare plans across the region.

The local board plans also included two new sections focused on the delivery of Māori outcomes and Climate action. This reflects firstly, the local boards' commitment to the establishment or ongoing building of relationships with mana whenua, marae and Māori community groups in their local areas and secondly, the local boards' important role in leading and supporting Auckland's response to the climate emergency – taking action to reduce emissions and to adapt to a changing climate.



▲ Community Partners event

i. Participating boards are Franklin, Papakura, Manurewa, Māngere-Ōtauhu and Otara-Papatoetoe.

ii. The JGWP started in 2017 as part of the Governance Framework Review when it was just called the Political Working Party. It has continued since but the name has changed. It meets as necessary to consider governance matters that are of mutual interest to GB and local boards.



Te whakamahere me te whakawhanake i te rohe pātata

Local planning and development

Our local planning and development activities include supporting local town centres and communities to thrive, through town centre plans and development, business improvement districts, heritage plans and initiatives, and the Young Enterprise Scheme.

For more information on the performance of each local board, see their respective reports in Annual Report Volume 2.

Local planning and development performance measures

Result against target ● Achieved ● Substantially achieved ● Not achieved *Impacted by COVID-19

We help attract investment, businesses, and a skilled workforce to Auckland

The percentage of Business Associations meeting their Business Improvement District (BID) Partnership Programme obligations¹

Three BID programmes each sit across multi local board areas.

Two BID programmes were non-compliant with the council’s BID Policy causing the reduction from the previous year.

| Result against target | | ● |
|-----------------------|------|------|
| Target 2024 | | 100% |
| Result | 2024 | 96% |
| | 2023 | 100% |
| | 2022 | 100% |

1. Business associations are independent from Auckland Council. There is no formal partnership (as inferred by the measure name) between Auckland Council and independent business associations operating Business Improvement Districts.

CASE STUDY



Business Improvement District (BID) Programme

Business Improvement Districts (BIDs) are business areas within Tāmaki Makaurau/Auckland where local businesses and ratepayers have agreed to work together, with support from the council, to improve their business environment, promote innovation and attract new businesses and customers.

Auckland Council’s BID programme sets a framework to provide BID-operating business associations with funding from the BID targeted rate to benefit their specified business area. Auckland has 50 BIDs representing more than 25,000 businesses, with a combined capital value estimated at \$72.7 billionⁱⁱⁱ.

The BID programme enables local boards to engage with the business sector in local town centres and business areas in a coordinated way, including advice from TAU.

The BID programme targeted rates are collected from individual business ratepayers located within the BID programme boundary area. Local boards are asked to recommend that the Governing Body set the BID targeted rate and BID targeted rate grant for the BIDs within their local board area.



iii. <https://www.aucklandcouncil.govt.nz/about-auckland-council/business-in-auckland/Pages/business-improvement-district-programme.aspx>



Gould Reserve playspace opening ▲



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

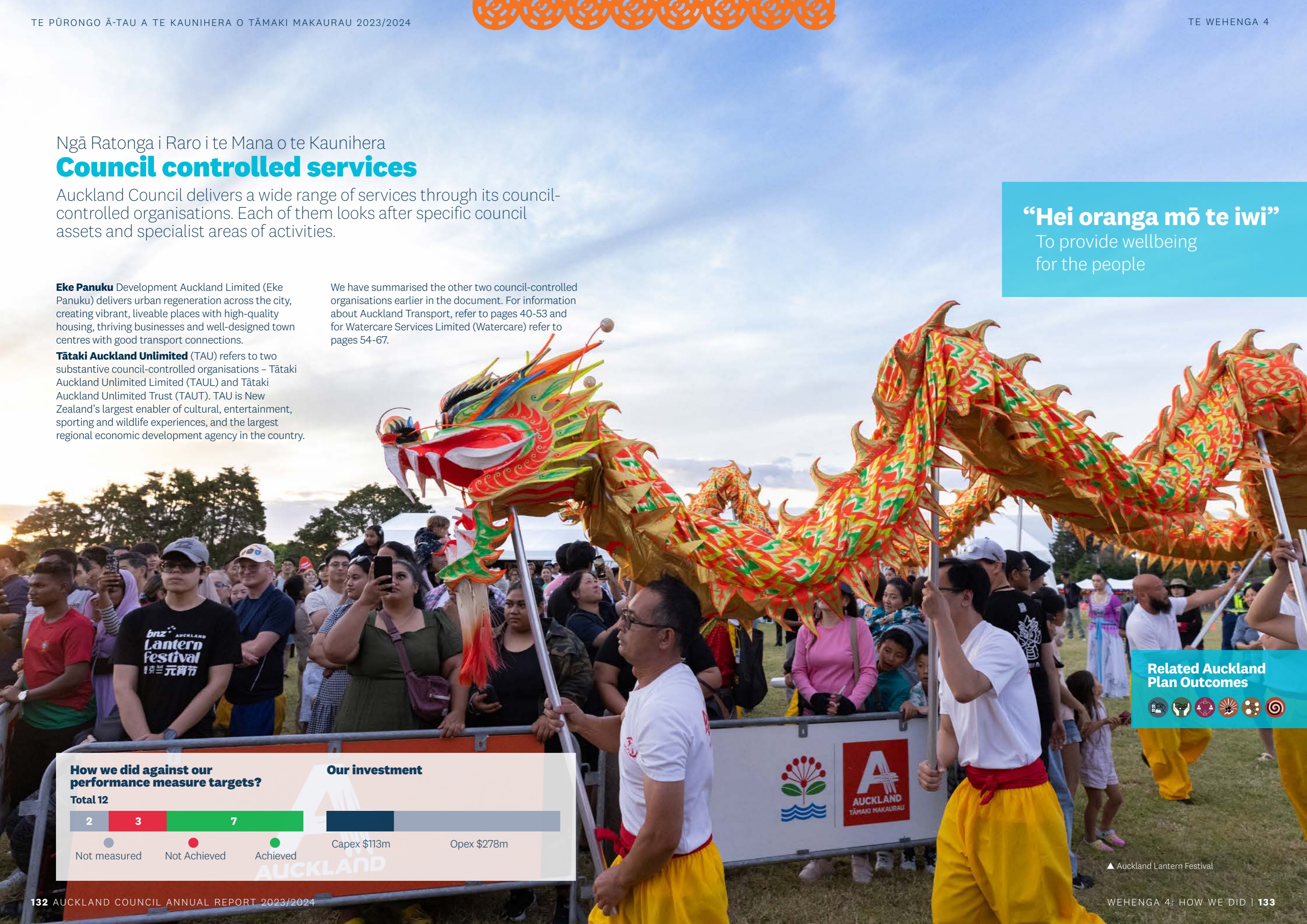
Auckland Council delivers a wide range of services through its council-controlled organisations. Each of them looks after specific council assets and specialist areas of activities.

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

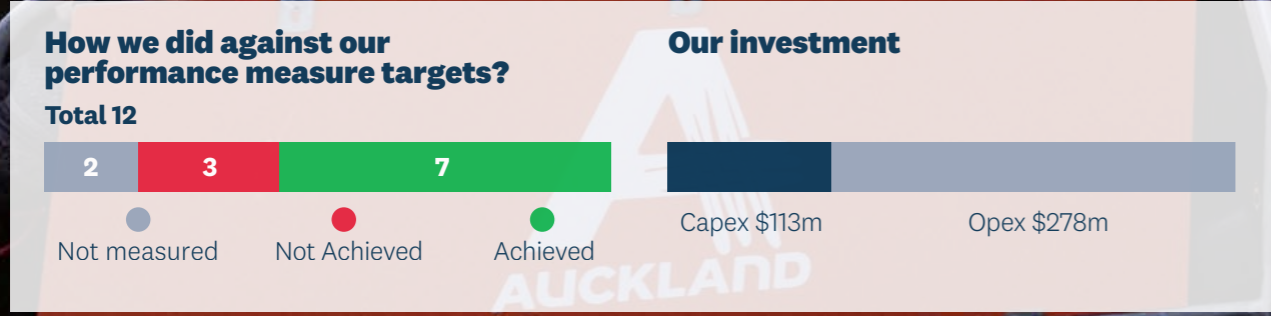
Tātaki Auckland Unlimited (TAU) refers to two substantive council-controlled organisations – Tātaki Auckland Unlimited Limited (TAUL) and Tātaki Auckland Unlimited Trust (TAUT). TAU is New Zealand’s largest enabler of cultural, entertainment, sporting and wildlife experiences, and the largest regional economic development agency in the country.

We have summarised the other two council-controlled organisations earlier in the document. For information about Auckland Transport, refer to pages 40-53 and for Watercare Services Limited (Watercare) refer to pages 54-67.

“Hei oranga mō te iwi”
To provide wellbeing for the people



Related Auckland Plan Outcomes



▲ Auckland Lantern Festival



Te whakawhanaketanga ki Tāmaki Makaurau Development Auckland

Eke Panuku Development Auckland Limited (Eke Panuku) is the council-controlled organisation that delivers urban regeneration in Auckland and creating amazing places.

Urban regeneration involves planning neighbourhoods through the masterplan and improving buildings to strengthen communities and local economies and creating public amenity to increase vibrancy of town centres making them attractive places to live, work and invest and increasing community pride. Eke Panuku and its partnersⁱ have been recognised



for the **Northcote Regeneration Plan** and awarded Excellence in the Master Planning and Urban Design strategy category at the 2024 Resene New Zealand Institute of Landscape Architects Awards.

Eke Panuku has signed a significant unconditional development agreement with Precinct Properties for the development of the **Downtown carpark site in June 2024**. Precinct properties will partner with Ngāti Whātua Ōrākei to redevelop the site into new offices, residential, hospitality and urban spaces for the public, consistent with the City Centre Masterplan. This high-quality, sustainable, and mixed-use development will contribute positively to Auckland's cityscape. The carpark will continue to operate until required for development.

Te Ara Awatahaⁱⁱ (Northcote Greenway) also won a Water New Zealand Environmental Sustainability Project award in October 2023. The **restoration days** continue monthly as part of growing local involvement in looking after the greenway. Stream regeneration, water testing and rubbish clean-up in March 2024 saw weeds removed and litter collected.



▲ Waiwharariki Anzac Square



An addition to Te Ara Awataha, **Papa ki Awataha Jessie Tonar Scout Reserve** was completed in March 2024. The reserve upgrade has transformed what was scrubby grass and overrun bush into an attractive green space for the rapidly growing Northcote community to use and enjoy (for more information see page 139).

In July 2023, the land purchased from Te Whatu Ora was required to enable the **Puhinui regeneration** walkway and cycleway project, and the concept

design for the stage 1 was approved by the Manurewa Local Boardⁱⁱⁱ. Eke Panuku is working with Healthy Waters, the Waiohūa iwi alliance and partners to naturalise the Puhinui stream and create a new green space in South Auckland, which will increase urban ngahere, improve walking and cycling connections and reduce flood risk and water quality issues.



Eke Panuku has progressed mapping urban ngahere coverage and is working with Healthy Waters and Watercare on the catchment-based planning approach under the **public realm/environmental guidelines**. It has also been testing carbon-measurement tools to help find ways of reducing the carbon in capital projects.

Takapuna's Waiwharariki Anzac Square was completed and officially opened in September 2023. The beautiful space is open for the community activities and Sunday markets.

The regeneration in Avondale is underway, including the deconstruction of 10 Racecourse Parade to prepare for future development and the **construction of Avondale's new library and community hub Te Hono**.

This year Eke Panuku has exceeded its target^{iv} and a total of 135 homes were completed on sites sold by Eke Panuku. This comprises 108 new houses built in the Supports Programme in Green Bay, Ormiston, Whangaparaoa, and Hobsonville, 12 new houses completed by the New Zealand Housing Foundation in Kōtuitui Place (Manukau) and 15 houses completed in Old Papatoetoe. Kōtuitui Terraces, Manukau won **an Auckland Architecture** for 'Housing - Multi Unit' in the *Te Kāhui Whaihangā New Zealand Institute of Architects*.

Eke Panuku supported the council's Storm Recovery programme with **property buyouts which included 488 properties**. Of the total, 127 properties were purchased and handed over to the council's Recovery Office, 176 properties have sale and purchase agreements in place waiting to settle^v.

The development of the **Haumarū site at Greenslade Crescent** (Northcote) for social rental housing for older people is now unconditional. Kāinga Ora is on site and has started construction of the 52-unit development.

The development agreement for a residential development in **Hobsonville** for around 58 new homes has become unconditional in January 2024. All dwellings will be Homestar 6.

More homes and mixed-use development are planned at Mt Eden^{vi} by redeveloping a 5,250m² residential and commercial site. High-quality housing options close to key destinations will enable residents to take advantage of well-connected public transport services while also living within a short walk of shops, workplaces, schools, restaurants, and public spaces.




▲ Resurfaced Wynyard Quarter basketball courts as part of Te Ara Tukutuku project

i. The Northcote Regeneration Plan was developed by Isthmus, Kāinga Ora, and Eke Panuku in partnership with Auckland Council, Ngā Mana Whenua o Tāmaki Makaurau, and LEAD Alliance over the past eight years.
ii. Te Ara Awataha Greenway was reopened in the 2022/2023 financial year.
iii. Te Aka Raataa Stage 1 is the construction of a new walkway, shared path, stormwater and green infrastructure along the stream corridor to support development.

iv. Target for 2023/2024 was 60 homes.
v. Both categories make up 62% of the properties. A further 20% have completed valuations but are going through valuation dispute and resolution.
vi. 198-222 Dominion Road and 113-117 Valley Road.
vii. Of the 37 actions in the Achieving Mana Whenua Outcomes plan, 10 are scheduled for delivery in the first year. Five deliverables have been achieved and five are in progress.



The concept design for **transformation of Onehunga’s Waiapu Precinct and Paynes Lane** was approved by the Maungakiekie-Tāmaki Local Board in April 2024. Once delivered, it will provide a new public plaza, green spaces, a family play space and safer walking connections between Waiapu Precinct and Onehunga Mall through to Dress Smart, with a sense of cultural identity captured in collaboration with artist Graham Tipene.

 In July 2023, Eke Panuku adopted the three-year road map ‘Achieving Mana Whenua Outcomes’ framework which supports Auckland Council’s Kia Ora Tāmaki Makaurau framework. Five deliverables^{vii} were achieved:

- collaborating with mana whenua to ensure public realm projects achieve high-quality stormwater, rainwater, and design outcomes
- supporting mentorship and career coaching opportunities for Māori employees
- board and executive reports considering Māori outcomes
- supporting mana whenua-led aspirations to appoint Māori in the Auckland Council Group governance roles, and
- appointing a survey company to discuss with mana whenua on the quality of our relationship.

These five deliverables align with the **Kia Ora Te Taiao: Kaitiakitanga, Kia Ora Te Umanga: Māori Business, Tourism and Employment** and **Kia Ora Te Hononga: Effective Māori Participation** initiatives.

Engaging Mana Whenua Artists Guidelines were also adopted. These guidelines were developed in collaboration with iwi and artists to ensure that current procurement practice of mahi toi artists is aligned with artist and iwi aspirations, such as the **support for cultural art integration into Eke Panuku’s Mountain Road and Lagoon Edge Reserve projects in Panmure**.

Guided by the Te Ara Tukutuku Plan, Eke Panuku has been working with mana whenua and the design

consortium Toi Waihanga to **co-design the Te Ara Tukutuku vision** to reconnect people with Te Waitematā and build connection between people and places. Five of the 10 hectares will become a thriving foreshore for the land to reconnect to the sea, bringing Tangaroa (god of the sea) and Papatūānuku (earth mother) together again. Restoring and enhancing the mauri of the moana (sea) and the whenua (land) is at the centre of this vision. This work aligns with the **Kia Ora Te Hononga: Effective Māori Participation** initiative.



▲ Sealink ferry terminal
▶ New floating berths and public space at Westhaven Marina

Waterfront’s pile berth redevelopment, a commercial project to upgrade Westhaven Marina with 89 new floating berths and 2,000 sqm of new public space was opened to the public in December 2023. This includes new headland open space, carpark, and waterfront promenade.

Construction of the new terminal and offices for the **Sealink ferry terminal at Wynyard Quarter was completed**. Eke Panuku and Sealink signed a development agreement for an 80-year lease providing certainty for ferry services for decades and enabling development of modern facilities.

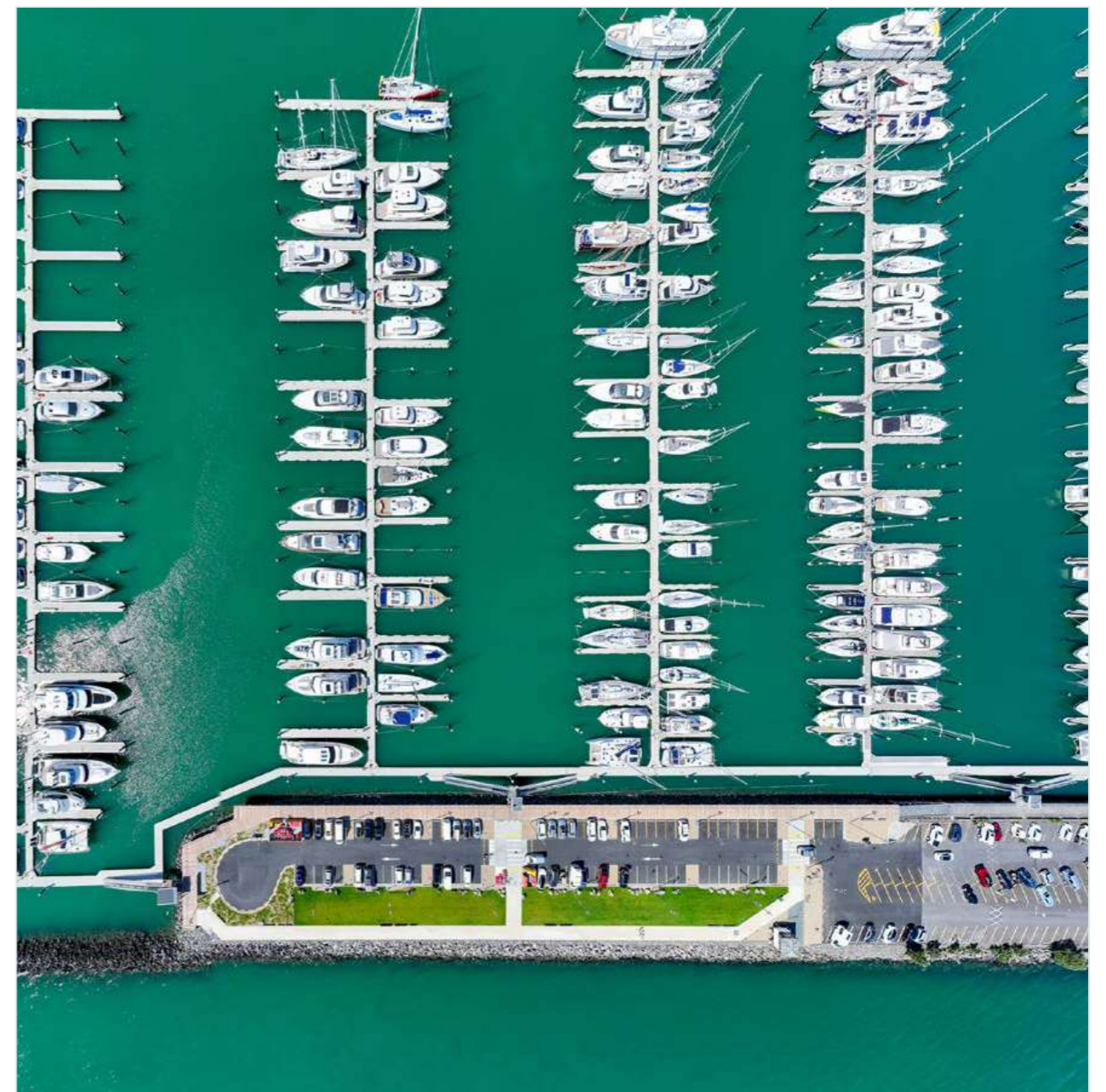
The **Shamrock Cottage in Cockle Bay** was refurbished while maintaining its distinct character, including seismically strengthening the structure, removing lead paint and asbestos, replacing the roof, replacing pipes, making the bathroom accessible, and installing a new air conditioning system. This is one of the heritage buildings that Eke Panuku manages on behalf of Auckland Council to ensure they are well maintained for future generations of Aucklanders.



Things we are keeping an eye on

The economic outlook for New Zealand is uncertain and the property market is subdued. Town centre developments require investment by the private sector to support urban regeneration. We take a strategic approach when seeking development partners, keeping the property market conditions in mind.

Large urban development projects can have some negative impacts on local residents and businesses, such as travel and business disruption and construction noise, or changes in land use and activity. Eke Panuku engages closely with communities and provides targeted information to affected residents and businesses, and organise special activities to ensure town centres remain vibrant and safe when being redeveloped.





Development Auckland performance measures

Result against target ● Achieved ● Substantially achieved ● Not achieved ● Not measured *Impacted by COVID-19

We make the waterfront and town centres dynamic, culturally-rich, safe and sustainable places for Aucklanders and visitors to enjoy

Net new dwellings (housing units)¹

This result is a reflection of the reduced construction activity resulting from a very weak property market.

| | | |
|-----------------------|------|-----|
| Result against target | | ● |
| Target 2024 | | 350 |
| Result | 2024 | 135 |
| | 2023 | 364 |
| | 2022 | 358 |

Commercial / Retail gross floor area (GFA) or net lettable area (square meter)²

The performance measure was intended to demonstrate forecast gross floor area of retail or commercial space constructed by our development partners based on our development agreements. The forecast target is subject to uncertainties in the property market. Due to external factors that could not be foreseen, worsening economic conditions, our development partners have had to delay project delivery as presale or pre-leasing requirements could not be met. Because of this the Council has agreed with Eke Panuku, through the Statement of Intent for 2023 - 2026, that this target will not be measured in the 2023/2024 financial year.

| | | |
|-----------------------|------|---------------------------|
| Result against target | | ● |
| Target 2024 | | 29,000 |
| Result | 2024 | Not measured ⁴ |
| | 2023 | Not measured ⁴ |
| | 2022 | N/A |

Capital project milestones approved by the board achieved³

All capital milestones were achieved by the end of June. Key milestones include:

- Project construction completed (e.g. Takapuna’s Waiwharariki Anzac Square, Northcote’s Jessie Tonar Scout Reserve upgrade, Waterfront Pile Berth Redevelopment - new public space, promenade and carpark).
- Construction commenced (e.g. 21 Princes Street, Auckland City heritage building refurbishment).
- Lodgement of resource consent (e.g. Catherine Plaza Henderson and Hayman Park Manukau wetlands).

| | | |
|-----------------------|------|------|
| Result against target | | ● |
| Target 2024 | | 80% |
| Result | 2024 | 100% |
| | 2023 | 67% |
| | 2022 | 81% |

We manage and maintain Council’s properties, assets and services to optimise financial returns

Annual property portfolio net operating budget result agreed with the council achieved

This is mainly due to revenue received from properties held in the portfolio for a longer period of time. They were not required for projects at the planned time.

| | | |
|-----------------------|------|-------|
| Result against target | | ● |
| Target 2024 | | 16.2m |
| Result | 2024 | 27.0m |
| | 2023 | 25.4m |
| | 2022 | 27.1m |

The monthly average occupancy rate for tenable properties⁴

| | | |
|-----------------------|------|------------------------------------|
| Result against target | | ● |
| Target 2024 | | Commercial 85% Residential 95% |
| Result | 2024 | Commercial 97.1% Residential 98.2% |
| | 2023 | Commercial 94.0% Residential 97.1% |
| | 2022 | Commercial 93.4% Residential 97.9% |

1. Number of housing units includes an apartment, duplex unit, a town-house or a residential dwelling. These relate to town centre intensification a key element of the council’s development strategy.
 2. This was not measured as no projects were planned this year due to programme changes affecting timing of projects. This measure is no longer a useful indicator and has been removed from future reporting.
 3. A list of project milestones is compiled for Panuku Board approval.
 4. The occupancy of properties or rental objects, are those that are ‘available for rent’ and are tenable.



CASE STUDY

The upgrade of Papa ki Awataha Jessie Tonar Scout Reserve, Northcote

Northcote’s Jessie Tonar Scout Reserve upgrade was completed in March 2024 with a mana whenua-led karakia whakawātea (dawn blessing) to mark the opening of the space to the public. The reserve upgrade has transformed what was overgrown bush and grass into an attractive and interesting green space for the rapidly growing Northcote community to use and enjoy.

The transformation of the reserve started with the Kaipātiki Project, a local environmental charity, working with local volunteers. Their initial hard mahi paid off as they steadily removed pest plants without the use of pesticides, such as bamboo and wild ginger, to help restore the native bush. The upgrade of the reserve includes:

- An improved open space area with new landscaping, seating, exploration trails, recreation spaces and native planting.
- The Awataha Stream, which originates in the reserve, has been restored and enhanced to improve the water flow, and there is now a clear pathway through the regenerated bush to the puna (spring).

Applying ‘Take Mauri, Take Hono’ – a mana whenua tool to measure mauri (life essence) indicators – great care was taken to protect and restore the natural ecology and minimise environmental damage.

The upgraded reserve is the start of the multi-award-winning Te Ara Awataha – Northcote’s new greenway. The greenway follows the path of Awataha Stream and links a network of green spaces throughout Northcote.

Not only does Te Ara Awataha physically connect the community, it connects people to nature – delivering health and wellbeing benefits for locals – and it also provides significant environmental benefits, such as improved water quality, stormwater management and nature regeneration.

The next stage in Northcote is the redevelopment of the town centre, including a new community hub.





Te tipu o te ōhanga me te ōhanga ā-ruranga (TAUL)

Economic growth and visitor economy (TAUL)

Tātaki Auckland Unlimited (TAU) refers to the two substantive council-controlled organisations, Tātaki Auckland Unlimited Limited (TAUL) and Tātaki Auckland Unlimited Trust (TAUT), which have distinct, but related roles. TAUL supports Auckland’s growth by developing a vibrant and competitive economy, with a particular focus on supporting business and investment attraction, business growth and innovation, as well as supporting sustainable growth of the visitor economy.

TAUL invested in, supported and delivered major events across Auckland to generate economic, social, reputational and sustainability benefits for the region including the **FIFA Women’s World Cup 2023** (for more information see page 143), the **Rainbow Games** and the **2024 Weightlifting Festival**, the final chance to qualify for the Paris 2024 Olympics.

Festivals that took place in the year included the first Moana Auckland – New Zealand’s Ocean Festival, the BNZ Auckland Diwali Festival, the BNZ Auckland Lantern Festival and the Pasifika Festival. **Other notable major events** included the ASB Classic tennis tournament, Synthony in the Domain and the P!NK concert. New Zealand Fashion Week returned to the

Viaduct Events Centre for the first time since 2019 and the New Zealand International Film Festival and the Red Bull Cliff Diving World Series finale also took place.

TAUL promoted, secured, hosted and supported business events, conventions, exhibitions and functions. 86 business events were successfully secured with an expected future total economic impact value of \$37.9 million and 81,517 visitor nights. This included a major education convention and the World Dairy Summit in 2026 which will bring to Auckland industry leaders and experts

from around the world. The annual **Amway China Leadership Seminar** was hosted in Auckland for China’s top performers.

\$142.8m contribution to regional GDP from major and business events (\$74.2m previous year)


TAUL’s work in the technology industry was recognised with a national commendation for the ‘Sector and Cluster Development’ at the Economic Development NZ awards. TAUL delivered the **Techweek 2024** programme at GridAKL and the **GridAKL/Startup Weekend Tāmaki Makaurau**.

The **Screen Auckland website** was launched in February 2024 providing refreshed content to showcase Auckland’s \$1.6 billion industry to target audiences. The Auckland screen sector has 2,300 businesses operating and employs 8,400 people. The **Auckland Screen Taskforce** was established this year to improve the region’s film friendliness and refresh Auckland’s screen attraction proposition.

In November 2023, TAUL launched **Te Puna Creative Innovation Quarter** in Henderson to support the creative industries in Tāmaki Makaurau. Te Puna is a collaboration with west Auckland-based iwi Te Kawerau ā Maki, which aims to be a world-class hub for screen and creative arts. The engagement with mana whenua will continue to be developed.

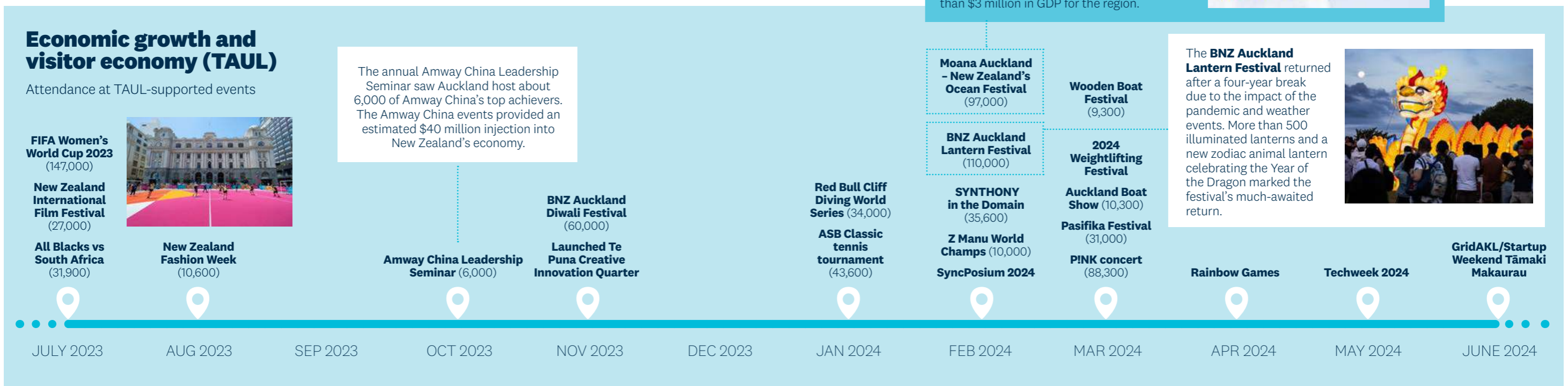
In February, TAUL supported **SyncPosium 2024** – a music-for-screen event that showcased the best in the business from the US and Aotearoa New Zealand’s screen music industries. This brought together Grammy and Oscar-winning composers, top Hollywood television and movie executives, and a group of the best local music talent.

The **Destination Auckland Partnership Programme (DPP)** began in July 2023 to further support the attraction of holiday visitors and business events for the Auckland region. The DPP offers a range of partnership levels for businesses in the tourism industry, including education, events, marketing and other benefits. By the end of the 2023/2024 financial year, the programme had engaged 133 partners with a total funding value of \$1.86 million.

 **Climate Connect Aotearoa** launched **He Kete Mātauranga** on its website to support businesses and communities in building climate resilience through Māori knowledge systems and frameworks, including



The first **Moana Auckland – New Zealand’s Ocean Festival** celebrating the region’s connection to the sea ran from 24 February to 24 March 2024. Events included the first ever Z Manu World Champs with dive-bombers showing off their skills in Viaduct Harbour, the first Wooden Boat Festival and The Auckland Boat show. These three events generated more than \$3 million in GDP for the region.





published articles and videos. A hui (meeting) in June 2024 brought together 115 attendees including Māori businesses, iwi and hapū representatives, mataawaka organisations, climate innovators, environmental organisations, academia and communities. The event took an in-depth look into Māori knowledge systems and practises, and how they are applied within climate change innovation.



Things we are keeping an eye on

Large-scale events can also cause disruptions to residents and businesses. To minimise health and safety risks and traffic congestion, we 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.

Economic growth and visitor economy (TAUL) performance measures

Result against target ● Achieved ● Substantially achieved ● Not achieved ● Not measured *Impacted by COVID-19

We support the sustainable growth of the Auckland visitor economy through destination management and marketing, major events, business events and international education attraction and support programmes

The contribution to regional GDP from major events and business events attracted or supported¹

The contribution to regional GDP from major events and business events attracted or supported by TAUL was an estimated \$142.8m. This result significantly exceeds the result from last year (\$74.2m) and the target of \$71m. The single largest contributor to the overall result was the FIFA Women’s World Cup 2023 which exceeded all forecasts. Other significant major event contributors were the All Blacks v South Africa, the ASB Classic, Synthony in the Domain, PINK at Eden Park and the Auckland Boat Show. Business events attracted or supported by TAUL contributed approximately 20% of the final result including the Auckland component of the Amway (China) Leadership Seminar New Zealand, the single largest business event that TAUL has contributed to the attraction and facilitation of.

| | | |
|-----------------------|------|----------|
| Result against target | | ● |
| Target 2024 | | \$71m |
| Result | 2024 | \$142.8m |
| | 2023 | \$74.2m |
| | 2022 | \$30.2m* |

We deliver information, advice, programmes and initiatives to support the creation of high value jobs for all Aucklanders

Number of businesses that have been through an Auckland Unlimited programme or benefited from an Auckland Unlimited intervention²

In the 2022/2023 financial year, Tātaki Auckland Unlimited transferred the delivery of the Regional Business Partner Programme to the Auckland Business Chamber. As a result, the Statement of Intent target for this measure was reduced from 3,000 businesses per annum to 1,200 (the LTP target remains unchanged). For the 2023/2024 financial year, the cut to Tātaki Auckland Unlimited’s operational funding severely curtailed its ability to provide one-to-one business support through programmes and interventions. As such, this is no longer an appropriate measure of performance.

| | | |
|-----------------------|------|--------------|
| Result against target | | ● |
| Target 2024 | | 3,000 |
| Result | 2024 | Not measured |
| | 2023 | 1,499 |
| | 2022 | 11,976 |

Number of Māori businesses that have been through an Auckland Unlimited programme or benefited from an Auckland Unlimited intervention²

During 2023/2024, 135 Māori businesses went through a TAUL programme or benefited from a TAUL intervention, an improvement on our 2023 result of 101. This result exceeds the target of 50 businesses set in the TAU 2023-26 SOI, but does not hit the FY 24 LTP target of 150 set in 2021. Results reflect the large number of Māori businesses that have been tenants or through a programme at the TAU-supported innovation precinct at GridMNK and also the newly opened innovation precinct, The Reserve, in Glen Innes.

| | | |
|-----------------------|------|-------|
| Result against target | | ● |
| Target 2024 | | 150 |
| Result | 2024 | 135 |
| | 2023 | 101 |
| | 2022 | 1,080 |

CASE STUDY



FIFA Women’s World Cup 2023

The FIFA Women’s World Cup 2023 (FWWC 2023) was jointly hosted by Australia and New Zealand from 20 July to 20 August 2023. Auckland played a major role in New Zealand’s co-hosting, including nine World Cup matches and the delivery of a Host City programme.

The event required collaboration across the Auckland Council Group to deliver a safe and successful tournament, and to maximise participation across Auckland. It had to realise the economic and legacy benefits of hosting an event of such size and scale.

Host Cities played a key role in the delivery and success of FWWC 2023, working alongside the Local FIFA Subsidiary and central government for women’s football and women’s sport in general.

The FIFA Fan Festival, delivered by TAUL at The Cloud on Queen’s Wharf, saw more than 85,000 Aucklanders and visitors during the event. During the FIFA Fan Festival:

- 2,000 attendees watched the final live at The Cloud on Queen’s Wharf
- 48 matches were streamed live and 82 artists performed
- the TAUL hosted schools programme provided the opportunity for thousands of students (Year 1-6) to experience football and learn about the history of women’s football
- the Unity Pitch saw almost 200 bookings and over 260 hours of operation

- 89.2 per cent of event waste and 58.5 per cent of pack-in and out waste was diverted from landfill, totalling 77 per cent of all waste.



Having a strong Māori cultural theme running through FWWC 2023 was a shared objective of the host cities and for the first time in a FIFA event a dual naming of host cities was adopted (English with te reo Māori and First Nations languages). This aligns with the **Kia Ora Te Ahurea: Māori Identity and Culture** initiative.

Te ao Māori and te reo Māori were showcased, including custom design of the venue’s entrance carpet and bilingual signage throughout the FIFA Fan Festival, talent selection, and te reo Māori subtitles for the Wāhine Leaders campaign.

A postevent survey of match and fan festival spectators showed that 75 per cent of match spectators and 59 per cent of FIFA Fan Festival spectators in Auckland felt there was a strong Māori cultural theme running through the event.

The FWWC 2023 delivered significant economic benefits – a \$871 million boost to the region’s GDP and more than 175,000 visitor nights. It also left a legacy for Tāmaki Makaurau / Auckland with more than \$18 million invested in upgraded pitches, lighting and facilities. These upgrades will continue to benefit local communities and provide access to high-quality sporting infrastructure for athletes of all ages and abilities.

1. Measurement of the contribution to regional GDP from major and business events attracted or supported reflects a key objective of TAUL’s major and business event programmes to attract events that will contribute to growing Auckland’s regional economy.

The estimated contribution to regional GDP from major events is sourced directly from evaluation undertaken by external event evaluation company Fresh Information using a mixture of primary research with event organisers and event attendees, desk-based research and historic results. During 2023/24, the major event portfolio included 32 evaluated events that TAUL played a role in attracting or supporting. One further event was not evaluated as its locally focussed nature meant it would have had no or negligible additional impact on regional GDP. Estimates of the contribution to regional GDP from business events attracted or supported are also undertaken by Fresh

Information. Each business event attracted or supported by TAUL is evaluated based on a mixture of post-event primary data provided by event organisers and pre-event estimates. The result includes the impact of 52 business events held during the year that TAUL played a role in attracting or supporting.

Measurement accounts for the net additional regional impact only (i.e. local spend by local residents and businesses is not included), and figures represent the total net impact of major and business events delivered and/or attracted and/or supported by TAUL that have occurred during 2023/24.

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



Ngā rawapuni ā-rohe (TAUT) Regional facilities (TAUT)

Tātaki Auckland Unlimited Trust (TAUT) is a council-controlled organisation responsible for providing and developing Auckland’s arts, culture, heritage, leisure, sport and entertainment venues.

TAUT brings world-class sport, live music and entertainment to three stadiums around Auckland.

At **Go Media Stadium** the **One New Zealand Warriors** played 12 home games during the 2023 and 2024 NRL season, with more than 301,000 tickets sold. The world’s top six teams played at the **WXV women’s international rugby competition** at the stadium and Wellington Phoenix men’s and women’s football teams won their double-header for the **Macca’s Festival of Football**. The stadium hosted the **Listen In music festival**, **Eden Fest**, the **Foo Fighters** and the **Colgate Games**.

Western Springs Stadium featured **Post Malone** and the **Laneway Festival** which returned after a four-year hiatus. Speedway also returned for a shortened season. The **North Harbour Stadium** hosted **Juicy Fest** and the annual **Sunsetter Music, Food & Drink Festival**. Over the Christmas period **Megaland**, New Zealand’s biggest inflatable obstacle course, bounced between North Harbour Stadium and Go Media Stadium, and Western Springs hosted **Slip’N’Slide**.

Auckland Live brings artists and audiences together through its programmes and public spaces creating a vibrant city. This included bringing **Australia’s 360 ALLSTARS** to The Civic and a sold-out season of

the internationally award-winning one-woman show **Prima Facie**. Commercial events at Auckland Live venues included Aotearoa-based **Grinding Gear Games**, a line-up of sold-out local and international comedy shows, and music gigs. Popular long-running seasons included **Dracula’s The Resurrection Tour**, **Amici’s The Music Man in Concert** and **The Best Exotic Marigold Hotel**.

 The Auckland Town Hall hosted the **Matariki Festival Day**, a free, family-friendly one-day event showcasing Māori performances, films, gaming experts, and a marketplace with indigenous crafts and kai (food). The event attracted about 6,000 attendees. Partnering with the **Auckland Town Hall Organ Trust**, Auckland Live delivered four packed free concerts, and streamed them on Facebook. This aligns with the **Kia Ora Te Reo: Te Reo Māori** and **Kia Ora Te Ahurea: Māori Identity and Culture** initiatives.

Resident hirers and festivals at Auckland Live venues included the **New Zealand International Film Festival**, **New Zealand Opera**, and **New Zealand Symphony Orchestra**. They delivered 419



performances to a total audience of more than 188,000 and the **Auckland Philharmonic** delivered 46 performances to a combined audience of more than 45,000.

The Aotea Arts Quarter hosted the **Te Ahurei Toi o Tāmaki Auckland Arts Festival** including three sold-out shows by Tim Minchin and the premiere season of *The Valentina* by Anders Falstie-Jensen. The Aotea Centre | Aotea – Te Pokapū presented five sold out performances of **The Royal New Zealand Ballet’s Swan Lake**.

The Auckland Zoo set a new annual visitor record with more than 847,000 visits this year and almost 60,000 students engaged with zoo learning activities onsite. In January 2024, for the first time more

than 100,000 people visited Auckland Zoo in a single month and the Zoo welcomed the arrival of a female **Sumatran tiger cub**.

 In September 2023, the Zoo achieved Toitū net carbon zero certification for the eighth consecutive year and continues to explore new ways to reduce its impact on the world around it. A new bike parking facility was installed to support sustainable travel.

The Zoo supported **63 conservation projects worldwide**, including providing

expertise to two projects in the Pacific region and nearly 5,000 hours to 41 conservation projects across the motu – 20 of which were in the Tāmaki Makaurau / Auckland region. Many of these projects were the focus of **Season 2 of Wild Heroes**. Strong viewing figures have secured a third season with Discovery NZ, which is expected to air at a similar time in 2025.

Zoo flood remediation work is continuing at the Te Wao Nui back of house building for completion by September 2024 and plans for are underway for the Wetlands, Savannah, Baboon and Lizard Lane habitats and High Country Whio / Takahe Aviaries.

Auckland Conventions, Venues & Events delivered 360 events (a 39 per cent increase from

Regional facilities (TAUT)

Attendance at TAUT-supported events



The **ARBORIALIS Luminarium** season in Aotea Square exceeded forecasts with more than 14,000 tickets sold. The Luminarium was supported by a free, family friendly circus workshop delivered by The Dust Palace.





the 2022/2023 financial year) across its 11 venues. This included international conventions, domestic conferences, tradeshow and prestigious award banquets. Together, they drew nearly 150,000 delegates, which had a region-wide benefit for accommodation providers and food and beverage establishments.

The **Auckland Art Gallery Toi o Tāmaki** welcomed more than 485,000 visitors this year. The **Ever Present: First Peoples Art of Australia** exhibit, the largest overview of art by First Nations Australian artists presented in Aotearoa / New Zealand was enjoyed by 80,730 visitors. The **Paths through Modernity: The Robertson Gift** exhibit displayed 15 works by influential modern European artists, including Paul Cézanne, Salvador Dalí, Henri Matisse and Pablo Picasso. **Guo Pei: Fashion, Art, Fantasy** presenting the designs of globally renowned Chinese couturier Guo Pei, attracted 77,158 visits over 148

days. In association with the exhibition, the gallery held a free one-day **Lunar New Year festival** which attracted 6400 visitors – the gallery’s highest single day visitation number since 2015.

The **New Zealand Maritime Museum** presented the **Always Song in the Water** exhibition which explored our connection to the moana and wider Pacific region through the work of notable artists including Robin White and John Pule.

The **Digitisation Hub project** which aims to improve the digital capabilities of smaller cultural organisations in the Auckland region spent 12 weeks at Warkworth Museum and the Charlotte Museum Te Whare Takatāpui-Wāhine o Aotearoa to help these institutions establish their own digitisation programmes. Staff are also continuing to digitise the museum’s online collection, with nearly 28,000 objects digitised to date.

Regional facilities (TAUT) performance measures

Result against target ● Achieved ● Substantially achieved ● Not achieved *Impacted by COVID-19

We deliver arts, wildlife, collections, sports, and events that provide experiences that are engaging and embraced by Aucklanders

The number of people who are issued tickets to attend Auckland Live, Auckland Zoo, Auckland Art Gallery, NZ Maritime Museum and Auckland Stadiums venues and events

The largest shares of tickets were issued for Auckland Zoo (41 per cent), Auckland Live (28 per cent) and Auckland Stadiums (22 per cent). This result is above the target of 2.08 million and a slight increase on the 2022/23 result.

| | | |
|-----------------------|-------|-----------|
| Result against target | | ● |
| Target 2024 | 2.08m | |
| Result | 2024 | 2,088,013 |
| | 2023 | 2,066,784 |
| | 2022 | 751,857* |

The net promoter score for Auckland Unlimited’s audiences and participants¹

Compared to last year, our NPS across the Zoo, the Auckland Art Gallery, Auckland Live and NZ Maritime Museum has remained strong. Improved results at Auckland Stadiums contributed to the overall improved NPS score, with particularly strong attendance and positive sentiment among attendees at One New Zealand Warriors matches.

| | | |
|-----------------------|------|----|
| Result against target | | ● |
| Target 2024 | 20 | |
| Result | 2024 | 49 |
| | 2023 | 45 |
| | 2022 | 54 |

The percentage of operating expenses funded through non-rates revenues

While the result is a significant improvement on last year, we did not meet target, primarily as a result of not securing the anticipated number of major international stadium acts over the year. Additionally, the impact of the challenging economic climate on ticket sales to live performances and shows has contributed to the result.

| | | |
|-----------------------|------|------|
| Result against target | | ● |
| Target 2024 | 59% | |
| Result | 2024 | 55% |
| | 2023 | 51% |
| | 2022 | 33%* |

The number of programmes contributing to the visibility and presence of Māori in Auckland, Tāmaki Makaurau

Programmes and initiatives included free family-friendly circus workshops and performances in Aotea Square with Te Kura Maninirau, New Zealand’s only Māori circus school, Ara Moana Waka school programme about ancestral navigation at New Zealand Maritime Museum, ‘Heru Hāpai Cultural Uplift’ programme for staff launched at Auckland Art Gallery and extensive adoption of karakia and mihi whakatau at Art Gallery openings and events.

| | | |
|-----------------------|-----------------|-----|
| Result against target | | ● |
| Target 2024 | 20 ² | |
| Result | 2024 | 87 |
| | 2023 | 88 |
| | 2022 | 101 |

1. Net Promoter Score (NPS) is a tool that can be used to gauge the loyalty of customer relationships. It serves as an alternative to traditional customer satisfaction that aims to measure the loyalty that exists between a provider and a consumer. An NPS can be as low as -100 (every respondent is a ‘detractor’) or as high as +100 (every respondent is a ‘promoter’). TAUT aims to provide a high-quality customer experience and NPS has been chosen as the key tool to gauge this. Data is collected using two main methodologies: Exit self-completion interviews (tablet-assisted self-completion surveys) for data collected at Auckland Zoo, Auckland Art Gallery and NZ Maritime Museum. An email survey to ticket-buyers of shows or events at Auckland Stadiums or Auckland Live venues, including free but ticketed shows or events. The NPS is calculated based on responses to a single question: How likely are you to recommend a visit <venue> to others? The scoring for this answer is based on a 0 to 10 scale. Those who respond with

a score of 9 to 10 are ‘promoters’, those who respond with a score of 0 to 6 are ‘detractors’ and responses of 7 and 8 are ‘passives’. The NPS is calculated by subtracting the percentage of customers who are detractors from the percentage of customers who are promoters. All responses collected across the year across all TAUT venues are collated and a NPS is calculated for each venue. These scores are then weighted according to ticketed attendance at each venue, except for the Auckland Art Gallery, where a broader measure of admission is used to derive the weighting. For 2023/2024, results were calculated based on a total of 25,305 responses across all venues during the year. The margin of error on this aggregated sample size is +/-1%.
2. Through the TAU 2022-2025 SOI process, the target was increased to 40. The current target in the table is as per Long-term Plan 2021-2031.



Things we are keeping an eye on

We want all Aucklanders 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. Our programmes, exhibitions and events are aimed at engaging and being accessible to as wide a community as possible. We recognise the importance of all aspects of accessibility across our venues (including financial and physical) accessibility. Where funding levels permit, free and subsidised entry and programmes are provided across a broad range of our facilities, events and venues.



CASE STUDY

Creating safe, reliable access

The Western Springs precinct is home to some of the most popular attractions and facilities in Tāmaki Makaurau / Auckland, including MOTAT and Auckland Zoo.

With facilities such as Western Springs Stadium, sports clubs, Western Springs Park, The Auckland Performing Arts Centre (TAPAC) and schools, it is a vibrant community hub that welcomes thousands of residents and visitors weekly. When visiting MOTAT, Auckland Zoo or any of the other facilities in the precinct, finding parking can be challenging.

Tātaki Auckland Unlimited (Auckland Zoo and Western Springs Stadium), MOTAT and other Western Springs stakeholders are taking an

integrated approach to the challenge.

MOTAT has completed the construction of a car park at its Motions Road site (MOTAT Aviation Hall), with support from Tātaki Auckland Unlimited, Auckland Council, Auckland Transport and the Waitemātā Local Board. There are also a free MOTAT tram, cycleways and pathways available to get around the precinct.

The Zoo installed new bike parking and opened a fully accessible bathroom facility for visitors and for the wider local community with disabilities.

This collaborative work will help to improve wayfinding, accessibility and safety across the Western Springs precinct.





5

He kōrero atu
anō mō mātou

More about us



Absent: Councillor Alf Filipaina



Mana Hautū Governance

Auckland Council is structured to provide scale for efficient delivery, a regional perspective that provides a clear direction for all of Auckland, and representation that reflects diversity, local knowledge and active public participation.

The mayor

The mayor's role is to articulate and promote a vision for Auckland, and to provide leadership to achieve objectives that will contribute to that vision. The mayor is provided with staff and resources, as well as specific statutory powers.

However, the Governing Body and the local boards are legally and democratically responsible for the council's formal decisions. The mayor does not have executive powers to make decisions instead of the governing body or local boards, or the power to prevent (or veto) governing body or local board decisions.

Governing Body

This consists of the mayor and 20 councillors who are elected on a ward basis. The Governing Body generally focuses on the big picture and on Auckland-wide strategic decisions that are important to the whole region. Auckland is split into 13 wards, which are used for council elections.

Local boards

We have 149 local board members, spread over 21 local boards, who generally make decisions on most local matters, including local services, such as parks, libraries, community halls and pools, which form the fabric of our local communities.

The 21 local boards are a key part of the governance of Auckland Council with a wide-ranging role that spans most local 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. Local boards:

- make decisions on local matters, including setting the standards of services delivered locally
- identify the views of local people on regional strategies, policies, plans and bylaws and communicate these to the Governing Body

- develop and implement local board plans (every three years)
- develop, monitor and report on local board agreements (every year)
- provide local leadership and develop relationships with the Governing Body, the community and community organisations in the local area
- any additional responsibilities delegated by the Governing Body, such as decisions related to bylaws.

Each year, local boards and the Governing Body agree on individual local board agreements, which set out the local activities, services and levels of service that will be provided over the coming year.

To find out your local board area, follow this path from the website home page: About Council > Local Boards > Find your ward and local board.

Governing Body Committees

The Governing Body 'committees of the whole' (committees comprising all Governing Body members) for 2023/2024 were:

- Planning, Environment and Parks Committee
- Transport and Infrastructure Committee
- Budget Committee.

Other committees for 2023/2024 were:

- Auckland Domain Committee
- Audit and Risk Committee
- Civil Defence and Emergency Management Committee
- Council Controlled Organisation Direction and Oversight Committee
- Revenue, Expenditure and Value Committee
- Performance and Appointments Committee
- Regulatory and Safety Committee.

5. <https://governance.aucklandcouncil.govt.nz/4-the-mayor-of-auckland/role-and-functions/leading-and-influencing-the-council-s-work>

6. <https://governance.aucklandcouncil.govt.nz/5-the-governing-body/overview>

Anga Structure

Houkura, the independent Māori statutory board is an independent body corporate of nine members based in Auckland. Houkura's purpose is to assist the council to make decisions by promoting issues of significance for mana whenua groups and mataawaka of Tāmaki Makaurau and ensuring that the council acts in accordance with statutory provisions referring to the Treaty of Waitangi.

Public Art Advisory Panel; Pacific Peoples Advisory Panel; Disability Advisory Panel; Rainbow Communities Advisory Panel; Ethnic Communities Advisory Panel; Seniors Advisory Panel; City Centre Advisory Panel; Youth Advisory Panel; Auckland Urban Design Panel; Rural Advisory Panel.



Governing Body members

The mayor and 20 councillors are elected on a ward basis. Councillors are elected to represent the Auckland region and they also sit on council committees.



Desley Simpson JP
Deputy Mayor | Ōrākei



John Watson
Albany



Wayne Walker
Albany



Julie Fairey
Albert-Eden-Puketāpapa



Wayne Brown
Mayor



Hon Christine Fletcher
QSO
Albert-Eden-Puketāpapa



Andy Baker
Franklin Ward



Sharon Stewart QSM
Howick



Maurice Williamson
Howick



Lotu Fuli
Manukau



Alf Filipaina MNZM
Manukau



Angela Dalton
Manurewa-Papakura



Daniel Newman JP
Manurewa-Papakura



Josephine Bartley
Maungakiekie-Tāmaki



Chris Darby
North Shore



Richard Hills
North Shore



Greg Sayers
Rodney



Shane Henderson
Waitākere



Ken Turner
Waitākere

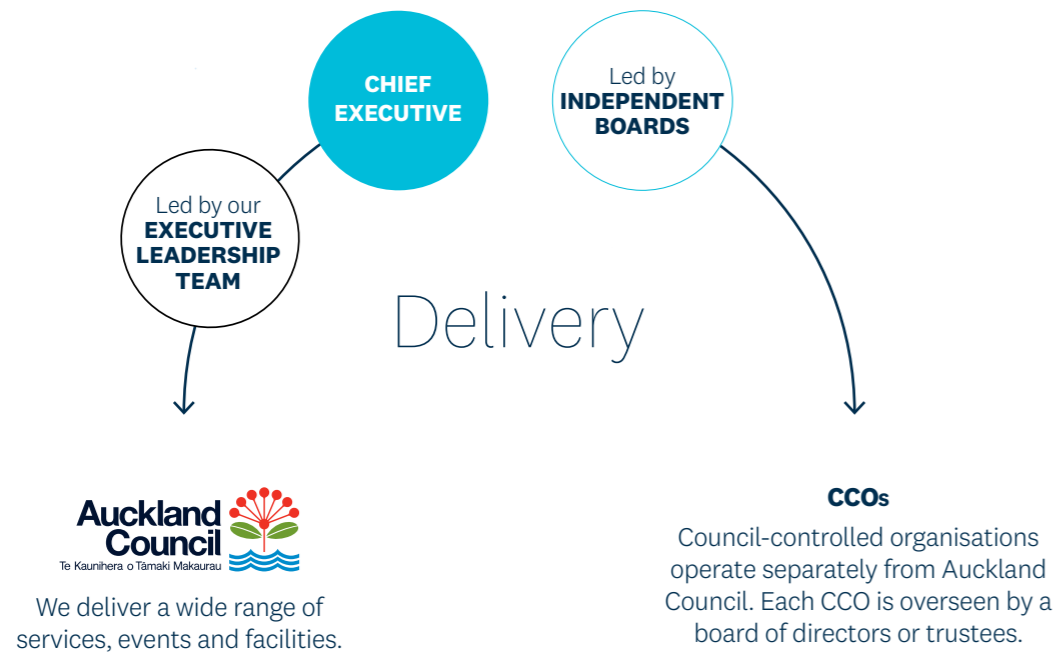


Mike Lee
Waitematā and Gulf



Kerrin Leoni
Whau

Organisational structure



Chief Executive

The chief executive is appointed by the council through the Governing Body. The chief executive has overall responsibility for Auckland Council's operational management.²

2. <https://governance.aucklandcouncil.govt.nz/9-the-chief-executive-and-council-staff/chief-executive>

Auckland Council Executive Leadership Team



Phil Wilson
Chief Executive



Ross Tucker
Group Chief Financial Officer



Max Hardy
Director Group Strategy and Chief Executive's Office



Parul Sood
Deputy Director Resilience and Infrastructure



Rachel Kelleher
Director Community



Barry Potter
Director Resilience and Infrastructure Fixed Term



Megan Tyler
Director Policy, Planning and Governance



Nicholas Turoa
Tumuaki Huanga Māori

ELT Structure to June 2024

| Name | Role | Date Started | Date Ended |
|--------------------|---|------------------|------------------|
| Phil Wilson | Acting Chief Executive | 3 July 2023 | 6 November 2023 |
| Patricia Reade | Strategic Advisor (no longer classified as ELT) | | 22 June 2024 |
| Lou-Ann Ballantyne | Tunuaki Huanga Māori/Acting Director Māori Outcomes | | 10 March 2024 |
| Mat Tucker | Group Recovery manager | | 30 June 2024 |
| Anna Bray | Acting Director Governance & CCO Partnership | 3 July 2023 | 22 June 2024 |
| Dr Claudia Wyss | Director Customer and Community Services | | 21 June 2024 |
| Barry Potter | Director Infrastructure and Environmental Services | | 23 June 2024 |
| Craig Hobbs | Director Regulatory Services | | 21 June 2024 |
| Peter Gudsell | Group Chief Finance Officer | | 21 February 2024 |
| Nicola Mills | Acting Group Chief Finance Officer | 22 February 2024 | 23 June 2024 |
| Megan Tyler | Chief of Strategy | | 23 June 2024 |
| Richard Jarrett | Director Group Services (Current role Director Group Shared Services, not classified as ELT by Auckland Council under new structure.) | | |



Ngā whakahaere i raro i te mana o Te Kaunihera

Council-controlled organisations



Overview

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

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

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

- Auckland Transport
- Eke Panuku Development Auckland
- Tātaki Auckland Unlimited Limited
- Tātaki Auckland Unlimited Trust
- Watercare

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

- achieve the objectives of its shareholders, both commercial and non-commercial as specified in the statement of intent;
- be a good employer;

- exhibit a sense of social and environmental responsibility by having regard to the interests of the community in which it operates and by endeavouring to accommodate or encourage these when able to do so; and
- if the council-controlled organisation is a council-controlled trading organisation, conduct its affairs in accordance with sound business practice.

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

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

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

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

CCO Chief Executives and Chairs



Dean Kimpton
Chief Executive of Auckland Transport



Richard Leggat
Chair of Auckland Transport



Dave Chambers
Chief Executive of Watercare



Margaret Devlin
Chair of Watercare



David Rankin
Chief Executive of Eke Panuku



Paul Majurey
Chair of Eke Panuku



Nick Hill
Chief Executive of Tātaki Auckland Unlimited comprising TAUL and TAUT



Vicki Salmon
Chair of Tātaki Auckland Unlimited comprising TAUL and TAUT

Overview

Auckland Transport is responsible for managing the region’s transport system. It provides transport services to Auckland’s residents and visitors and is guardian of nearly \$29 billion worth of publicly held assets including roads and footpaths.

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

Objectives and contribution to 10-year budget

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

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

- ensure public transport is a viable option, increasing mode share through user choice and by improving access to frequent and attractive public transport
- optimise the transport network by ensuring a balanced response to customer demand, safety, and social service provision
- ensure freight connections and goods and service networks are maintained for better economic outcomes
- improve access to work and leisure opportunities, enabling Aucklanders to thrive
- deliver ongoing road safety improvement improvements in our communities
- manage the impacts of the transport system on the environment
- support growth, urban redevelopment, and regeneration
- improve opportunities for mataawaka Māori to contribute to our decision-making processes.

Auckland Transport also has a key focus on its customers, and works to improve the customer experience of the transport system. It will supplement this with a major focus on how it engages with Auckland’s communities, especially when making major

investments which can entail disruption to networks while work is done.

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

Activities

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

- operating, maintaining, and improving of the transport network, particularly roads, ensuring it is fit for purpose
- planning and contracting of public transport services
- parking management and enforcement
- planning for the future transport system for Auckland
- leading decisions for all traffic controls – signs, lines, and signals – as the Road Controlling Authority for all public roads other than state highways in Auckland
- managing the interaction with other land uses, including consenting and approvals and other contractors working on the network
- managing maritime safety on the region’s navigable waters in accordance with the principles of the Port and Harbour Marine Safety Code
- running two airports on Aotea Great Barrier

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

Directors

Richard Leggat (Chairperson) (Appointed 1 February 2024) • Mark Darrow (Deputy Chair) (Resigned effective 31 August 2024) • Raveen Jaduram • Henare Clarke • Andrew Ritchie (Appointed 9 May 2024) • Councillor Andy Baker (Replaced from 29 August 2024 by Councillor Maurice Williamson) • Councillor Chris Darby (Appointed 27 July 2023) • Julie Hardaker (Appointed 2 May 2024) (Deputy Chair from 1 September 2024) • Richard May (NZTA Representative) (Appointed 1 June 2024) Councillor Maurice Williamson (Appointed 30 August 2024) • Wayne Donnelly (Resigned 31 January 2024) • Nicole Rosie (NZTA Representative) (Resigned 28 May 2024) • Kylie Clegg (Resigned 31 October 2023) • Michael Lee (resigned 27 July 2023).



Watercare Services Limited (Watercare) is a lifeline utility providing water and wastewater services to 1.7 million people in Auckland. These services are vital for life, keep people safe and help communities to flourish. Watercare supplies reliable, high-quality drinking water to homes and businesses in the Auckland region and collects, treats and discharges their wastewater in environmentally responsible ways.

Watercare manages water and wastewater assets worth more than \$10 billion and plans and builds infrastructure to ensure it supports growth today and into the future. Its activities and programmes are funded through user charges.

Objectives and contribution to 10-year Budget

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

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

Activities

Watercare's activities include:

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

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

Directors

Margaret Devlin (Chair)(Tenure ending with completion of 2024 audit) • Dr Nicola Crauford (Tenure ending with completion of 2024 audit) • Graham Darlow • Julian Smith • Andrew Clark (Appointed 1 June 2024) • Frederik Cornu (Appointed 1 June 2024) • Dave Chambers (Resigned from board 9 April 2024. He was on sabbatical for a period before this and is now the CEO of Watercare.) • Brendon Green (resigned on 31 July 2023) • Hinerangi Raumati-Tu'ua (resigned on 31 July 2023) • Frances Valentine (term ended on 30 June 2024).



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

Objectives and contribution to 10-year budget Homes and places

- Leading urban regeneration and facilitating quality urban development in town centres to support a compact urban form and more sustainable transport.
- Implementing the Thriving Town Centres Guidance, endorsed by council.
- Create quality public spaces that are inclusive, accessible and contribute to urban living and civic life.
- Facilitate new, well designed, sustainable homes that meet changing needs and preferences, through selling sites and working with private developers, Kāinga Ora, iwi groups, and community housing providers (CHPs).

Belonging and participation

- Placemaking ensures local people play a vital, collaborative role in the building of their public places and have a strong relationship and commitment to their communities.
- Improving town centres to be vibrant, attractive, and accessible to all (via design, planning and project delivery).
- Partnering with Community Facilities to deliver accessible, multi-functional community facilities for the future.
- Engage local communities on local projects and urban change, increasing participation and sense of pride.

Opportunity and prosperity

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

Māori identity and wellbeing

- Enable commercial opportunities and capacity building for iwi.
- Reflect mana whenua mātauranga and Māori design principles in public realm projects to showcase Māori identity.

- Providing placemaking opportunities to celebrate and showcase vibrant Māori culture.
- Enabling environmental outcomes to restore and enhance the mauri of Tāmaki Makaurau through our projects.
- Support te reo Māori to flourish and celebrate Māori culture.

Environment and cultural heritage

- Facilitating energy and water efficient homes, and waste minimisation in developments and events.
- Partnering with others to restore environments, to facilitate stream and open space enhancements and the objectives of the Urban Ngāhere Strategy.
- Ensuring new development reflects the character and indigenous stories of an area, through place-led design.

Activities

Eke Panuku activities cover five broad areas:

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

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

Directors

Paul Majurey (Chair) (Tenure ended 31 August 2024) • David Kennedy (Deputy Chair) (Appointed chair from 1 September 2024) • Kenina Court • Steve Evans • Jennifer Kerr (Tenure ended 31 August 2024) • Susan Huria (Resigned effective 31 December 2023) • John Coop.



Overview

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

Objectives and contribution to 10-year budget

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

Opportunities and prosperity

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

In doing so, TAUL is to:

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

Māori identity and wellbeing

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

TAUL is to contribute to other relevant outcomes in the 10-year budget, including belonging and participation.

Activities

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

- sustainably growing the value of Auckland's visitor economy by partnering to implement the Destination Auckland 2025 strategy with a focus on destination marketing and management, major events, business events (meetings and conventions) and international student attraction and retention.
- working with central government, corporates, education providers, and the Auckland Council Group to support local economic and employment outcomes across Auckland, including a focus on less prosperous areas of Auckland.
- supporting Auckland businesses to grow by connecting them to support that builds their capability, enhances export performance and helps them prepare for technological change and disruption.
- working with partners to develop and deliver initiatives that promote Māori Economic Development, with a focus on building an eco-system of support for Māori businesses.
- continuing the development and implementation of the Wynyard Quarter Innovation Precinct, focusing on the management and strategic leasing of the GridAKL buildings, with the objective of growing businesses, creating jobs and building Auckland's culture of innovation and entrepreneurship.
- promoting Auckland as a global destination for business and investment with a focus on target places and sectors of interest.

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

Directors

Victoria Salmon (Chairperson) • Daniel Te Whenua Walker • Jennifer Rolfe • Jennah Wootten (Deputy Chairperson) • Hinurewa te Hau • Hongyu (Carol) Cheng —) • Alastair Carruthers • Graeme Stephens.



Overview

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

Objectives and contribution to 10-year budget

TAUT is to give effect to the objectives and priorities of Auckland Council in the 10-year budget, in particular by:

Belonging and participation

- Fostering an inclusive Auckland where everyone belongs.
- Improve health and wellbeing for all Aucklanders by reducing harm and disparities in opportunities.
- In doing so, TAUT is to:
 - create safe opportunities for people to meet, connect, participate in and enjoy community and civic life.
 - provide accessible services and social and cultural infrastructure that is responsive in meeting Aucklanders' evolving needs.
 - recognise the value of arts, culture, sports and recreation to quality of life.

Māori identity and wellbeing

- Showcasing Auckland's Māori identity and vibrant Māori culture.

Environment and cultural heritage

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

Activities

TAUT activities include the following:

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

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

Trustee

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



Te pūrongo aroturuki ā-tau mō te Mahere mō Tāmaki Makaurau

Auckland Plan annual monitoring report

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

- **A three-yearly progress report against the plan’s outcomes.** The report supplements the annual scorecards and provides a more detailed analysis of trends for each outcome, drawing on a range of other reports and data sets. The report identifies areas where progress has been made alongside opportunities where we can make greater progress. The last three-yearly progress report was completed in February 2023. The report supports the continued focus on the plan’s key challenges of high population growth, shared prosperity, and environmental degradation. This is reinforced by emerging themes across all the outcomes of ongoing equity challenges, our response to climate change and the importance of community resilience in a rapidly changing future. The 18 opportunities for greater progress inform the 10-year budget and other decision-making.
- **An annual monitoring report,** against the plan’s 33 outcome measures (annual scorecard and the annual development strategy monitoring report). The following table provides a summary of measures for which performance has been measured from 2020/2021 to 2023/2024.

Auckland Plan Outcome Measures

▲ Positive trend — Little or no change ▼ Negative trend



Belonging and Participation

All Aucklanders will be part of and contribute to society, access opportunities, and have the chance to develop to their full potential.

| | |
|---|--|
| Aucklanders’ sense of community in their neighbourhood Proportion of respondents to the Quality of Life Survey who strongly agree or agree they feel a sense of community in their local neighbourhood (%) ¹ | Latest Result 47% (Oct 2022) Trend — Data Source Quality of Life Survey ¹ |
| Aucklanders’ sense of safety in their homes and neighbourhood Proportion of respondents to the Quality of Life Survey who rate their feelings of personal safety as safe or very safe (%) | Latest Result 64% safety in local neighbourhood after dark (Dec 2020) 37% safety in city centre after dark (Dec 2022) Trend — Data Source Quality of Life Survey ¹ |
| Aucklanders’ quality of life Proportion of respondents to the Quality of Life Survey who rate their overall quality of life positively (%) | Latest Result 82% (Dec 2022) Trend ▼ Data Source Quality of Life Survey ¹ |
| Aucklanders’ health Proportion of respondents to the Quality of Life Survey who rated their physical and mental health positively (%) | Latest Result 70% Physical Health 65% Mental Health (Dec 2022) Trend ▼ Data Source Quality of Life Survey ¹ |
| Treaty of Waitangi awareness and understanding Respondents to the Council’s Resident Survey who rate their knowledge of te Tiriti o Waitangi (the Treaty of Waitangi) either very well or a fair amount (%) | Latest Result 42% (June 2024) Trend ▼ Data Source Auckland Council - Residents survey |



Māori Identity and Wellbeing

A thriving Māori identity is Auckland’s point of difference in the world - it advances prosperity for Māori and benefits all Aucklanders.

Māori in employment, education and training

Proportion of Māori youth in education, employment or training

Latest Result 76.5% (March 2024)

Trend —

Data Source Household Labour Force Survey

Māori decision making

a) Number of co-governance / co management arrangements

Latest Result 9 (June 2024)

Trend —

Data Source Auckland Council

b) Māori voter turnout in the local elections: Auckland

Latest Result 68.5% (2023)²

Trend ▼

Data Source Stats NZ



Homes and Places

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

New dwellings consented

Number of dwellings consented by location and type

Latest Result 13,855 (June 2024)

Trend ▲

Data Source Stats NZ Building Consent Data

New dwellings completed

Number of dwellings issued with Code of Compliance Certificate

Latest Result 19,140 (June 2024)

Trend ▲

Data Source Stats NZ and Auckland Council Code of Compliance Certificate data

Housing costs as a percentage of household income

Ratio of housing costs to disposable household income (%)

Latest Result 23.5% (June 2023)

Trend —

Data Source Household Economic Survey

Resident satisfaction with their built environment at a neighbourhood level

Respondents to the Quality of Life Survey who agree they feel a sense of pride in their local area (%)

Latest Result 56% (Dec 2022)

Trend ▼

Data Source Quality of Life Survey¹



Transport and Access

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

Delay from congestion

Congestion in the arterial network in the AM peak period (%)

Latest Result Average annual congestion rate of 25% (Dec 2023)

Trend —

Data Source Auckland Transport

Use of public transport, walking and cycling

a) Annual number of public transport boardings (millions)

Latest Result 79.43 million (Dec 2023)

Trend ▼

Data Source Auckland Transport

b) Annual number of cycle movements past selected count sites

Latest Result 3.22 million (Dec 2023)

Trend ▼

Data Source Auckland Transport



| | | |
|---|---------------|---------------------------|
| Household transport costs Average household transport costs (\$/wk) | Latest Result | \$251 (2023) |
| | Trend | — |
| | Data Source | Household Economic Survey |

| | | |
|--|---------------|--|
| Deaths and injuries from transport network Annual number of serious and fatal injuries | Latest Result | 588 serious injuries 44 fatalities (Dec 2023) |
| | Trend | ▲ |
| | Data Source | Auckland Transport |



Environment and cultural heritage

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

| | | |
|---|---------------|------------------|
| Treasuring of the environment a) Aucklanders who value biodiversity | Latest Result | 3.79 (June 2022) |
| | Trend | — |
| | Data Source | Auckland Council |

| | | |
|---|---------------|------------------|
| b) Aucklanders who perform environmental / conservation activity i) Biosecurity risk-reducing behaviours | Latest Result | 4.0 (June 2022) |
| | Trend | — |
| | Data Source | Auckland Council |

| | | |
|-------------------------------------|---------------|------------------|
| ii) Conservation activities at home | Latest Result | 3.22 (June 2022) |
| | Trend | — |
| | Data Source | Auckland Council |

| | | |
|---|---------------|------------------|
| iii) Conservation activities in the community | Latest Result | 1.5 (June 2022) |
| | Trend | ▲ |
| | Data Source | Auckland Council |

| | | |
|---|---------------|---------------------|
| c) Domestic kerbside (tonnes per annum) | Latest Result | 176,708 (June 2024) |
| | Trend | ▲ |
| | Data Source | Auckland Council |

| | | |
|---|---------------|------------------|
| Active management of priority native habitats a) The proportion of rural mainland Auckland under sustained management for possums | Latest Result | 39% (June 2024) |
| | Trend | ▲ |
| | Data Source | Auckland Council |

| | | |
|---|---------------|------------------|
| b) The proportion of priority native habitats on regional parks under active management for pest plants | Latest Result | 48% (June 2024) |
| | Trend | ▼ |
| | Data Source | Auckland Council |

| | | |
|------------------------------------|---------------|---------------------|
| c) Number of native plants planted | Latest Result | 614,309 (June 2024) |
| | Trend | ▲ |
| | Data Source | Auckland Council |

| | | |
|---|---------------|------------------------------|
| Active management of threatened native plants and species a) Number of plant and animal species regionally vulnerable to extinction under active management | Latest Result | 114 (June 2024) ³ |
| | Trend | ▲ |
| | Data Source | Auckland Council |

| | | |
|---|---------------|------------------|
| b) Number of species-led projects being delivered on Hauraki Gulf islands for the purpose of maintaining or achieving eradication of pest plants and pest animals | Latest Result | 9 (June 2024) |
| | Trend | — |
| | Data Source | Auckland Council |

| | | |
|--|---------------|--|
| Marine and fresh water quality a) Stream water quality (Water Quality Index - scale 1-100) | Latest Result | Native – 89.6 Exotic – 66.5 Rural – 61.2 Urban – 51.2 (2023) |
| | Trend | — |
| | Data Source | Auckland Council |

| | | |
|---|---------------|---|
| b) Lake water quality (Trophic Level Index - scale of 1-5+) | Latest Result | Pupuke – 3.9 Rototoa – 3.2 Tomarata – 4.3 Kuwakatai – 5.1 Wainamu – 4.1 (2024) |
| | Trend | — |
| | Data Source | Auckland Council |

| | | |
|--|---------------|---|
| c) Coastal water quality (Coastal Water Quality Index - scale 1-100) | Latest Result | Open coast – 82.9 Estuary – 67.6 Tidal Creek – 57.7 (2024) |
| | Trend | — |
| | Data Source | Auckland Council |

| | | |
|--|---------------|-----------------------------------|
| d) Proportion of time Safeswim reference beaches are suitable for contact recreation | Latest Result | 86.1% (June 2024) ⁴ |
| | Trend | ▲ |
| | Data Source | Auckland Council |

Air quality and greenhouse gas emissions

| | | |
|---|---------------|---|
| a) Concentration of air pollutants (NO ₂ µg/m ³) | Latest Result | Glen Eden – 4.7 Henderson – 7.5 Patumahoe – 3.1 Penrose – 13.4 Takapuna – 15.3 (Dec 2023) Queen Street – 30.5 (Aug 2023) |
| | Trend | ▼ |
| | Data Source | Auckland Council |

| | | |
|--|---------------|--|
| b) Concentration of fine particulate matter (PM _{2.5} µg/m ³) | Latest Result | Patumahoe – 5.2 Penrose – 5.0 Takapuna – 7.0 (Dec 2023) Queen Street – 8.6 (Aug 2023) |
| | Trend | ▼ |
| | Data Source | Auckland Council |

| | | |
|---|---------------|---|
| c) Greenhouse gas emissions (kilotonne CO ₂ e) | Latest Result | Gross 10,757 Net 9,559 (2021 report) |
| | Trend | ▲ |
| | Data Source | Auckland’s Greenhouse Gas Inventory |

Statutory protection of environment and cultural heritage

| | | |
|--|---------------|---|
| a) Total area (ha) of scheduled Significant Ecological Areas | Latest Result | Terrestrial – 79,124 Marine – 100,732 (June 2023) |
| | Trend | — |
| | Data Source | Auckland Council |

| | | |
|---|---------------|------------------|
| b) Number of scheduled sites of significance to Mana Whenua | Latest Result | 109 (June 2023) |
| | Trend | — |
| | Data Source | Auckland Council |



Opportunity and Prosperity

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

Labour Productivity

Real GDP per filled job (\$)

| | |
|---------------|---------------------------|
| Latest Result | \$147,117 (Mar 2023) |
| Trend | ▲ |
| Data Source | Auckland Economic Profile |

Aucklanders' average wages

Median weekly wages (\$)

| | |
|---------------|-------------------------------|
| Latest Result | \$1,360 (June 2024) |
| Trend | ▲ |
| Data Source | Household Labour Force Survey |

Employment in advanced industries

Number of people employed in knowledge intensive industries

| | |
|---------------|---|
| Latest Result | 2.8% growth (versus 2.5% growth in total employment) (Mar 2023) |
| Trend | — |
| Data Source | Auckland Economic Profile |

Zoned industrial land

Zoned industrial land (ha)

| | |
|---------------|----------------------------|
| Latest Result | 6,382 hectares (Sept 2024) |
| Trend | — |
| Data Source | Auckland Unitary Plan |

Level of unemployment

Unemployment level (%)

| | |
|---------------|-------------------------------|
| Latest Result | 4.4% (Jun 2024) ⁵ |
| Trend | — |
| Data Source | Household Labour Force Survey |

Educational achievement of young people

Percentage of those aged 20-24 with a Level 4 qualification or above (%)

| | |
|---------------|-------------------------------|
| Latest Result | 35.4% (Dec 2023) ⁶ |
| Trend | ▼ |
| Data Source | Household Labour Force Survey |

Data and trend analysis

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

Notes

1. The 2024 Quality of Life data will not be available until mid-October.
2. Māori voter turnout for the 2023 election includes proportional populations in Auckland from three electorates: Port Waikato, Hauraki-Waikato, and Te Tai Tokerau. For the 2020 data Port Waikato was included in full and Hauraki-Waikato and Te Tai Tokerau were not included.
3. This measure has changed from proportion of plant and animal species regionally vulnerable to

extinction under active management to number of plant and animal species regionally vulnerable to extinction under active management. The total number of species considered 'vulnerable to extinction' is subject to change over time with changes in pressures, as well as management. It is for this reason we report the 'number' of species rather than a proportion or percentage as has previously been reported.

4. Safeswim water quality forecasts take account of rainfall, wind, tide, sunlight and beach type. It is built using high-frequency targeted sampling on top of historical monitoring results spanning over 20 years at some sites and are underpinned by the best available meteorological data. This is measured in the summer swimming period 1 November to 30 April.
5. We have reported unemployment as at March 2024 as a rolling annual average from the Household Labour Force Survey.
6. The 2023 calendar year data is reported for education, employment and training to be consistent with our baseline set to end of the calendar year.

He urupare mai i ngā tāngata o Tāmaki Makaurau Feedback from Aucklanders

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

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

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

| Survey name | Purpose | Frequency | Type | Sample size | Margin of error | Customer Satisfaction Score |
|---|---|------------|--|------------------------------------|---|--|
| Auckland Residents' Survey | To measure residents' use of, and satisfaction with council services | Annual | Mix of online and phone questionnaires | 4,263 | ±1.501% | Sportsfield satisfaction 67% Local park satisfaction 65% |
| Leisure Net Promoter Score | To measure pools and leisure centres' customer loyalty and satisfaction, based on customers' likelihood to recommend the facility to others | Continuous | Online questionnaire | 12,690 | ±0.590% | +23 |
| Customer Experience Monitor Survey | Measured annually to demonstrate the customer satisfaction with council services | Continuous | Online questionnaire | Alcohol Licensing 2008 | 1.3% | 87% |
| | | | | Environmental Health 1092 | 1.8% | 89% |
| | | | | Building Consents 3916 | 1.3% | 72% |
| | | | | Resource Consents 336 | 4.6% | 74% |
| | | | | Noise Control 2567 | 1.9% | 46% |
| | | | | Waste Solutions ⁴ 11484 | 0.7% | 77% |
| | | | | Libraries ⁴ 65299 | 0.2% | 95% |
| | | | | Pools & Leisure 12690 | 0.6% | 23.60% ¹ |
| | | | | Regional Parks ^{2,4} 525 | 4.22% | 93% |
| Quality of Life Survey | Conducted every two years on residents' perceptions across a range of measures that impact on New Zealanders' quality of life ³ | Biannual | Online and paper questionnaires | 2008 | ±1.9% for Auckland (1.2% for New Zealand) | Net Good 82% for Auckland (83% for New Zealand) Net Poor 5% for Auckland (5% for New Zealand) |

1. Net Promoter Score (NPS). NPS is a metric that tells you your overall customer experience quality, based on your existing customers' likelihood to recommend your product, service, or organization. To do an NPS calculation, you'll need to use the following Net Promoter Score (NPS) formula: Total % of promoters – total % of detractors = net promoter score.

2. Regional parks result comes from a separate survey named the Regional Parks KPI survey.

3. The 2022 Quality of Life Survey result for New Zealand is a partnership between Auckland Council, Hamilton, Tauranga, Wellington, Porirua, Hutt, Christchurch and Dunedin City Councils and Wellington Regional Council. Results from the 2024 Quality of Life survey will not be available until October 2024.

4. These surveys were incorrectly noted against the Auckland Residents' survey in previous Annual Reports. They have been corrected in this Annual Report to be against the correct surveys.

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

Service performance judgements and assumptions

When we prepared the forecast Statement of Service Performance in the 2021-2031 Long-term Plan, Auckland Council has made the following judgements in the selection of our service performance measures found in the Overview of our performance and Performance by Groups of Activity sections:

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

The council has eight groups of activities (GOAs). They are groups of one or more related activities provided by, or on behalf of, the council or its council-controlled organisations. Some of these groups of activities are mandated by the Local Government Act 2002.

Judgements have been applied to decide GOA's that are not mandatory under the Local Government Act 2002. They include alignment to the six Auckland Plan 2050 outcomes and the approach that Auckland Council uses to provide its services such as whether they are provided on a regional level, local level or through a council-controlled organisation (CCO).

Relevant measurement judgements have been included within each group of activity section to which the judgement relates.

This information applies to service performance reporting in both Volume 1 and Volume 2.

Performance measure results are reported at the local board level in Volume 2 of the Annual Report (except where result data cannot be allocated to a specific local board). Generally, local board level performance measure results in Volume 2 are aggregated into the Locally delivered council service GOA results reported in Volume 1. Regional results are generally either totalled (for numerical values) or averaged (for percentage values).

Under the Local Government Act 2002 we are mandated to provide standard performance measures so that the public may compare the level of service provided in relation to the following group of activities: water supply, sewerage and the treatment and disposal of sewage, stormwater drainage, flood protection and control works and the provision of roads and footpaths (Auckland Council does not report on performance

measures relating to flood protection as it does not have any major flood protection and control works as per the DIA definition). DIA guidance has been followed in measuring performance against all mandatory performance measures. We demonstrate regulatory compliance for statutory measures (such as percentage of both building consents and resource consents applications processed within 20 statutory days).

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

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

Material judgements have been applied as follows:

Surveys

To measure the quality of our outputs, we use customer surveys to cover perceptual related research on customers, citizens and community. This helps us to assess the quality of the service provided (e.g. Auckland Council Customer Experience Monitor). This is distinct from our other "satisfaction" surveys which are related to customer interactions with council services rather than wider perceptions (e.g. satisfaction with our Regulatory Services). We also use general population surveys to track the attitudes and perceptions of Aucklanders more broadly (e.g. Quality of Life survey), which enables a comparison across councils of the impacts on residents' quality of life.

For the Annual Residents' Survey, weightings are based on 2018 census. Stats NZ has not yet fully released the 2023 census data necessary for the weighting specifications. Verian (formerly Colmar Brunton/ Kantar NZ) has recommended maintaining the current weighting based on the 2018 census, with a transition to the 2023 data once it becomes available next year.

- These surveys are designed by in-house or external research experts, based on best practice in survey design. They have also been designed to measure changes in perception of service delivery over time. For example, questions are written so they are clearly understood by participants and neutral in tone; and response options are designed so they are balanced, do not lead participants to respond

in a certain way and cover all possible responses a participant may wish to provide. Where neutrality is important, these surveys are independently run (e.g. Customer Experience Monitor) and the analysis from these surveys are used to improve our processes and informs future service level improvements. We balance our measure of service delivery with supplemented direct measures of the quality of our service, which measures the direct feedback of the service delivery, this type of measurement is more objective and easily quantifiable.

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

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

External implications for statements about performance

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

Statement of compliance

The service performance information in this report is compliant with New Zealand generally accepted accounting practice (NZ GAAP).

References and literature

Plans and strategies:

- Annual Plan 2023/2024
- Long-term Plan 2021-2023: <https://www.aucklandcouncil.govt.nz/plans-projects-policies-reports-bylaws/our-plans-strategies/budget-plans/Pages/default.aspx>
- Long-term Plan 2024-2034: <https://www.aucklandcouncil.govt.nz/plans-projects-policies-reports-bylaws/our-plans-strategies/budget-plans/long-term-plan-2024-2034/Pages/default.aspx>
- Auckland Plan 2050: <https://www.aucklandcouncil.govt.nz/plans-projects-policies-reports-bylaws/our-plans-strategies/auckland-plan/Pages/default.aspx>
- Te Tāruke-ā-Tāwhiri: Auckland's Climate Plan <https://www.aucklandcouncil.govt.nz/plans-projects-policies-reports-bylaws/our-plans-strategies/Pages/te-taruke-a-tawhiri-ACP.aspx>

Reports:

- Māori Outcomes Annual Report: <https://www.aucklandcouncil.govt.nz/about-auckland-council/how-auckland-council-works/kaupapa-maori/maori-outcomes/Pages/nga-matarae.aspx>

Public transport

- Transport Emissions Reduction Pathway (TERP): <https://www.aucklandcouncil.govt.nz/plans-projects-policies-reports-bylaws/our-plans-strategies/Pages/transport-emissions-reduction-pathway.aspx>

Water supply

- Asset Management Plan 2021-2041: <https://www.watercare.co.nz/home/about-us/what-we-do/reports-and-publications>

- Ministry for Primary Industries
<https://www.mpi.govt.nz/>

Wastewater

- Central interceptor:
<https://www.watercare.co.nz/home/projects-and-updates/projects-around-auckland/central-interceptor>
- Ōrākei Main Sewer:
<https://www.watercare.co.nz/home/about-us/latest-news-and-media/we-welcome-independent-orakei-main-sewer-collapse-report-and-accept-recommendations>
<https://www.watercare.co.nz/home/projects-and-updates/projects-around-auckland/orakei-main-sewer-repair-and-relining>

Stormwater

- Flood Viewer
https://experience.arcgis.com/experience/cbde7f2134404f4d90adce5396a0a630/page/Flood-Hazard-Map/?data_id=widget_2668_output_config_1%3A0
- Blue-Green networks
<https://www.aucklandcouncil.govt.nz/environment/looking-after-aucklands-water/Documents/blue-green-networks.pdf>
- Kia Ora Tāmaki Makaurau – Our Māori outcomes performance measurement framework:
<https://www.aucklandcouncil.govt.nz/about-auckland-council/how-auckland-council-works/kaupapa-maori/maori-outcomes/Pages/kia-ora-tamaki-makaurau-maori-outcomes-framework.aspx>

Auckland Emergency management

- Bush review:
<https://ourauckland.aucklandcouncil.govt.nz/media/je3potln/auckland-flood-response-review-january-27-29-2023.pdf>
- OAG review:
<https://oag.parliament.nz/2023/auckland-council>
- TOA Consulting review:
https://infocouncil.aucklandcouncil.govt.nz/Open/2023/09/20230905_CDEMC_ATT_11600.PDF
- Link to Hazard viewer:
<https://www.civildefence.govt.nz/get-ready/civil-defence-emergency-management-alerts-and-warnings>

Investment

- Green bond report
<https://www.aucklandcouncil.govt.nz/about-auckland-council/investor-centre/information-for-investors/Pages/green-bonds.aspx>

Environmental services

- Natural environment and water quality targeted rates report
<https://www.aucklandcouncil.govt.nz/environment/what-we-do-to-help-environment/Pages/natural-environment-targeted-rate.aspx>

Regional governance

- Open for business: A report on the Chief Ombudsman's investigation
<https://www.ombudsman.parliament.nz/resources/open-business-report-chief-ombudsmans-investigation-local-council-meetings-and-workshops>
- Shoreline Adaptation Programme
<https://www.aucklandcouncil.govt.nz/plans-projects-policies-reports-bylaws/our-plans-strategies/topic-based-plans-strategies/environmental-plans-strategies/shoreline-adaptation-programme/Pages/shoreline-adaptation-plans.aspx>

Regional planning

- Future Development Strategy
<https://www.aucklandcouncil.govt.nz/plans-projects-policies-reports-bylaws/our-plans-strategies/auckland-plan/development-strategy/Pages/default.aspx>
- Auckland Unitary Map
<https://unitaryplanmaps.aucklandcouncil.govt.nz/upviewer/>
- Auckland Economic Quarterly
<https://www.aucklandcouncil.govt.nz/about-auckland-council/Documents/auckland-economic-quarterly-march-2024.pdf>

Waste management

- Awards for Excellence
<https://www.wasteminz.org.nz/Conference%202024/awards-for-excellence-2024>
- Hazardous waste
<https://www.aucklandcouncil.govt.nz/rubbish-recycling/Pages/hazardous-waste.aspx>
- Waste nothing
<https://www.wastenothing.co.nz/>

Organisational support

<https://infocouncil.aucklandcouncil.govt.nz/>

Development Auckland

- Awards for regeneration plans
<https://www.ekepanuku.co.nz/news/award-success-in-manukau-and-northcote/>

Papakupu kupu

Glossary of terms

10-year Budget/Recovery Budget/Long-term Plan

A document that sets out the council's activities, projects, policies, and budgets for a 10-year period. Also commonly referred to as the LTP.

Activity or service

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

Annual Plan or Annual Budget

The plan that sets out what the council seeks to achieve in a financial year, the services we will provide, how much money will be spent and where that money will come from.

Asset

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

Asset recycling

This means letting go of some of our less well used assets to help pay for new ones that will help us deliver better services to the community. Usually this means selling assets to somebody else, but sometimes it is possible to instead agree that someone else will use the asset for a period of time before handing it back to us in the future.

AT

Auckland Transport, a council-controlled organisation that delivers transport services on behalf on the council.

Auckland Council or the council

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

Auckland Unitary Plan

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

BID

Business improvement district.

Capital investment, capital expenditure or capital programme

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

CATR / CATTR

At the time this rate was introduced in 2022/2023, it was called the Climate Action Targeted Rate (CATR). The name of the rate was updated in the Annual Plan 2023/2024 - Climate Action Transport Targeted Rate (CATTR).

Centres

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

Council-controlled organisation (CCO)

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

Council Group

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

City Centre Masterplan (CCMP)

The CCMP is the key guiding document for the Auckland Council whānau, setting the strategic direction for the city centre over the next 20 years. It applies the Auckland Plan to the city centre through ten outcomes, to be delivered through eight transformational moves and Access for Everyone (A4E).

Deferral

Delaying the building or buying of assets until a later time.

Depreciation

This represents the reduction in the value of assets over time. When applied to intangible assets, such as IT programmes, it is known as amortisation.

Development contributions

A charge paid by developers to the council when they build or subdivide property. The council uses this money to help pay for the new assets such as roads, pipes and parks that are needed to support the new households or businesses that will occupy the new properties that have been developed.

Eke Panuku Development Auckland

The organisation that provides property management and development services to the council and Aucklanders.

Facilities

Buildings or other structures used to provide services to Aucklanders.

Financial year

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

General rates

Paid by all ratepayers to fund general council services. These include the value-based general rate which is calculated based on your property's capital value and the Uniform Annual General Charge (UAGC) which is a fixed rate applied to every Separately Used or Inhabited Part (SUIP) of a rating unit.

Governing Body

The Governing Body is made up of the mayor and 20 councillors. It shares its responsibility for decision-making with the local boards. The Governing Body focuses on the big picture and on Auckland-wide strategic decision.

Grants and subsidies

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

Healthy Waters

Within Auckland Council, the primary responsibility for stormwater management lies with the Healthy Waters department, with a goal to promote and support the development of Resilient Water Sensitive Communities.

Household

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

Infrastructure

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

Iwi

Groups of whānau or hapū related through a common ancestor.

Kaimahi

Our people, employees.

Kaitiaki

Guardians of the environment.

Kaitiakitanga

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

Local boards

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

Local Board Agreement

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

Local Board Plan

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

Local Government Act 2002 (LGA 2002)

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

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

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

Mana whenua

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

Mataawaka Māori

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

Mātauranga Māori

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

Maunga

Mountain, mount, peak; Auckland's volcanic cones.

Mauri

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

Monetary Policy Statement (MPS)

The Monetary Policy Statement (MPS) sets out how the Monetary Policy Committee of the Reserve Bank of New Zealand will achieve its objectives. It has an assessment of current and projected future economic conditions, including inflation and employment.

Operating budget or operating expenditure (OPEX)

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

Operating expenditure

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

Eke Panuku Development Auckland Limited**Eke Panuku Development**

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

Papakāinga

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

Rangatahi

Younger generation, youth.

Rangatira

Chief.

Rangatiratanga

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

Rates

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

Revenue or income

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

RLTP

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

RFT

Regional Fuel Tax.

Savings

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

Taonga

A treasured item, which may be tangible or intangible.

Tāmaki Makaurau

The Māori name for Auckland.

Targeted rates

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

Tātaki Auckland Unlimited (TAU)

Tātaki Auckland Unlimited refers to the two substantive council-controlled organisations: Tātaki Auckland Unlimited Limited and Tātaki Auckland Unlimited Trust. Tātaki Auckland Unlimited Limited is a CCO Tax Paying entity which is also the corporate Trustee of Tātaki Auckland Unlimited Trust. Auckland Unlimited Limited also delivers major events for council and provides tourism promotion and economic development services on the council's behalf. Tātaki Auckland Unlimited Trust manages Auckland Zoo and the Auckland Art Gallery along with venues used for conventions, shows, concerts and major sporting events.

Te Tiriti o Waitangi / The Treaty of Waitangi

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

The Auckland Plan 2050

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

Tikanga

Customary lore and practice.

Transport

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

Vested assets

Vested assets are assets that are transferred to the group from third parties such as developers. These assets are usually roading assets, water infrastructure and parks, which are constructed as part of a residential development.

Waka

Canoe, vehicle, conveyance.

Waka Kotahi NZ Transport Agency (NZTA)

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

Waste

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

Waste Management and Minimisation Plan (WMMP)

The first Auckland-wide plan, aiming at an aspirational goal of Zero Waste, helping people to minimise their waste and create economic opportunities in doing so.

Watercare

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



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Online

aucklandcouncil.govt.nz/contactus

Phone

09 301 0101

Post

Auckland Council, Private Bag 92300, Auckland 1142

Locations that offer council services

Aotea / Great Barrier Island

75 Hector Sanderson Road, Claris, Great Barrier Island

City Centre Library

44-46 Lorne Street, CBD

Helensville

49 Commercial Road, Helensville

Waitākere Central Library (Henderson)

3 Ratanui Street, Henderson

Kumeū Library

296 Main Road (SH16), Kumeū

Manukau Library

3 Osterley Way, Manukau

Ōrewa Library

12 Moana Avenue, Orewa

Papakura Sir Edmund Hillary Library

1/209 Great South Road, Papakura

Pukekohe Library, Franklin

The Centre, 12 Massey Avenue, Pukekohe

Takapuna Library

9 The Strand, Takapuna

Te Manawa

11 Kohuhu Lane, Westgate

Waiheke Library

131-133 Oceanview Road, Oneroa, Waiheke Island

Warkworth Library

2 Baxter Street, Warkworth

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

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

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