

Date: Thursday 27 February 2025
Time: 10.00am
Meeting Room: Reception Lounge
Venue: Auckland Town Hall
 301-305 Queen Street
 Auckland

Tira Hautū / Governing Body

OPEN ATTACHMENTS

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Note: The attachments contained within this document are for consideration and should not be construed as Council policy unless and until adopted. Should Councillors require further information relating to any reports, please contact the relevant manager, Chairperson or Deputy Chairperson.

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Memorandum

21 February 2025

To: Governing Body

Subject: CCO Reform Transition Programme Update

From: Phil Wilson, Chief Executive Auckland Council
David Rankin, Transition Director
Toby Shephard, Transition Programme Manager

Purpose

1. To provide the first update on the CCO Reform Transition Programme to February 2025.

Summary

2. The CCO Reform Transition Programme will implement the Budget Committee and Governing Body CCO Reform decisions of December 2024.
3. Transition Director David Rankin leads the programme which began work in mid-January 2025. The programme has four workstreams (Eke Panuku and Tātaki Auckland Unlimited integration, Strengthening the Group Model, Transport Reform and Group Shared Services). Each workstream has a sponsor from Auckland Council.
4. The Governing Body directed the Chief Executive to report back on monthly implementation progress. This is the first of those progress updates. This report focuses on the progress made with confirming the programme and workstream structure, scope, principles, objectives and timelines. See attachments for more detail. These are guiding rapid work by staff collaborating across the council group.
5. The programme will consult with staff and PSA on a change proposal for workstream one, Eke Panuku Development Auckland and Tātaki Auckland Unlimited integration, from mid-March. Emerging concepts are identified in this memo. Early engagement on a range of issues is taking place with potentially impacted staff and the PSA.
6. A programme timeline shows planned Governing Body engagement for the programme. Near-term next steps are:
 - Mid-March – workstream one change proposal issued to staff
 - Late-March elected member workshop on future state transport functions in Auckland
7. The next update will be for Governing Body at its 27 March meeting.

Context

8. The purpose of the CCO Reform Transition Programme (the programme) is to implement the Budget Committee and Governing Body decisions of 4 and 12 December 2024. BCCCC/2024/14 and GB/2024/179.
9. Those decisions note:
 - the valuable contribution made by all staff across the Auckland council group to Auckland and the delivery of our services



- that there will be no reduction to service levels or investment as agreed through the LTP as a result of reform decisions
 - that the CCO reform package seeks to:
 - align and reinvigorate the CCO model,
 - strengthen council’s ability to support elected members to make integrated decisions, and
 - ensure the Auckland council group is set up in the best way to deliver on its Long-term Plan and broader vision for Auckland.
10. The Governing Body directed the Chief Executive to report back on monthly implementation progress. This is the first of those reports and focuses on the progress made confirming the programme and workstream structure, scope, principles, objectives and timelines. See attachments for more detail.
11. Staff are focused on timely and effective implementation of the CCO Reform package in alignment with the clear direction of Budget Committee and Governing Body December 2024 decision-making.

Programme leadership

12. Since decisions were undertaken late last year, the programme leadership team has been confirmed:
- **Programme Sponsor** – Phil Wilson, Chief Executive, Auckland Council
 - **Transition Director** - David Rankin, Chief Executive Eke Panuku Development Auckland
 - **Transition Programme Manager** – Toby Shephard, Manager Strategist Unit, Auckland Council
 - **Workstream One *Eke Panuku Development Auckland and Tātaki Auckland Unlimited Reform***
 - Sponsor – Lisa Tocker, Executive Officer, Auckland Council
 - Leads – Brenna Waghorn, GM Strategy & Planning, Eke Panuku and Pam Ford, Director Economic Development, Tātaki Auckland Unlimited
 - **Workstream Two – *Strengthening the Group Model***
 - Sponsor – Max Hardy, Director Group Strategy and Chief Executive Office, Auckland Council
 - Lead – Alastair Cameron, Manager CCO/External Partnerships team
 - **Workstream Three – *Transport Reform***
 - Sponsor – Megan Tyler, Director Policy, Planning and Governance, Auckland Council
 - Lead – Claire Stewart, Transport Reform Lead, Auckland Council
 - **Workstream Four – *Group Shared Services (pre-existent)***
 - Sponsor – Richard Jarett, Director Group Shared Services, Auckland Council
 - Lead – Carol-ann Lynch, Programme Director Group Shared Services, Auckland Council



Programme objectives and principles

13. The programme has drawn on the Mayor's Proposal and staff advice & associated elected member workshops on CCO Reform to confirm programme and workstream objectives and principles.
14. CCO reform represents an opportunity to improve the group model and to use non-structural and structural change to strengthen Auckland Council's ability to achieve its plans and vision and ultimately deliver on outcomes for Auckland.

Programme Objectives:

- A fit-for-purpose group structure that can deliver on the Long-term Plan and its broader vision for Auckland.
- Strengthen council's ability to support elected members to make integrated decisions and benefit from the expertise currently embedded in CCOs.
- Maintain momentum, retain our people and continue to deliver our services through the transition.
- A more unified local public sector in Auckland with a deep service-orientated culture, able to leverage the size and scope of Auckland Council Group.
- Greater integration and alignment of functions to council's strategic priorities.
- Democratic accountability, transparency and clarity of decision-making responsibility, functional capabilities and roles across the council group.
- Reducing duplication where it exists without reduction in Levels of Service.

Programme principles:

As Programme we will:

- **Focus on Auckland.** We will prioritise changes that deliver outcomes for Aucklanders and take up the opportunity that change can represent
- **Do right by our people and communicate well.** We will act in good faith and treat staff well, we will communicate early and authentically
- **Move quickly and carefully.** Delivering well at pace achieves benefits sooner, drawn-out integration will undermine benefits, distract from working on what matters and risks service continuity.
- **Collaborate early and ongoing.** With staff and the PSA (and specific to functions). Transparency of important information as well as regular and routine information sharing.
- **Have strong programme governance and management.** We will work across the council group as 'one programme' and collaborate with other important stakeholders. We will identify, manage and mitigate risks.
- **Deliver quality work.** We will provide considered and timely advice to decision makers. We will clearly state and test assumptions throughout the programme.



When designing and testing changes to the operating model we will:

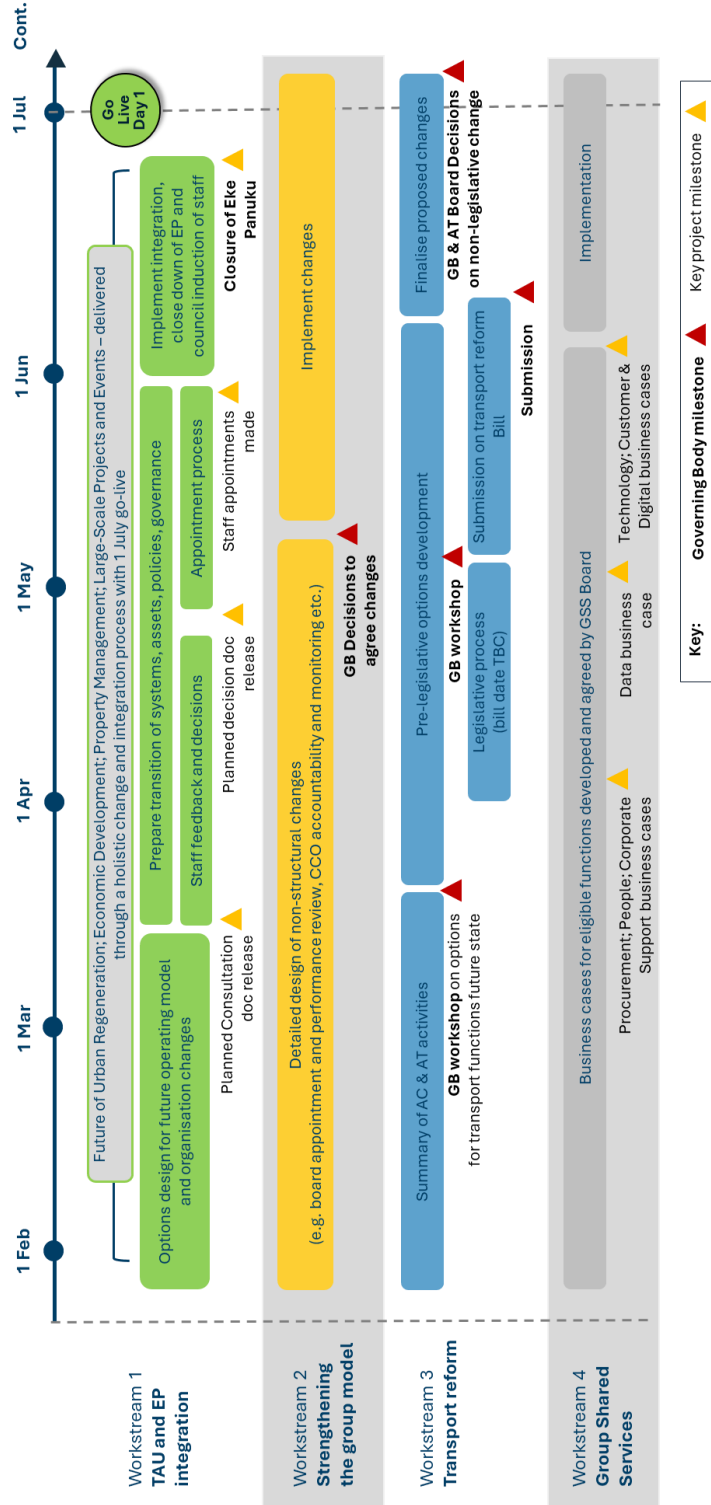
- **Strengthen the CCO model** by clarifying roles and focus on narrower range of service delivery functions at CCOs. We will make improvements to the quality and clarity of strategic and policy direction.
- **Maintain service continuity.** We will retain what is working well with existing models and avoid disruption of existing Levels of Service for public and partners and limit impact on projects in-flight.
- **Enhance local advice and decision making** through place-based ways of working.
- **Reduce duplication and reinforce the council’s recent refresh.** We will make changes that align to the intent of council’s recent organisational refresh, Group Shared Services programme and new ways of working.
- **Enhance our public-service culture.** We will welcome and on-board staff well, learn from each other, and reinforce value-for-money thinking that delivers for Aucklanders.



Workstream updates

15. An updated programme timeline is shown below. This is a high-level guide and subject to a degree of change as the programme progresses and issues are identified. Implementation of the transfer of Eke Panuku and Tātaki functions before 1 July 2025 is not.

CCO Transition – High-level plan to 1 July 2025
current 17 Feb 2025





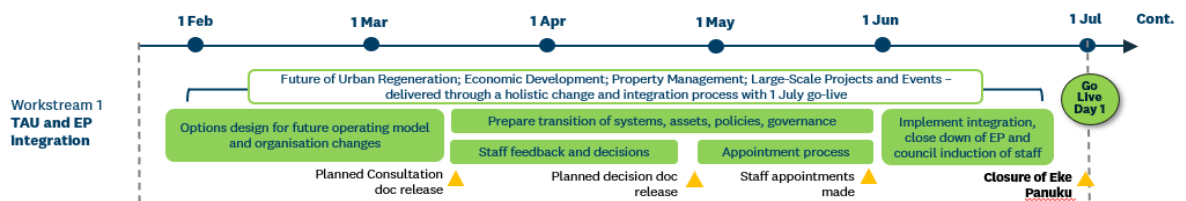
Workstream one: Eke Panuku and Tātaki Auckland Unlimited Integration

Workstream one purpose

- The purpose of workstream one is the transfer and integration of all functions from Eke Panuku and economic development from Tātaki Auckland Unlimited to Auckland Council. This workstream will also consider synergies between these functions and those at council. It will also consider how events activity is managed across the group to avoid duplication and giving careful consideration to local events.

Workstream one scope and timelines

- The scope of workstream one includes:
 - Current state analysis and future operating model design** - This covers urban regeneration, economic development, property management, large-scale projects and events. A current-state analysis of all functions and roles, decisions, technologies, assets etc. is being undertaken to inform discussions around future state options.
 - Organisation design and structural change** – The structural change process includes staff briefings, change proposal, consultation, decisions, appointments and people transition. Pros and cons for options will be developed for the future organisation design and Māori outcomes lens will be applied to options and decision making. Note that some enabling functions are eligible for Group Shared Services are being considered with this in mind.
 - Day one integration planning and execution** – ensuring service continuity on Day one and positive induction and employee experiences. Staff are planning to transition and integrate all programmes, resources, systems and processes, reporting, legal and statutory agreements and obligations, including leases and development agreements.
 - Future state governance** – allocation of decision-making responsibilities and delegations, and any new governance or advisory structures required.
 - ‘Wind up’ the Eke Panuku legal entity & board.**
- The Governing Body’s decisions direct structural changes to be implemented no later than 1 July 2025. This requires an exacting timeline and staff are already well underway. The image below outlines the indicative high-level plan through to 1 July 2025.



Workstream one progress to date

- The immediate focus for the workstream is understanding the opportunity of, and planning for, structural change. The programme has completed stocktakes of functions and roles and engaged staff on the opportunities and risks of structural and operating model change.
- A working assumption being tested is the creation of a business unit, the Auckland Development Office (working title) within the council, that would house the bulk of the Eke Panuku functions and potentially much of the Tātaki Auckland Unlimited economic development functions. In addition, this could possibly include some council functions that have a synergy with property, economic development and urban development.



21. This concept arose during the political workshops held last year. An Auckland Development Office could concentrate expertise and enhance council's ability to support growth and development in priority areas, including brownfields and greenfields. By including economic development functions, it could increase integration of economic development opportunities into urban regeneration delivery programmes.
22. An Auckland Development Office could be structured as a business unit. This is different from a department in subtle ways, primarily these are: a clear, specific or specialised focus - typically implementation or delivery focus, some embedded specialised support services integrated in delivery teams, and clear funding & reporting lines. A business unit could have a mandate to act at pace and proactively partner more effectively with developers, investors and communities to deliver on strategic growth outcomes faster to build confidence in council.
23. Another option could be a more narrowly focused development and urban regeneration function and separate economic development function that focuses on close ways of working to achieve integrated advice, planning and delivery. In testing and considering options, collaboration and involvement from those across the Council Group is vital.
24. Staff are completing stocktakes of decisions made by existing delegations, processes & structures, including boards, which will inform options for decision-making processes & structures post-transfer. One option discussed in staff advice last year was a board with oversight of the activities of a potential business unit. A board would provide for external governance capability and commercial & industry expertise to assist with complex commercial and development issues. It would not be the same as a CCO board or a separate legal entity, it would be part of council with a focus on transactions and commercial decisions. Staff are investigating this option, and any proposals would require specific Governing Body approval given its potential governance nature.
25. Staff are also completing current state assessments of technologies and systems at Eke Panuku, and relevant Tātaki Auckland Unlimited systems, and identifying candidates for closure (where the council has an appropriate alternative if there is ongoing need) and migration (where the council doesn't have an appropriate alternative and there is an ongoing need).

Workstream one next steps

26. The focus to the end of February is identifying preferred design solutions for the future functions of urban regeneration, economic development, property management, large-scale projects and events.
27. The chosen solutions will then be reflected in a detailed change proposal that is planned for consultation with staff from mid-March.
28. In parallel to consultation activity, work will continue around the broader integration activities including systems and processes, governance, closure of Eke Panuku and future roles and responsibilities to enable the new model.

Workstream two: Strengthening the Group Model

Workstream two purpose

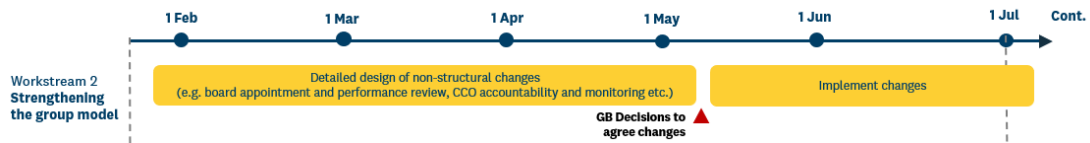
29. The purpose of this workstream is to develop, seek decisions on where necessary, and implement non-structural changes to strengthen the group model and ensure CCOs are set up to succeed.

Workstream two scope and timelines

30. The scope of workstream two covers:

- **Prioritising strategic direction for CCOs / the group where gaps exist** – with clear, implementable strategic direction for stadia, economic development, destination and major events, arts and culture, property and marinas.
- **Supporting better integration of land-use and infrastructure planning** – to ensure council directs its resources towards managed and sustainable development of the region with a key focus on compact urban form.
- **Reviewing CCO board appointment process and their performance** – changes should enable appointment of directors who have the right skill sets, aligned with the delivery focus of each CCO and a more streamlined process for appointment of those directors. This work will also look to improve the assessment of the boards/directors performance.
- **Improving CCO accountability and monitoring** – better scrutiny of performance and cost effectiveness of CCO delivery, strengthened political oversight and public accountability.
- **Working better with Māori** – considering options for more co-ordinated and strategic engagement, and greater opportunities to integrate iwi aspirations into council group operations.

31. The image below shows the indicative high-level plan for workstream two. A key focus is Governing Body decisions in early May.



Workstream two progress to date

32. Detailed design work is now underway on each component of the non-structural changes within the scope of this workstream. The design activity builds on the staff advice presented at the end of 2024.
33. This work will be made up of several different sub-workstreams. These different sub-workstreams are at different stages. Some, such as better integration of land-use and infrastructure planning, are still in the scoping phase.
34. Work has been undertaken on some of the sub-workstreams, such as work to identify some of the gaps in strategic direction to the CCOs. Potential improvements to the CCO board appointment policy and process have also been identified, and decisions will be sought from the relevant committee shortly.
35. Work is also underway to appropriately resource the sub-workstreams, and to make sure the appropriate council departments are involved in this work.

Workstream two next steps

36. The workstream execution plan will be considered and approved by the workstream sponsor.
37. Many of the topics in this workstream relate to activities within the council organisation. The Council Executive Leadership Team will be presented with options to make improvements. It is anticipated that decisions will be sought from the ELT in April.
38. A key milestone for this workstream is in early May when the detailed design solutions will be presented to Governing Body for agreement on the future state



Workstream three: Transport reform

Workstream three purpose

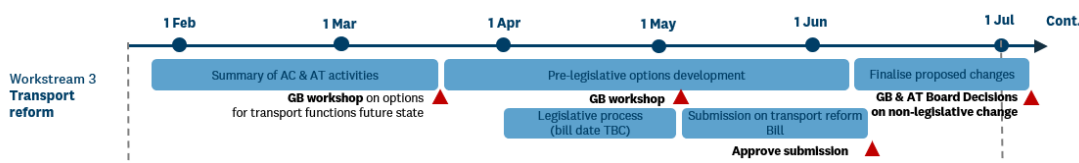
39. The purpose of workstream three is to define, and make changes to optimise, a future state of transport functions in Auckland. This includes changes that could take place ahead of legislative change.

Workstream three scope and timelines

40. The scope of workstream three covers

- **Future state of transport functions in Auckland** – advice to Governing Body on the optimal distribution of decision-making, advice and delivery capability (and systems) across the group. The vast majority of functions are currently delivered by Auckland Transport however this includes functions delivered by Auckland Council such as transport strategy and policy. This work will determine the functions of a Transport CCO as part of the future state.
- **Functions that could move ahead of legislative change** – advice to Governing Body, including a feasible approach to the preparation of the next Regional Land Transport Plan. This work will acknowledge and work through the existing statutory role of the AT Board.
- **Transport reform legislative change process** – participation throughout 2025.
- **Implementation of decisions including organisational change** – made at various stages as the workstream progresses – including implementing operating model, organisational structure and systems change.

41. The image below shows the indicative high-level timeline to July 1 2025:



42. The Transport Reform workstream includes the legislative reform process and associated implementation. The image on the following page shows a high-level timeline to July 1 2026:



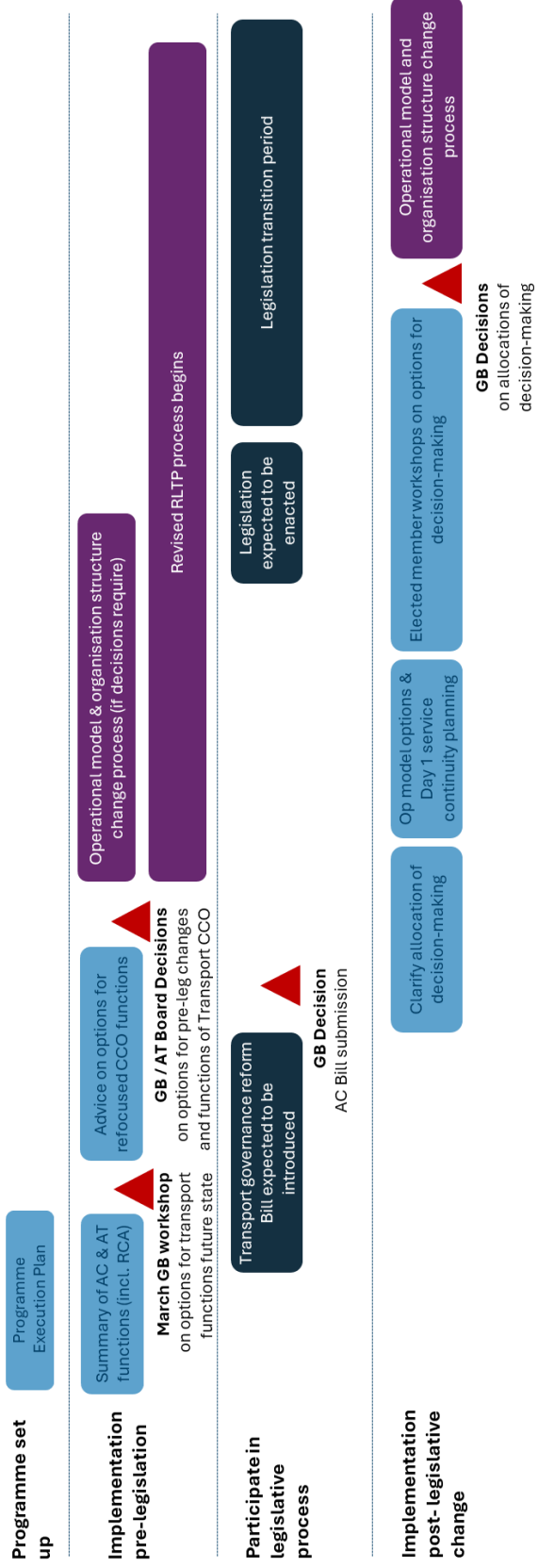
Transport Reform high-level timeline

current at 17 Feb



Workstream activity

Key: Governing Body milestone ▲





Workstream three progress to date

43. Staff are completing current-state analysis to inform advice on options for the future state of transport functions in Auckland for analysis. Analysis covers:
 - Transport strategy, policy and planning functions currently delivered at Auckland Transport and Auckland Council.
 - The Regional Land Transport Plan – Staff are preparing a revised approach that AC will lead, with strong AT collaboration. The development of the RLTP needs to be thought about carefully. Legislative change is required to create a proposed Auckland Regional Transport Committee, which would approve the RLTP. Currently the AT Board has this role.
 - Road-Controlling Authority functions currently governed and delivered by Auckland Transport – staff are developing advice for how decision-making could be transferred and distributed between Governing Body and Local Boards, assuming legislative change.
 - Transport projects and services and road maintenance.
 - Public transport delivery.
44. Within each of these topics are sub options that could consider decision-making transferred to the council and the advice and/or delivery capability of a function remaining at a Transport CCO or the transfer of decision-making, advice and delivery to Auckland Council.
45. Staff are currently finalising a current-state assessment of functions/activities and designing these options at a high-level. The Programme is planning an elected member workshop in March to receive guidance that can focus subsequent allocation of staff time / analytical resource.
46. Staff will provide advice on principles to guide council's approach to transport reform at the March workshop, requested in the Governing Body's 12 December 2024 decisions. These principles will go beyond those identified for the programme in previous section, as those principles will be related to the topics under discussion.
47. Note that where advice is presented to Governing Body decision making the Transport Reform workstream will provide the AT Board with an opportunity to consider it and provide opportunities for the board to provide feedback in writing to support decision-making.

Workstream three next steps

48. Elected member workshop late March on options for future state transport functions in Auckland. Feedback at that workshop will guide further analysis and advice and rationalise staff effort on a broad topic.

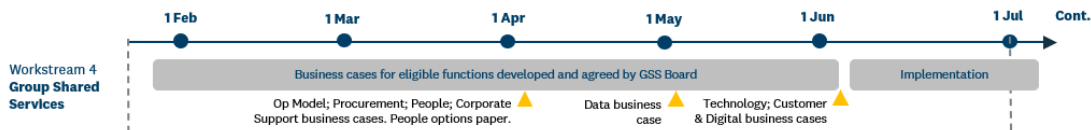
Workstream four: Group Shared Services

49. Group Shared Services (GSS), as a pre-existent programme, is taking a different track to the other three workstreams. It is an in-flight initiative with decision-making via the GSS Board, made up of the five group Chief Executives and the Independent Chair. It will report at a high level through the CCO Reform Transition programme to ensure alignment around the overall group model changes and retain its reporting structures already in place. The Revenue, Expenditure and Value committee resolved 18 Feb that publicly available agendas and minutes for each GSS Board meeting will be shared with REV committee via regular GSS updates to REV committee (quarterly).
50. In response to the 4 December Budget Committee decisions in December, the GSS Board agreed in February to a schedule of business cases to meet the July 1 target. Staff across



the group are proactively collaborating on this work. The business cases, covering the full scope of functions, will be taken to the GSS Board for approval in a staged way over the course of April-June 2025.

51. Data gathering and options development is now underway for business cases. The high-level timeline is below:



52. In parallel, progress continues to be made with implementation of in-flight initiatives including Project Galaxy (Group HR Information System); implementation of Ready Contracts (new Group Procurement system); and multiple other initiatives including Health & Safety systems; Group storage centre; embedding of group sharing approaches to CCTV and Telephony.

Staff Communications and engagement

53. In-keeping with the programme's principles of communicating early and authentically and to be transparent with important information the programme has established a communications and engagement capability. Internal communications staff from each organisation in the group, including GSS, are collaborating to produce aligned communications to staff.
54. In addition to risk mitigation to address areas such as the loss of key staff and capability, internal communications throughout the process will aim to achieve the following specific objectives:
- Ensure staff are informed and understand the transition plans and implementation process in a timely manner.
 - Offer clear and consistent messaging to stop speculation and misinformation about the transition process utilising a range of internal channels across the Council Group.
 - A smooth transition process that maintains momentum in the Council Group work programme.
 - Support the council group's leadership to build a positive organisational culture across the new entities, groups and teams.
 - Minimise HR/people related legal issues through open and frequent communications.
55. Communications and information is primarily available via all-staff emails, with common material for each organisation, The respective organisations' staff intranets (Kotahi, Ako, Engine Room, Info Hub) and other staff engagement tools such as face-to-face meetings are also being used.

Key programme risks and issues

56. The programme is in the process of setting up the risk management tools and frameworks to ensure risks and issues are effectively managed at both a programme and workstream level for the duration of the programme.
57. Key risks and associated mitigations to call out for this report include:
- **Lack of capacity and capability to deliver the change** – given the scale, pace and complexity of the change it is critical the programme team has the right capabilities in place and the organisation is ready to absorb the change effectively. This is being



mitigated through the completed appointments of key programme roles outlined above; the driving of timely decisions from Governing Body, particularly for workstreams two and three; and ensuring group resources and existing work are being reprioritised where possible to focus on supporting CCO structural change including the closure of Eke Panuku.

- **Staff engagement and retention** – staff may become disengaged and distracted by the change process, or we may lose critical talent, which could impact negatively on current and future service and project delivery. This risk is heightened as we move into the consultation phase in March, with a particular risk regarding senior/specialist/leadership roles impacted by this change. The risk is being mitigated through early and regular engagement and a transparent communication strategy to keep staff engaged around the purpose and opportunity associated with the change. This is particularly for those transitioning organisations where there could be an increased feeling of uncertainty around what the changes mean for them.
- **Delivery of in-flight projects and BAU** – the changes could cause disruptions to major project and service planning and delivery, through uncertainty of decision-making responsibilities and uncertainty around support services continuity and roles. This is a particular focus for workstream one right now where the organisational changes to Eke Panuku and TAU present a heightened risk to the delivery for the affected teams. This risk will be mitigated at the workstream level to ensure the level of disruption is minimised through careful implementation.
- **Dependencies on Central Government** – there is a risk that the new transport legislation takes longer than anticipated and/or is significantly different from anticipated, impacting the timeliness or effectiveness of the change. This is being mitigated by ensuring a well-planned and well-paced implementation with proactive engagement with Central Government to create certainty as soon as possible.
- **Tight delivery timeframes** – design decisions for the future operating model and organisation design of the new functions are needing to be made within tight timeframes in order to meet the 1 July deadline. There is a risk that the short timeframe may impact the quality of design decisions. This is being mitigated through proactive project planning and management of timeframes. There is a particular focus on availability of key decision makers including the Programme Sponsor and Transition Director, to ensure design decisions happen as efficiently and effectively as possible.
- **Delivering on Māori outcomes** - negative impacts to programmes delivering Māori outcomes or to council-Māori relationships because work is disrupted and/or CCO-specific engagement approaches are changed. This risk is being mitigated by Māori outcome expertise that has been provided to support the programme team, with an initial focus on understanding the current state and risks from the proposed changes.

Next steps

- Note that workstream activity is listed in the body of the memo
- Next programme update will be to the 27 March Governing Body

Attachments

- A – Budget Committee and Governing Body December CCO Reform Decisions
- B – CCO Reform Transition Programme Structure
- C - Workstream context, objectives and principles



Attachment A - Budget Committee and Governing Body December CCO Reform Decisions

Mayoral Proposal 2025/2026: Council-controlled Organisation Reform

Agendas:

https://infocouncil.aucklandcouncil.govt.nz/Open/2024/12/20241204_BCCCC_AGN_12639_EXTR_A.PDF

https://infocouncil.aucklandcouncil.govt.nz/Open/2024/12/20241212_GB_AGN_12894.PDF

4 December Budget committee

- c) **agree to the following principles to apply to the acceleration of Group Shared Services:**
 - i) **all eligible functions from Auckland Council and Council-controlled organisations should be assessed for the Group Shared Services Programme (through business cases) as soon as possible and with as many as possible to be completed by 1 July 2025;**
 - ii) **the expectation is that all functions are shifted into Group Shared Services as soon as possible, to realise financial and other benefits from reduced duplication of back-office activities, unless there is a strong rationale not to include the function or part of a function (for example, where part of a function is highly specific to a Council-controlled organisation's services and needs to be retained to protect the customer experience);**
 - iii) **decisions on business cases should be based on cost and benefits for the Auckland Council Group and its objectives as a whole, rather than impacts on individual Council-controlled organisations or the council parent;**
 - iv) **where there is a good reason for part of a function to stay within a Council-controlled organisation, it is still expected that common technology platforms or systems will be utilised and supported by Group Shared Services wherever possible.**
- d) **request the chief executive to provide further advice next year relating to:**
 - i) **implementing the approach to Group Shared Services as set out in clause c), with a view to making significant progress by 1 July 2025, and options available to Governing Body if insufficient progress is made;**
 - ii) **the development of a framework to support decision-making on growth related issues that takes an integrated council group approach and helps to identify necessary trade-offs and prioritisation;**
 - iii) **an updated approach to group procurement as outlined in the Mayoral Proposal.**



Decisions at 12 December Governing Body

Resolution number GB/2024/179

MOVED by Mayor W Brown, seconded by Deputy Mayor D Simpson:

That the Governing Body:

- a) note the valuable contribution made by all staff across the Auckland Council Group to Auckland and the delivery of our services
- b) note there will be no reduction to service levels or investment as agreed through the LTP as a result of reform decisions made today
- c) note that this CCO reform package seeks to realign and reinvigorate the CCO model, strengthen council's ability to support elected members to make integrated decisions, and ensure the Auckland Council Group is set up in the best way to deliver on its long-term plan and broader vision for Auckland

Eke Panuku and Tātaki Auckland Unlimited (TAU)

- d) agree to the following structural changes to be implemented no later than 1 July 2025 to support CCO reform, in line with the principles identified in the body of the report, that includes:
 - i) transferring and integrating all of Eke Panuku's functions (including urban regeneration, property management and marina management) to Auckland Council to strengthen council's ability to coordinate planning, strategy and delivery in a place-based way, including around strategic growth opportunities and large-scale development;
 - ii) transferring and integrating Tātaki Auckland Unlimited's economic development function to Auckland Council to strengthen council's ability to provide a more coordinated approach to wider economic development activities and improve productivity;
 - iii) ensuring Auckland Council has the appropriate policy capability to support council decision-making across all activities;
 - iv) Tātaki Auckland Unlimited retaining destination marketing and major events functions (with council responsible for the relevant strategy and policy), and management of regional facilities.
- e) request the Auckland Council Chief Executive to report back to the Governing Body monthly on implementation progress in relation to d) including:
 - i) a detailed timeline;
 - ii) operating model; and
 - iii) service continuity and risk management.

Auckland Transport

- f) note the recent announcement on 3 December outlining central government's decision to proceed with legislation change that will enable:
 - i) strategy, policy and planning functions to return to Auckland Council;
 - ii) establishment of a new Auckland Regional Transport Committee with a focus on long-term, integrated transport planning;
 - iii) Auckland Council to assume the role of Road Controlling Authority;
 - iv) greater local decision-making over certain transport decisions for local streets and neighbourhoods;
 - v) Auckland Transport to be retained as a CCO focused on delivering transport projects and services (as decided by Auckland Council)
- g) note that due to the scope and scale of transport reform as outlined in the body of this report further advice is required to support future decision-making of the Governing Body
- h) request the Auckland Council Chief Executive provide advice to prepare for change in parallel to central government's legislative process that considers:
 - i) principles to guide council's approach to transport reform that reflect the overall intention of this CCO reform package and legislation change;
 - ii) detailed options analysis about how transport functions could be delivered in the future state, in line with the intent of this CCO reform package and legislative change;
 - iii) a proposed phased approach to future decision-making and implementation of reforms, including an indicative timeline, that allows the implementation of decisions to be taken prior to legislation being enacted.

Overall

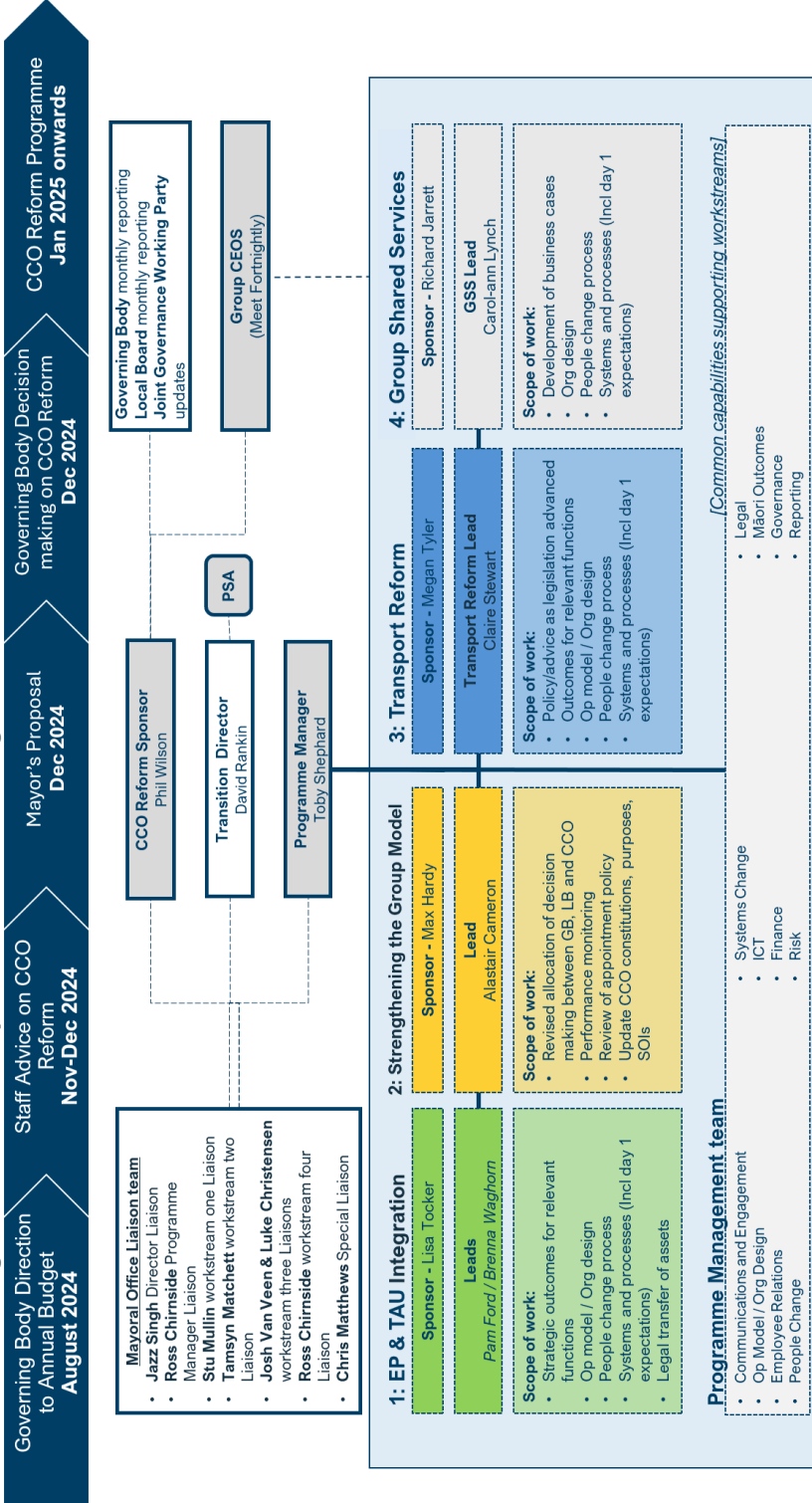
- i) agree to the following principles to guide non-structural changes to strengthen the CCO model:
 - i) council prioritises setting strategic direction for CCOs, where gaps exist;
 - ii) increasing oversight over CCO planning and delivery to regional growth plans;
 - iii) accelerate the roll-out of Group Shared Services (as agreed by the Budget Committee on 4 December);
 - iv) consider what additional services council should provide to CCOs, including back-office functions;
 - v) improving board appointment and performance review process.
- j) request the Auckland Council Chief Executive to provide advice in line with clause i)
- k) delegate to the Auckland Council Chief Executive the ability to undertake all necessary steps and execute all necessary documents, on behalf of the council, to facilitate the implementation of clauses d) to j) above
- l) request the chief executives and boards of the Auckland Council Group to work collaboratively with the Auckland Council Chief Executive on implementation of the changes and the provision of advice outlined in clauses d) to j) above
- m) note that staff provided a draft implementation framework that was distributed ahead of today's meeting to support the Governing Body with the decisions above.



Attachment B – CCO Reform Transition Programme structure

CCO Reform Transition Programme Structure

Structuring the Council Group to deliver on the Long-term Plan and its broader vision for Auckland





Attachment C - Workstream context, objectives and principles

Workstream one: Eke Panuku Development Auckland and Tātaki Auckland Unlimited Reform

Context for workstream one

1. In December 2024 Governing Body agreed the integration of all Eke Panuku Development Auckland functions and Tātaki Auckland Unlimited's economic development functions to Auckland Council be implemented no later than 1 July 2025.
https://infocouncil.aucklandcouncil.govt.nz/Open/2024/12/20241212_GB_MIN_12894.PDF
2. Governing Body confirmed Tātaki retains destination marketing and major events functions (with council responsible for the relevant strategy and policy), and management of regional facilities.
3. The Mayor's Proposal asked for further advice on the consolidation of all group events and activation functions to remove any duplication and build a dedicated Auckland events delivery function within Tātaki. Advice should give careful consideration to local events and how we continue to enable that activity to be delivered the way local communities and local boards expect.

Workstream one purpose

4. The purpose of workstream one is the transfer and integration of all functions from Eke Panuku and economic development from Tātaki Auckland Unlimited to Auckland Council. This workstream will also consider synergies between these functions and those at council. It will also consider how events activity is managed across the group to avoid duplication and giving careful consideration to local events.

Workstream one objectives (in addition to programme-level objectives):

- i. Achieve transfer of Eke Panuku functions and economic development functions of Tātaki Auckland Unlimited to council no later than 1 July 2025.
- ii. Enhanced ability to integrate planning and delivery to support growth and development in a place-based way i.e. priority areas, including regeneration and large-scale projects (including in greenfield areas). Strengthened ability to work at pace and with flexibility on privately-led development opportunities.
- iii. Increase integration of economic development opportunities into urban regeneration delivery programmes including the ability to take innovative approaches to funding, financing and development agreements.
- iv. Increase the council's economic policy capability and integrate advice on economic development issues into broader decision-making.
- v. Improved approach to the way the group buys, manages, and sells assets and improved collaboration between different parts of the council to achieve greater financial and strategic value from property assets by leveraging commercial expertise.
- vi. Ensure external governance capability and commercial & industry expertise for commercial and development issues is considered.
- vii. Increased local board involvement in development activity in priority areas including improved support for service property optimisation.
- viii. Integration of functions that have natural synergies to create a critical mass of expertise.



Workstream two: Strengthening the Group Model

Context for workstream two

5. The current accountability arrangements and non-structural options for improvements, were set out in the CCO staff advice in November 2024 (pages 143-151). As part of its decision-making on 12 December the Governing Body requested additional advice on non-structural improvements to strengthen the group model, with guidance from the following principles:
 - i. council prioritises setting strategic direction for CCOs, where gaps exist
 - ii. increasing oversight over CCO planning and delivery to regional growth plans
 - iii. accelerate the roll-out of Group Shared Services (as agreed by the Budget Committee on 4 December)
 - iv. consider what additional services council should provide to CCOs, including back-office functions
 - v. improving board appointment and performance review process (GB/2024/179).

Workstream two purpose

6. The purpose of this workstream is to develop, seek decisions where necessary, and implement non-structural changes to strengthen the group model and ensure CCOs are set up to succeed. Put simply, this workstream aims to make council a better shareholder.

Workstream two objectives

- i. Clarity of the council's strategic objectives in areas where there are currently gaps in the group strategic framework
- ii. increasing oversight over CCO planning and delivery to regional growth plans and integration of land-use and infrastructure planning
- iii. improving board appointment and performance review process
- iv. improving CCO accountability and monitoring
- v. working better with Māori including learning from different approaches across the council group



Workstream three: Transport reform

Context for workstream three:

7. AT's functions are set out in legislation (s45, LGACA). Auckland is unique internationally in having almost all its transport functions undertaken by an arm's length entity. As transport is typically considered a core council / local authority function, the provision of transport services (except for public transport services) is typically in-house.
8. On 3 December 2024, the government announced its intent to progress legislative change that would significantly reform the governance of Auckland's transport system. It signalled that this legislation could pass by the end of 2025 and include a transition period.
9. The Governing Body's 12 December decisions note the changes signalled in the government announcement and request advice on
 - principles to guide council's approach to transport reform that reflect the overall intention of [the] CCO reform package and legislative change
 - detailed options analysis about how transport functions could be delivered in the future state, in line with the intent of [the] CCO reform package and legislative change
 - a proposed phased approach to future decision-making and implementation of reforms, including an indicative timeline, that allows the implementation of decisions to be taken prior to legislation being enacted.

Workstream three purpose

10. The purpose of workstream three is to define, and make changes to optimise, a future state of transport functions in Auckland (including changes that could take place ahead of legislative change).

Workstream three objectives

- i. Agreement of a future state for the delivery of transport functions in Auckland that best enables the realisation of agreed regional transport outcomes
- ii. Changes to decision-making, processes and structure that provide for council leadership of strategy, policy and planning transport functions
- iii. Other changes to decision-making, processes and structure ahead of legislative change
- iv. Legislative change that supports the agreed future state for transport functions in Auckland
- v. Implementation of transport reform legislative change.



Group Remuneration Policy

Purpose

We want to make Auckland a world-class city and deliver value to all Aucklanders. We need to encourage a high-performance culture to achieve this vision and make the council whānau a great place to work.

We acknowledge that remuneration is only one factor in rewarding and motivating employees. We offer an inclusive and diverse workplace where every employee is encouraged to bring their whole self to work, wellbeing initiatives, flexible working where appropriate and training and development opportunities to progress their careers.

We aim to acknowledge employees exhibiting our core behaviours and values, and contributions to achieving our strategy.

The Group Remuneration Policy sets the framework for making decisions that relate to employee remuneration.

Scope

This policy applies to the council whānau, at Auckland Council, Auckland Transport, Auckland Unlimited, Panuku Development and Watercare.

Principles

These remuneration principles ensure our approach to remuneration, reward and recognition initiatives reflect:

1. *Fairness*

We ensure the methodologies we use are fair and enable a diverse and inclusive workforce to deliver to the best of their capabilities. Policies & practices must be based on best practice approaches to remuneration, using well proven methodologies and independent advice.

2. *Financial responsibility*

We manage remuneration in a financially responsible and measured way that balances the needs of Auckland and Aucklanders with our need to develop and attract talented individuals who will help deliver our vision.

3. *Social equity through a living wage*

We acknowledge that how we remunerate our people has an impact on their economic well-being and meaningful increases will be a priority for employees in roles at the lower end of the pay scale. We aim to ensure that our remuneration is aligned to a living wage and helps our people meet the basic necessities of life and participate as active citizens in society. A living wage is calculated and monitored by Auckland Council whānau.

4. *Contribution*

We review and monitor remuneration levels and validate they are aligned with peoples' contribution to the organisation and in line with the external market.

Remuneration Policy

Job evaluation and banding

We use recognised job evaluation systems which provide a methodology for the alignment of roles and remuneration band setting.

Market positioning and remuneration ranges

The remuneration market position is developed internally, based on the independent market remuneration advice which is received annually.

This positioning takes into account the following:

1. The size and complexity of our operations.
2. The diversity of operations encompassing multiple sectors including competition for specialist skills.
3. The need to balance financial responsibility with the ability to attract and retain quality talent.

Band medians and remuneration ranges are reviewed annually using independent market data. Roles are benchmarked against the General Market median at Fixed Remuneration (excludes bonuses).

Premiums may apply where it is supported by strong evidence through validated market data from our providers.

Setting remuneration on appointment

Remuneration is set using the appropriate internal approval processes and guidelines. The guidelines cover key considerations like internal relativity, the incumbents' skills and experience, and budget availability while making appointments and all offers are subject to appropriate approval processes.

Out-of-cycle remuneration changes

Any out-of-cycle remuneration changes will be subject to appropriate approval processes to ensure internal equity.

Our commitment to Diversity and Inclusion

We are committed to setting fair and equitable salaries and also regularly monitoring and addressing any identified inequities, for e.g. gender and ethnicity pay parity.

Managing remuneration for the Executive Leadership Team

All Executive Leadership Team (direct reports to the Chief Executives) appointments and increases to remuneration follow a standard process which is aligned to the methodology used for all jobs. These jobs are externally evaluated, and market remuneration comparisons are sourced from two external providers. This enables a measure of consistency within the whānau and parity with the external market.

Chief Executive remuneration

Remuneration for Chief Executives is set by the Board of Directors for CCO's or Governing Body for Auckland Council. The guidance is provided through the statement of expectation.

Remuneration Policy

Roles and Responsibilities

Governing Body / Board of Directors	<ul style="list-style-type: none"> ▪ Approve the remuneration policy as set out in this document ▪ Approve the annual salary budget
Chief Executive	<ul style="list-style-type: none"> ▪ Approve the remuneration operational framework based on the policy
Executive Leadership Team and/or Remuneration/People committees	<ul style="list-style-type: none"> ▪ Authorise any increase or offer in remuneration over the maximum for a range and outside the guidelines ▪ Approve operational policies, banding methodology and delegated authorities for salary adjustments ▪ Approve the final annual salary increase (based on financial and economic advice following consultation with appropriate stakeholders)
General Manager People & Culture / Chief People Officer / Head of People & Culture / EGM Culture & Transformation	<ul style="list-style-type: none"> ▪ Review, consult, and implement associated guidelines, operational policies, and processes (to be approved by the Chief Executive and Executive Leadership Team as appropriate) ▪ Approve any additional processes or policies required to support the implementation of this policy ▪ Monitor the application of this policy and the need for any updates as Policy owners
Chief / Head of Business Unit, Department managers & people leaders with delegated authority	<ul style="list-style-type: none"> ▪ Final approval of any out-of-cycle increases which are within the guidelines ▪ Ensure increases to remuneration are within allocated budgets
People leaders	<ul style="list-style-type: none"> ▪ Recommend any offer or change in remuneration for people within their span of control
People & Culture teams	<ul style="list-style-type: none"> ▪ Provide support and guidance to people leaders with relevant information where necessary
Remuneration Manager / Reward Manager	<ul style="list-style-type: none"> ▪ Provide support and guidance in relation to the interpretation and application of the policy ▪ Ensure remuneration systems are competitive, affordable and aligned with best market practice ▪ Research and design the remuneration ranges per band, based on market remuneration information ▪ Advice on increases above the guidelines ▪ Job evaluation of all roles and associated salary bands ▪ Obtain evaluations for all senior roles/ people team roles from external providers

Related Legislation

- Local Government Act 2002 with amendments
- Employment Relations Act 2000
- Equal Pay Act 1972
- Privacy Act 1993

Remuneration Policy

Version Control

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Version no:	1.0	Last review date:	March 2021

Item 10

Attachment A



Group Remuneration Policy

Purpose

We want to make Tāmaki Makaurau Auckland a world-class city and deliver value to all Aucklanders. We need to encourage a high-performance culture to achieve this vision and make the council whānau a great place to work.

We acknowledge that remuneration is only one factor in rewarding and motivating employees. We strive to offer an inclusive and diverse workplace where every employee is encouraged to bring their whole self to work, wellbeing initiatives, flexible working where appropriate and learning and development opportunities to progress their careers.

We aim to acknowledge employees exhibiting our core behaviours and values, and contributions to achieving our strategy.

The Group Remuneration Policy sets the framework for making decisions that relate to employee remuneration.

Scope

This policy applies to the council whānau, at Auckland Council, Auckland Transport, Tātaki Auckland Unlimited, Eke Panuku Development Auckland and Watercare Services Limited.

Principles

These remuneration principles ensure our approach to remuneration, reward and recognition initiatives reflect:

1. Fairness

We ensure the methodologies we use are fair and enable a diverse and inclusive workforce to deliver to the best of their capabilities. Policies & practices must be based on best practice approaches to remuneration, using well proven methodologies and independent advice. Our frameworks and policies are transparent to support equity and build trust.

2. Financial responsibility

We manage remuneration in a financially responsible and measured way that balances the needs of Auckland and Aucklanders with our need to develop, attract and retain talented individuals who will help deliver our vision.

3. Social equity through a living wage

We acknowledge that how we remunerate our people has an impact on their economic wellbeing and meaningful increases will be a priority for employees in roles at the lower end of the pay scale. We aim to ensure that our remuneration is aligned to a living wage and helps our people meet the basic necessities of life and participate as active citizens in society. A living wage is calculated and monitored by Auckland Council whānau.

4. Contribution

We review and monitor remuneration levels and validate they are aligned with peoples' contribution to the organisation and in line with the external market.

Remuneration Policy

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We use recognised job evaluation systems which provide a methodology for the alignment of roles and remuneration band setting.

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2. The diversity of operations encompassing multiple sectors including competition for specialist skills.
3. The need to balance financial responsibility with the ability to attract, develop and retain quality talent.
4. Our commitment to ensure equity.

Band medians and remuneration ranges are reviewed annually using independent market data. Roles are benchmarked against the General Market median at Fixed Remuneration (excludes bonuses).

Premiums may apply where it is supported by strong evidence through validated market data from our providers.

Setting remuneration on appointment

Remuneration is set using the appropriate internal approval processes and guidelines. The guidelines cover key considerations like internal relativity, the incumbents' skills and experience, and budget availability while making appointments and all offers are subject to appropriate approval processes.

Out-of-cycle remuneration changes

Any out-of-cycle remuneration changes will be subject to appropriate approval processes to ensure internal equity.

Our commitment to Diversity and Inclusion

We are committed to setting fair and equitable salaries and also regularly monitoring and addressing any identified inequities, for e.g. gender and ethnicity pay parity.

Managing remuneration for the Executive Leadership Team

All Executive Leadership Team (direct reports to the Chief Executives) appointments and increases to remuneration follow a standard process which is aligned to the methodology used for all jobs. These jobs are externally evaluated, and market remuneration comparisons are sourced from two external providers. This enables a measure of consistency within the whānau and parity with the external market while always maintaining a financially prudent lens.

Chief Executive remuneration

Remuneration for Chief Executives is set by the Board of Directors for CCO's or Governing Body for Auckland Council. The guidance is provided through the statement of expectation.

Remuneration Policy

Roles and Responsibilities

Governing Body / Board of Directors	<ul style="list-style-type: none"> ▪ Approve the remuneration policy as set out in this document ▪ Approve the annual salary budget
Chief Executive	<ul style="list-style-type: none"> ▪ Approve the remuneration operational framework based on the policy
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Chief People, Safety and Wellbeing Officer / Chief People Officer / Head of People & Culture / Director People & Performance	<ul style="list-style-type: none"> ▪ Review, consult, and implement associated guidelines, operational policies, and processes (to be approved by the Chief Executive and Executive Leadership Team as appropriate) ▪ Approve any additional processes or policies required to support the implementation of this policy ▪ Monitor the application of this policy and the need for any updates as Policy owners
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People & Culture teams	<ul style="list-style-type: none"> ▪ Provide support and guidance to people leaders with relevant information where necessary
Remuneration Manager / Head of Diversity, Equity, Inclusion and Reward / Head of Remuneration and Analytics	<ul style="list-style-type: none"> ▪ Provide support and guidance in relation to the interpretation and application of the policy ▪ Ensure remuneration systems are competitive, affordable and aligned with best market practice ▪ Research and design the remuneration ranges per band, based on market remuneration information ▪ Analyse overall equity based on different demographics ▪ Advice on increases above the guidelines ▪ Job evaluation of all roles and associated salary bands ▪ Obtain evaluations for all senior roles/ people team roles from external providers

Related Legislation

- Local Government Act 2002 with amendments
- Employment Relations Act 2000
- Equal Pay Act 1972
- Privacy Act 2020

Remuneration Policy

Version Control

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Authorised by: Phil Wilson Dean Kimpton David Rankin Nicholas Hill Dave Chambers		Chief Executive Auckland Council Chief Executive Auckland Transport Chief Executive Eke Panuku Development Auckland Chief Executive Tātaki Auckland Unlimited Chief Executive Watercare Services Limited	
Version no:	2.0	Last review date:	Feb 2025

Item 10

Attachment B



Group Remuneration Policy

Purpose

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Remuneration Policy

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Related Legislation

- Local Government Act 2002 with amendments
- Employment Relations Act 2000
- Equal Pay Act 1972
- Privacy Act 2020

Attachment B - Analysis of Transport, Water, Wastewater and Stormwater effects

Transport

1. The council's Future Development Strategy (2023-2053) identifies the Warkworth North area being ready for development from 2035+. The FDS sets out the prerequisite transport infrastructure required to support development. This includes the Western Link North, the Sandspit Link Road, upgrades to Matakana Road and Sandspit Road, and the Northern Public Transport Interchange.
2. This plan change request is well in advance of the timing in the FDS and the plan change does not propose to construct all the prerequisite transport infrastructure noted in the FDS. Arvida's Integrated Transport Assessment (ITA) states that the plan change is not reliant on the Sandspit Link Road being constructed and that it will deliver upgrades to Matakana Road and Sandspit Road where development is adjacent to these roads.
3. The requirement in the precinct request to provide upgrades to Matakana and Sandspit roads addresses some of the transport prerequisites but does not address the Western Link North or the Northern Public Transport Interchange. While parts of the Western Link North are under construction, there is no certainty as to when this will connect to Great North Road (former SH1). This final section is subject to a Notice of Requirement (NoR 1) that would deliver this connection and the Northern Public Transport Interchange. The Notice of Requirement decision had two appeals. These appeals have now been resolved and the designation confirmed in the AUP in January 2025. There is currently no funding for the construction of this section of the Western Link North or the public transport interchange. It is noted that the Western Link North is not in close proximity to the PPC area and Arvida's ITA identifies that this road will have little impact on the Warkworth North area. The relative location of the PPC area and the Western Link North is shown on the plan below and as explained in Arvida's ITA, this connection largely supports Warkworth West and provides little support for this PPC area and as such the PPC area is not reliant on this road in order for development to proceed. In terms of the Northern Transport Hub, there is already a temporary park and ride providing public transport connectivity as an interim solution to the Northern Public Transport Interchange as such the function of the Northern Public Transport Interchange is being achieved by the interim park & ride facility.

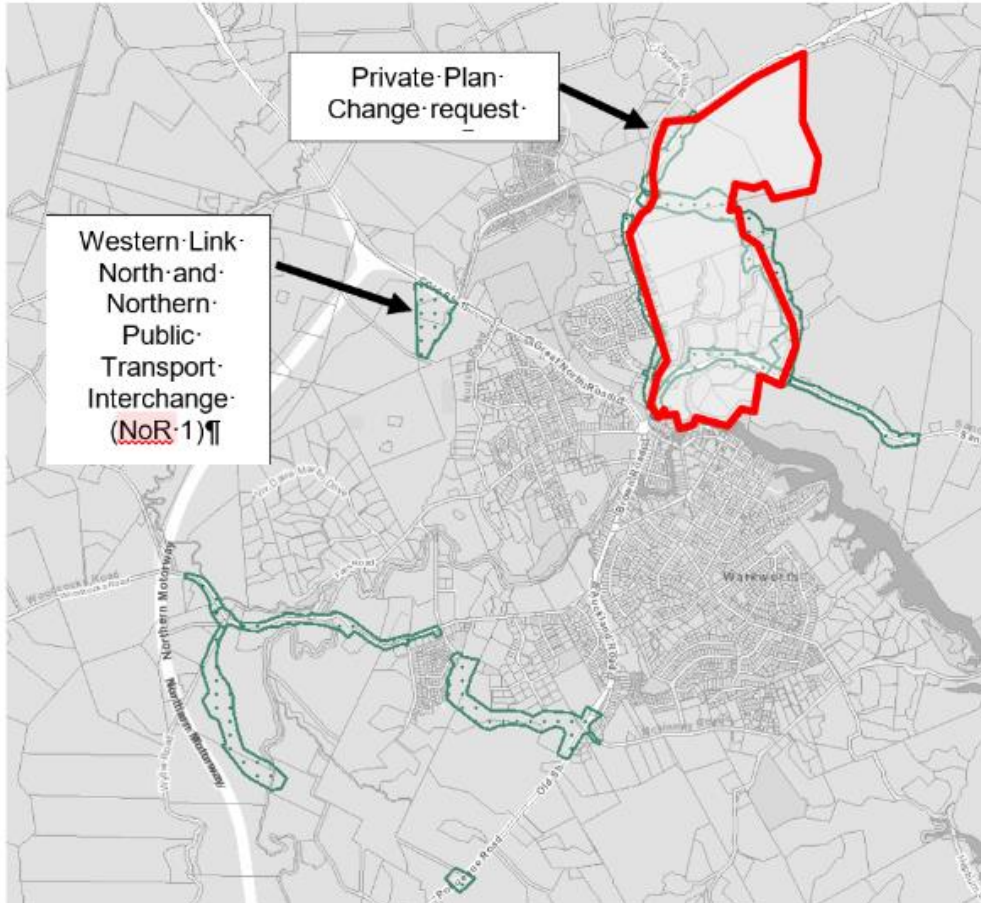


Figure 1: Map showing all the NoRs proposed for Warkworth in the context of the plan change location.

4. Arvida's ITA indicates that there is some effect on the performance of key intersections (including Hill Street intersection) but concludes that they can generally accommodate the forecast traffic from the PPC area. The private plan change request does not propose any improvements to the Hill Street intersection and it is noted that while upgrades to the Hill Street intersection are planned, there is currently no funding for these to occur.
5. There would be some limitations for active mode and public transport users in the initial stages of the proposed development. The private plan change request is proposing to deliver a network of walking and cycling routes through the PPC area and connecting into the wider network. However, there will be limited walking and cycling connectivity between the PPC area and the Warkworth town centre along these two roads (until the full upgrades are completed).
6. The request proposes additional bus stops on Matakana Road. However, this only provides limited access to public transport as some parts of the PPC area are remote from these facilities. As development occurs, changes to the bus routes to provide improved access to public transport could occur (as an operational responsibility of Auckland Transport).
7. The PPC area abuts land that has been designated for future transport routes: Auckland Transport Notice of Requirement (NoR) 4 (Matakana Road), NoR 5 (Sandspit Road), and NoR 7 (Sandspit Link Road). The private plan change request proposes upgrades giving effect to part of NoR 4 and NoR 5 where development fronts these roads. The precinct contains a series of provisions intended to provide upgrades of both Matakana Road and Sandspit road in conjunction with the development accessing the land. For the frontage of Matakana Road north of Te Honohono ki Tai Road (formerly Matakana Link Road), rules I1.6.1 and I1.6.2 require upgrades of Matakana Road. Rule I1.6.1 applies to Matakana

Road north of Te Honohono ki Tai Road and requires upgrading to an urban edge condition south of the proposed access point to the land (see precinct plan Appendix 3) and to a rural edge condition north of the access point. The ITA indicates that standards of the upgrade have been discussed with Auckland Transport. Any development accessing Matakana Road south of Te Honohono ki Tai Road or accessing Sandspit Road is a restricted discretionary activity where it meets rule I1.6.2. Rule I1.6.2 requires the provision of an extension or upgrades identified in the transport assessment required under rule I1.10 (Noting this I1.10 been mislabeled throughout the precinct as I1.8). This must address the provisions of safe access and safe pedestrian and cycling facilities and connecting to the surrounding transport network and a traffic design report and concept plans must be provided. The status of any development not complying with standards I1.6.1 and I1.6.2 is a discretionary activity. This status could be reconsidered to ensure a stronger incentive to comply, through the submission and hearing process, should the request be accepted. The Sandspit Link Road passes through the PPC area but the private plan change request does not propose to construct it, other than a short stub section of the road where it would form a fourth arm to the Te Honohono ki Tai Road/Matakana Road roundabout. This is because the plan change development does not rely on this road being constructed.

8. Any works within the NoRs such as the required upgrades to Matakana and Sandspit roads will require the approval of Auckland Transport under the provisions of s176 of the RMA if they are confirmed as designations this is noted in the applicants' ITA. NoR 5 (Sandspit Road upgrade) appeals have all now been resolved and this designation is confirmed in the AUP from 24 January 2025. Auckland Transport approval will ensure that any works do not compromise the future design or operation of the roads. As noted in the applicant's ITA, the key upgrades including cross sections for the applicant's upgrades have been considered by Auckland Transport. As there is an existing NoR process to protect these routes, no specific precinct provisions are proposed to manage the effects on the designations. Notwithstanding, the proposed precinct provisions include special information requirements that set out assessment information (Transport Assessment, Transport design report and concept plan) to be provided where new roads or connections are made to Matakana Road and Sandspit Road.
9. Auckland Transport (AT) has concerns about the extent to which the plan change will integrate subdivision and development with the provision of effective, efficient, and safe transport infrastructure. Integration includes ensuring transport infrastructure is planned, funded and staged to integrate with urban growth. As part of its planning for a future strategic network to service future growth in the wider Warkworth area, AT has three NORs affecting the plan change area. None of these projects are funded and all have long lapse dates indicating that their delivery of transport upgrades by Auckland Transport is not programmed for some time.
10. AT considers that the precinct provisions do not give sufficient certainty that the transport infrastructure required to support subdivision and development will be provided. This is particularly of concern for subdivision and development accessing Matakana Road south of Te Honohono ki Tai Road, or accessing Sandspit Road as there is a risk that development may proceed ahead of Auckland Transport providing the necessary upgrade of these roads. However, given the upgrades that will be required under the precinct rules, these concerns can be mitigated particularly as any upgrades would need to address all modes, and be subject to Auckland Transport approval. This will ensure that any upgrades are in keeping with and do not compromise Auckland Transport's ultimate proposals for the roads, in the event the upgrades do not provide that.
11. Auckland Transport has financial responsibility for the upgrades subject to the NoRs/Designations (either being directly funded by Auckland Transport or this could in the

form of third-party funding or delivery agreed with Auckland Transport). It is of concern that no budget has yet been set aside currently by Auckland Transport for these works. As set out in the preceding paragraphs, the precinct provisions require upgrades to both Matakana Road and Sandspit Road commensurate with the level of development in the precinct. It is considered that any transport related concerns may not be in accordance with sound resource management, however any concerns regarding the wording of the provisions requiring the transport upgrades could potentially be addressed through the submission and hearing process.

Wastewater

12. As outlined earlier in this report, the FDS identifies the prerequisite wastewater infrastructure required to support development of the Warkworth North area as being an upgraded wastewater treatment plant, new pipeline, an outfall pipe, and a pump station. In addition, a gravity pipe from the Warkworth Showgrounds to Lucy Moore pump station is also required.
13. A number of these projects are completed or are under construction:
 - Upgraded Snells Beach wastewater treatment plant Stage 1 – due for completion 2025
 - New pipeline (Warkworth to Snells Beach WWTP) – due for completion 2025
 - Outfall pipe (off Martins Bay) – completed 2021
 - Lucy Moore pump station - due for completion 2024
 - Gravity pipe from Showgrounds to Lucy Moore pump station – due to be in service by 2028, construction not yet started
 - Snells Beach wastewater treatment plant Stage 2 – planned for operation in December 2034
14. The FDS identifies the Warkworth North area being ready for development from 2035+. As this private plan change request is proposing development potentially well in advance of that, and other plan changes are also proposing development much earlier than the FDS timing, while at the same time other recently rezoned areas have wastewater restrictions, the Council commissioned a report (through clause 23(3) of Schedule 1, and this was received on 11 December 2024) directly from Watercare to better understand the capacity of its existing and planned network to serve the PPC area. This report is set out in Attachment C.
15. Figure 2 is an excerpt from the Watercare report and indicates there is headroom in the new Snells Beach wastewater treatment plant when operational from December 2025 in the order of 1,500 dwellings unit equivalents. This headroom will be available for currently zoned land (such as that zoned by Plan Changes 25 and 40), the PPC area and any other private plan changes that are approved. Watercare's calculations are based on the modelling behind the Council's FDS (AGSv1), and then sensitivity tested using the StatsNZ High Growth Projection and show that there is still some headroom right out to 2035 when the next stage of the Snells Beach wastewater treatment plant upgrade is anticipated to occur.

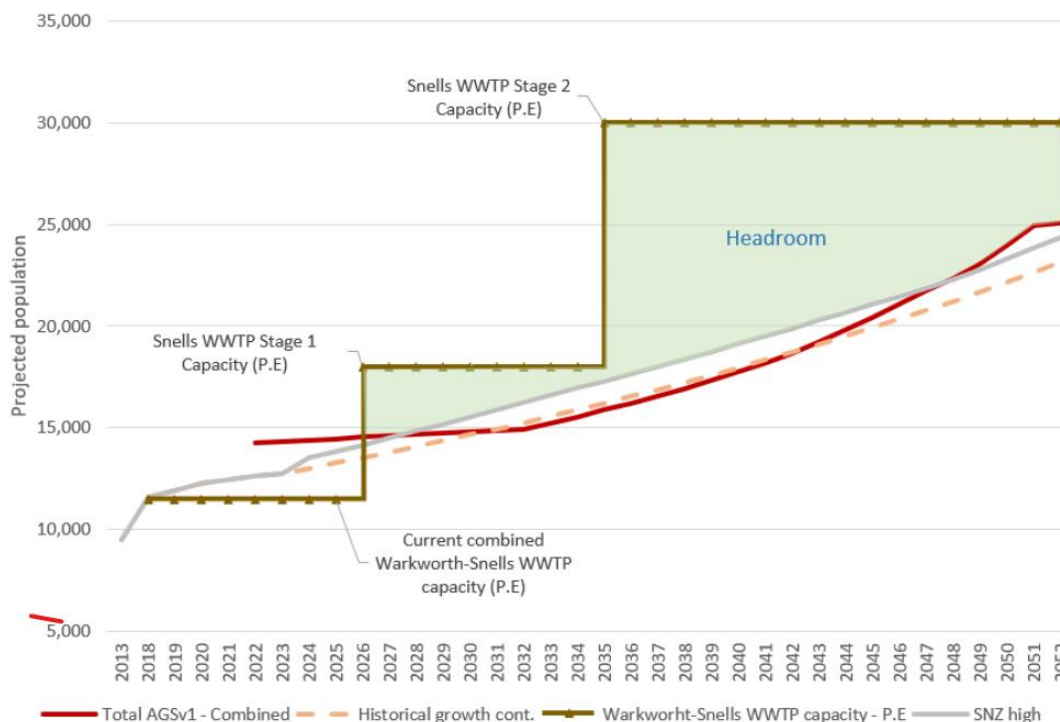


Figure 2: Wastewater capacity in Warkworth Source: Watercare report

16. Watercare concludes that if Warkworth develops in accordance with the modelling behind the FDS or in line with the StatsNZ high projection, then there is capacity out to beyond 2052, assuming the next plant upgrade planned for 2035 occurs. This capacity is therefore currently available for this proposed plan change, along with the other plan change areas mention in paragraph 15.
17. Watercare notes that if out of sequence development occurs and the resulting growth rate in Warkworth is greater than the StatsNZ high growth projection, headroom may be taken up faster than when upgrades can be delivered. Watercare state that development from the PPC area will need to be carefully staged to align with identified bulk wastewater prerequisites for development. Therefore, staging of development in the PPC area is likely to be required at some point if headroom is fully taken up, with strong objectives, policies and rules/standards to ensure development does not occur without adequate wastewater servicing.
18. The precinct provisions do contain an objective and a policy requiring connection to consented functional water and wastewater systems but rely on the standard subdivision provisions in the AUP via any resource consent process to implement these. While this should ensure the provision of these systems and connection to the available public systems, a specific standard could be included in order to make it clear that development and subdivision cannot proceed without the provision of these services.
19. While the Snells Beach plant and conveyancing pipeline from its commencement point (the Lucy Moore Park pump station) will therefore have capacity, a connection to that system from the PPC area will be required. Watercare have very recently announced publicly that they have identified a route and timing for the North West growth wastewater pipeline which will pass by the PPC area. This is programmed to be in place in 2028. The PPC area can therefore connect into that once constructed. Another option is for the PPC area to connect directly to the break chamber north of the Mahurangi river in the conveyancing pipeline to the Snells Beach WWTP.

20. Watercare also notes that for the portion of MRZ land proposed to be urbanised, the Applicant will need to demonstrate whether this proposed urbanisation of rural land will increase demand for wastewater and if so, by what quantum and over what period. If this increase in demand cannot be accommodated by Watercare's existing wastewater discharge consents, these areas will need to remain as on-site self-serviced lots.
21. At a coarse scale assessment, there is existing and planned wastewater infrastructure available to service the PPC area. However, development from the PPC area will need to be carefully staged to align with identified bulk wastewater system capacity. While the provision of the infrastructure is addressed in a single objective and a single policy, implementation will be via the subdivision and development provisions in the AUP. As such I consider that further objectives, policies and rules/standards would be appropriate to manage any staging issues arising from growth occurring faster and capacity being used up earlier than anticipated. These issues can be further discussed and worked through in the public and participatory process envisaged by a notified plan change, and this situation not sufficient reasons to be considered contrary to sound resource management practice.

Water supply

22. Watercare advise that there are currently constraints in the water supply network in Warkworth. However, a connection to the public water supply network will be possible upon completion of the Warkworth Water Treatment Plant Stage 1 upgrade, which is currently scheduled to be completed by mid-2028. Any connection will also be reliant on Watercare bringing forward the 'stage 3' water allocation in the existing groundwater consent to 2028.
23. The development of the Arvida PPC area will require the delivery of the bulk infrastructure including the following which will be required to reach the full build out of the PPC area:
 - Warkworth Water network – Hudson Rd to Matakana Link Rd Watermain – due for completion early 2026
 - Warkworth North Reservoir, boost pump station and trunk mains – due for completion late 2027
 - Existing groundwater take Stage 2 – due for completion January 2026
 - Warkworth Wells Water Treatment Plant capacity upgrade Stage 1 – due for completion mid 2028
 - Existing groundwater take Stage 3 – due for completion January 2036
 - Warkworth Water Supply Capacity Upgrade – due for completion between 2043-2053
24. Connecting the PPC area to the public water supply network ahead of the FDS timing (2035+) may incur costs not accounted for in Watercare's Infrastructure Growth Charge. Therefore, Arvida will need to explore an Infrastructure Funding Agreement with Watercare.
25. Watercare identifies that development of the Arvida PPC area will need to be carefully staged to align with the capacity of the existing groundwater take consent and delivery of the Warkworth Water Supply Capacity Upgrade. It is noted that there is still uncertainty for the delivery of the Warkworth Water Supply Capacity Upgrade given the lack of funding confirmation.
26. Additionally, and as noted in the discussion regarding wastewater above, Watercare notes that for the portion of MRZ land proposed to be urbanised, that the Applicant will need to demonstrate whether this proposed urbanisation of rural land will increase demand for water supply and if so, by what quantum and over what period. If this increase in demand cannot be accommodated by Watercare's existing water take consents, these areas will need to remain as on-site self-serviced lots.
27. At a coarse scale assessment, there is planned water infrastructure available to service the PPC area. However, development from the PPC area will need to be carefully staged to align with identified bulk water supply prerequisites for development. As with wastewater

referenced above, it is considered that stronger objectives, policies and the addition of rules/standards in the proposed precinct could potentially be used to appropriately manage the constraints identified. These issues can be further addressed in the public and participatory process envisaged by a notified plan change.

Stormwater

28. The PPC area is identified on Council's GIS mapping system as being subject to relatively small flood plain areas that follow the streams through the land (shown in Figure 3 below). The flood plain areas flow south and discharge into the Mahurangi River.

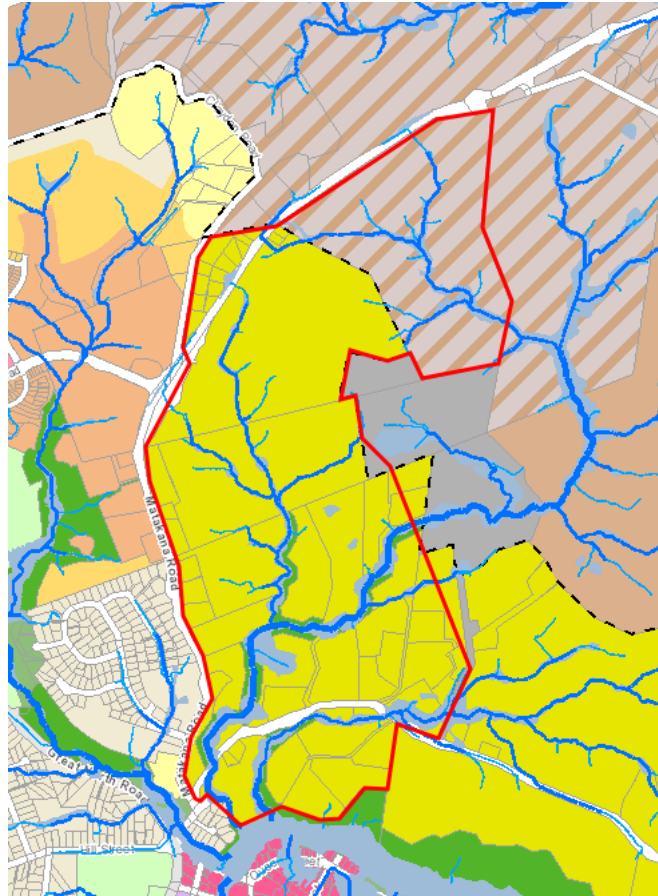


Figure 3: Auckland Council GIS viewer flooding layer

29. A Stormwater Management Plan (**SMP**) has been prepared by the Applicant. The current SMP version outlines a range of stormwater management options in high level (bio-retention devices, tank systems, swales, stormwater ponds and wetlands). The SMP states that further details will be provided at resource consent stage.
30. Council's Healthy Waters and Flood Resilience specialists consider that to achieve an integrated stormwater management approach, a sufficient level of detail is needed at the plan change stage. Without this, it is difficult to assess whether stormwater and flooding effects can be managed to protect the receiving environment and whether new flood hazard risks to people, property, infrastructure, and the environment is avoided.
31. Council's Healthy Waters and Flood Resilience specialists have significant concerns about how stormwater and flooding effects will be managed for the PPC area and are unable to support the plan change based on the current SMP. However, they have indicated this could change provided the SMP provides clearer guidance on how stormwater and flooding will be managed. This includes identifying the stormwater and flooding effects, including the effects on the streams, providing accurate flood modelling to assess flood hazard risks, and

demonstrating how site-specific constraints have been accounted for by recommending stormwater and flooding management options that address the unique conditions of each sub-catchment. It is important to note that the approval of the SMP by the Council in its role as Network Consent Discharge holder is necessary if the Applicant seeks to operate within that consent. The Network Discharge Consent is a single region-wide stormwater discharge consent which Council holds to manage stormwater discharge throughout the Auckland region. In order to fall within that consent and not have to obtain their own consent, plan change applicants must have an SMP approved by Council. As such there is still the opportunity for the SMP to be amended to address any concerns through the plan change notification, hearing and decision making process.

32. In this instance, Healthy Waters consider that the SMP can be further tested through the submissions and hearing process. It is therefore considered that the concerns raised by Healthy Waters do not meet the contrary to 'sound resource management' threshold.

Attachment G

B2.2.2. Policies

Development capacity and supply of land for urban development

...

(2) Ensure the location or any relocation of the Rural Urban Boundary identifies land suitable for urbanisation in locations that contribute to a well-functioning urban environment and that:

- (a) promote the achievement of a quality compact urban form
- (b) enable the efficient supply of land for residential, commercial and industrial activities and social facilities;
- (c) integrate land use and transport supporting a range of transport modes;
- (d) support the efficient provision of infrastructure;
- (e) provide choices that meet the needs of people and communities for a range of housing types and working environments;
- (ee) support, and limit as much as possible adverse impacts on, the competitive operation of land and development markets; and
- (f) follow the structure plan guidelines as set out in Appendix 1; while:
- (g) protecting natural and physical resources that have been scheduled in the Unitary Plan in relation to natural heritage, Mana Whenua, natural resources, coastal environment, historic heritage and special character;
- (h) protecting the Waitākere Ranges Heritage Area and its heritage features;
- (i) ensuring that significant adverse effects from urban development on receiving waters in relation to natural resource and Mana Whenua values are avoided, remedied or mitigated;
- (j) avoiding elite soils and avoiding where practicable prime soils which are significant for their ability to sustain food production;
- (k) avoiding mineral resources that are commercially viable;
- (l) avoiding areas with significant natural hazard risks and where practicable avoiding areas prone to natural hazards including coastal hazards and flooding, including the effects of climate change including sea level rise on the extent and frequency of hazards; and
- (m) aligning the Rural Urban Boundary with:

(i) strong natural boundaries such as the coastal edge, rivers, natural catchments or watersheds, and prominent ridgelines; or

(ii) where strong natural boundaries are not present, then other natural elements such as streams, wetlands, identified outstanding natural landscapes or features or significant ecological areas, or human elements such as property boundaries, open space, road or rail boundaries, electricity transmission corridors or airport flight paths.

(n) limits or avoids urbanisation where a “qualifying matter” justifies that limitation or avoidance of urbanisation.

Item 11

Attachment G



LOCAL BOARD FEEDBACK

E mahi ana mātou i te mahi mō Tāmaki Makaurau

Local Government (Water Services) Bill

February 2025



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Albert-Eden Local Board

The Albert-Eden Local Board: Local Government (Water Services) Bill

- a) note the concerns about private land access as the entire water system should align with the topography of the land and 75 per cent of the assets are located across private property. Therefore, land access during both emergencies and maintenance works should work in an efficient way that removes obstacles, budget constraints and time delays for both Auckland Council and Watercare to access private land.
- b) request that Watercare, as other water entities, is exempt from tax charges.
- c) request for clarification on private suppliers and which system will be put in place to ensure compliance in case the private suppliers fail to meet standards.
- d) request for an articulated strategy for planning and accountability.
- e) express concern about increased borrowing costs, constraints on pricing, and the inability for councils to contribute additional funding may affect the Entity's ability to undertake major infrastructure projects that become necessary in future.
- f) reiterate its previous feedback to the Water Services Bill 2 and emphasise that:
 - i. the board has concerns around pricing and economic regulation. Water is essential to life, and we would not want to see cost become an issue for our communities therefore consider that the cost of potable water to end-users should be set at a price to achieve genuine affordability.
 - ii. consider that the Water Services Entity should consult publicly on its charges for water and wastewater and that maximum price increases should be set by councils.
 - iii. consider that rules should be in place so that the Water Services Entity cannot privatise the business or assets so that the public good related to water services is retained by the public.

Aotea / Great Barrier Local Board

Background

Aotea / Great Barrier Island lies 90km northeast of Auckland City and is sentinel at the entrance to the Hauraki Gulf and within the Hauraki Gulf Marine Park.

Ngāti Rehua Ngātiwai ki Aotea are mana whenua of Aotea, Hauturu (Little Barrier Island), the Pokohinu Islands (Mokohinau Islands), and other outlying islands and rocky outcrops.

Aotea / Great Barrier Island is large in size being 28,500 hectares and encompasses 52 rocky outcrops including Rakitu (Arid) Island, a 253-hectare Scenic Reserve. Over 60 per cent of the island is Department of Conservation (DoC) estate; 43 per cent of which is the Aotea Conservation Park.

The island has a permanent population of 1251 residents (2023 Census) and one of the lowest median household incomes across the Auckland region. Transport and freight to and from the island is either by plane, a 35-minute flight one way, or by ferry a four-and-a-half-hour trip one way. There is no on-island public transport.

Aotea / Great Barrier does not have reticulated water, power or public transport. People live off-the-grid; running their own power, water, septic and drainage systems. The island does have limited public stormwater infrastructure predominantly relating to transport infrastructure. Every building consent includes stormwater management.

Aotea / Great Barrier Local Board feedback

- a) Have concerns that the proposed access regime could result in significant additional costs and inefficiencies, and increase council's service levels to delivery non-urgent works by 2-3 times that of current settings.
- b) Recommend that the existing regime is fit for purpose and works well, balancing the needs to provide water infrastructure while protecting the rights of landowners. If it must be moved to the Local Government Water Services legislation, a similar approach should be considered.

Devonport-Takapuna Local Board

Resolution number DT/2025/12

MOVED by Member G Wood, seconded by Chairperson T van Tonder:

That the Devonport-Takapuna Local Board:

- a) tautoko / supports Auckland Council's submission on the Local Government (Water Services) Bill.

Howick Local Board

Resolution number HW/2025/16

MOVED by Chairperson D Light, seconded by Member M Turinsky:

That the Howick Local Board:

- a) tuku / provide feedback to Auckland Council's submission on the Local Government (Water Services) Bill. The Board:
 - i. tautoko / support fully the need for high-quality, sustainable, and affordable water services for all New Zealanders.
 - A. tuhi tīpoka / note our commitment to supporting environmental sustainability and climate resilience in the water services framework, urging that the Local Government (Water Services) Bill incorporates stronger mechanisms to ensure that water management policies align with climate action goals and environmental protection, especially in light of increasing urbanisation and climate change impacts.
 - B. advocate for continued local governance involvement in water services management, ensuring that local boards retain a clear role in shaping policies and decisions related to water services that directly affect their communities.
 1. Auckland has successfully managed its water services through Watercare, and it is crucial that the Bill allows Auckland Council to continue influencing water service priorities and decision-making.
 2. moving governance away from local decision-makers risks creating a disconnect between water services and Auckland's specific needs.
 3. tono / request that ongoing community consultation and engagement be incorporated into the implementation of the bill, ensuring that local communities have an opportunity to be heard. Aucklanders must have a voice in how their water is managed.
 4. the bill should include clear mechanisms for local representation, ensuring transparency, accountability, and decision-making that reflects the needs of our communities.
 - C. tono / request that the Local Government (Water Services) Bill ensures equitable access to water services for all communities, including provisions for vulnerable and low-income groups.
 - D. tono / request that ongoing community consultation and engagement be incorporated into the implementation of the bill, ensuring that local communities have an opportunity to be heard.

1. the Board furthermore urge the Government to provide dedicated funding and policy support for Auckland’s unique water challenges, particularly in tackling climate resilience, stormwater management and wastewater management from rapid population growth.
 2. a national water reform strategy must guarantee that Auckland gets the investment required to future-proof its infrastructure, and address current inadequate and aging infrastructure.
 3. Auckland ratepayers should not be unfairly burdened with the costs of national water reforms.
- E. tuhi tīpoka / note the importance of ensuring that any changes in water services regulation align with local infrastructure needs, particularly in fast-growing areas, and that development contributions to infrastructure, including water services, are included as part of planning and development processes.
1. any redistribution of funding must be fair, ensuring that local ratepayers are not subsidising other regions at the expense of much-needed investment in Auckland’s own infrastructure.
 2. it is essential that any changes to water service governance do not result in higher costs for Auckland households and businesses, especially for those already struggling with the cost of living.
 3. residents should not face sudden price hikes due to unnecessary restructuring or administrative inefficiencies.
- ii. tuhi tīpoka / note that while the Board support efforts to improve water services, central Government reforms ought to be fair, efficient, and responsive to Auckland’s needs.

CARRIED

Kaipātiki Local Board

Resolution number KT/2025/300

MOVED by Member P Gillon, seconded by Member E Hannam:

That the Kaipātiki Local Board:

- a) tuku / provide feedback to Auckland Council's submission on the Local Government (Water Services) Bill.
- b) tāpae / delegate Member Melanie Kenrick and Member Paula Gillon the responsibility of preparing and submitting the local board feedback on Auckland Council's submission on the Local Government (Water Services) Bill, noting that:
 - i. feedback is due by close of business Friday 21 February 2025;
 - ii. proposed board feedback will be circulated to all members via email for comment and indicative approval prior to it being submitted; and
 - iii. finalised board feedback will be placed on the next available business meeting agenda for noting purposes.

CARRIED

Tēnā koe,

Please find below our feedback on the Local Government (Water Services) Bill, noting that we have not yet read Auckland Council's draft submission, but are aware of the main points to be raised.

The Kaipātiki Local Board:

- a) recommend that the section on Development Contributions is strengthened to ensure that funds raised are invested back into the local area that will be affected by the development or the cumulative effects that a development may have in combination with other developments in the immediate area, rather than elsewhere in the territorial authority area.
- b) recommend changes to require that Veolia provide Watercare with the information needed to ensure that the provision of water services by Veolia meet the obligations under this Bill.
- c) consider that the bylaw changes may be overly complex and that the provisions of the Local Government Act (LGA) 2002 were adequate, and the Bill should align to these where possible.
- d) recommend retaining the land access provisions under LGA 2002 as these work well and do not require amendment.
- e) recommend that Watercare be enabled to utilise statutory charging like other Water Services Providers.
- f) recommend that the responsibilities and means of cost recovery in the event of bail out of failing wastewater schemes are clarified in the Bill.

- g) is concerned that these changes will challenge good integration and collaboration of infrastructure strategy and plans, and the prohibition of inclusion of water services in council planning documents be removed. We believe timelines should be adjusted to take into account the overall planning timeframes of the council and its CCOs.
- h) request that Watercare be provided “affected party” status to ensure visibility to applications for development that may materially impact on water infrastructure or capacity.
- i) recommend that service agreements for arrangements related to stormwater infrastructure in the transport corridor be made mandatory with entities such as Auckland Transport.
- j) support the creation of national engineering design standards for water supply, wastewater and stormwater.

Māngere-Ōtāhuhu Local Board

Resolution number MO/2025/10

MOVED by Chairperson N Bakulich, seconded by Deputy Chairperson W Togiama:

That the Māngere-Ōtāhuhu Local Board:

- a) tuku / provide the following feedback to Auckland Council’s submission on the Local Government (Water Services) Bill:
 - i. the Māngere-Ōtāhuhu Local Board supports the Local Government (Water Services) Bill (Bill 3) as it introduces a more flexible and locally controlled approach to managing water services. The board recognises the significance of these changes and their potential to improve local decision-making, economic regulation, and environmental protection
 - ii. the local board is looking forward to working alongside Auckland Council, mana whenua, and the wider community to implement this new approach to water services management
 - iii. the board recognises that these reforms will provide direct benefits to local residents, including:
 - A. Auckland Council can retain oversight, ensuring water services align with local community needs and priorities
 - B. Support economic regulation will help keep water costs reasonable:
 - protecting low-income households from excessive price increases
 - prevent price-gouging and ensure fair water pricing, especially for vulnerable communities
 - supports clear consumer rights and protections to ensure reliable, and high-quality water services
 - request all revenue from water charges must be reinvested into water services, preventing profits from being diverted elsewhere
 - a clear funding model and simplified regulatory processes will allow faster upgrades to aging water systems
 - action a review of water pricing to ensure fair access and affordability, particularly those in lower-income households
 - iv. stronger environmental protections will support the restoration of local waterways such as Pūkaki Lagoon, Harania Stream, and Ōruarangi Creek
 - v. recognising Te Mana o te Wai ensures cultural, environmental, and historical values are embedded in water management decisions.

CARRIED

Manurewa Local Board

Resolution number MR/2025/17

MOVED by Chairperson M Winiata, seconded by Member J Allan:

That the Manurewa Local Board:

- a) tuku / provide the following feedback to Auckland Council's submission on the Local Government (Water Services) Bill
- b) support the Auckland Council position in the Local Government Water Services Bill Briefing Paper for Local Boards, dated 19 February 2025, in particular
 - i. retaining the land access provisions under LGA 2002
 - ii. that services agreements for arrangements related to stormwater infrastructure in the transport corridor be made mandatory with entities such as Auckland Transport
 - iii. the creation of national engineering design standards for water supply, wastewater and stormwater
- c) request that ongoing community consultation and engagement be incorporated into the implementation of the bill
- d) request continued local governance involvement in water services management, ensuring that local boards retain a clear role in shaping policies and decisions related to water services that directly affect their communities
- e) note the local board's previous feedback on the Water Services Legislation Bill (MR/2023/32)
- f) is concerned about unrestricted and unaffordable water charges in the future that has to be curtailed by legislation and the regulators.

CARRIED

Maungakiekie-**Tāmaki Local Board**

The Maungakiekie-Tāmaki Local Board:

- a) tautoko / support Auckland Council’s submission on the Local Government (Water Services) Bill
- b) tuhi ā-taipitopito / note that there is no further impact from the provisions in the Bill on the delivery model for Auckland
- c) tuhi ā-taipitopito / note the Maungakiekie-Tāmaki Local Board’s concern that the Bill’s proposals may add additional costs to housing development and recommend that assessments are carried out to understand the potential and degree for this to occur
- d) tuhi ā-taipitopito / note and support the following points in Auckland Council’s submission;
 - a. recommend retaining the land access provisions under LGA 2002 as these work well and do not require amendment.
 - b. the bylaw changes may be overly complex and that the provisions of the LGA were adequate, and the Bill should align to these where possible.
 - c. recommend that Watercare be enabled to utilise statutory charging like other Water Services Providers.
 - d. recommend that the responsibilities and means of cost recovery in the event of bail out of failing wastewater schemes are clarified in the Bill.
 - e. submit that changes to requirements for reporting will challenge good integration and collaboration of infrastructure strategy and plans, and the prohibition of inclusion of water services in council planning documents be removed. Timelines should also be adjusted to take into account the overall planning timeframes of the council and its CCOs.
 - f. request that Watercare be provided “affected party” status to ensure visibility to applications for development that may materially impact on water infrastructure or capacity.
 - g. recommend amendments to this Bill to align and make clearer the meaning of important stormwater concepts, including the definition of ‘stormwater service’ in the Bill to clearly include management of the stormwater network.
 - h. recommend that services agreements for arrangements related to stormwater infrastructure in the transport corridor be made mandatory with entities such as Auckland Transport.
 - i. support the creation of national engineering design standards for water supply, wastewater and stormwater.
 - j. that Veolia provide Watercare with the information needed to ensure that the provision of water services by Veolia meet the obligations under this Bill.

- e) tuhi ā-taipitopito / note that the Maungakiekie-Tāmaki Local Board does not consider the move away from applying the Te Mana o Te Wai hierarchy to be the right thing to do if we are to ensure the mauri o te wai, i.e. the health/life giving force of the water, and the availability of freshwater resources to Aucklanders, now and into the future.

Ōtara-Papatoetoe Local Board

Resolution number OP/2025/17

MOVED by Chairperson AR Autagavaia, seconded by Deputy Chairperson V Hausia:

That the Ōtara-Papatoetoe Local Board:

- a) whakarite / provide the following feedback to Auckland Council's submission on the Local Government (Water Services) Bill:
 - i. that process has been rushed placing pressure on time frames to give feedback
 - ii. under this Bill, the current government appears to have entirely removed opportunity in having Mana Whenua included in the governance structures of the then proposed water entities
 - iii. it therefore fails to live up to the Crown's (whether Central or Local government) obligations under Te Tiriti o Waitangi. The Ōtara-Papatoetoe Local Board laments on the missed opportunity in having Mana Whenua included
 - iv. tautoko / support the amendment to the Bill to give more power to Watercare as is requisite for it to access private land for delivering their services
 - v. tuhi ā-taipitopito / note that despite the protest and rhetoric against the previous government's proposed attempts at reform in water infrastructure, this Bill appears to allow for the establishment of entities envisaged by the previous government
 - vi. however, the board is concerned that the autonomy the Government is supposedly giving Local Councils is illusory, and that we are being left with the cost for implementing the government expectations
 - vii. tuhi ā-taipitopito / note that the Internal Affairs delivered a report to Minister Simeon Brown, ahead of confirming the Watercare charter, which looked into Watercare's financial wellbeing, to set a baseline for the coming years of economic regulation. It warns there is little evidence of formal assessments of capital efficiency or of benchmarking
 - viii. restate that the process has been rushed – and that haste has compromised the quality of the data and the analysis. We agree and support staff comments that "Auckland Council would be concerned if it was to be used as a formal baseline for economic regulation."

Papakura Local Board

The Papakura Local Board:

- a) provide the following input on the Local Government (Water Services) Bill:
 - i. The legislation must have rigorous controls in place for third party partnerships to ensure growth is accommodated and infrastructure is well maintained.
 - ii. The local board supports public ownership of water services.
 - iii. The local board supports the provisions proposed for economic regulation and consumer protection.
 - iv. The land access provisions in the legislation must ensure that preventative maintenance for water, wastewater and stormwater that cross private land is a simple process and cost effective.
 - v. The provisions on tax exemption for water service providers should be consistent across the country and should also include Watercare.
 - vi. The statutory provisions for charging should also cover Watercare.
 - vii. The legislation should provide clarity on who steps in when private suppliers fail.
 - viii. Provisions for a co-ordinated approach to planning are required between separate water services strategies and council plans.

CARRIED

Puketāpapa Local Board

Resolution number PKTPP/2025/12

MOVED by Chairperson E Kumar, seconded by Member M Pervan:

That the Puketāpapa Local Board:

- a) support the Local Government (Water Services) Bill.
- b) note its commitment to supporting environmental sustainability and climate resilience in the water services framework, urging that the Local Government (Water Services) Bill incorporates stronger mechanisms to ensure that water management policies align with climate action goals and environmental protection, especially in light of increasing urbanisation and climate change impacts.
- c) advocate for continued local governance involvement in water services management, ensuring that local boards retain a clear role in shaping policies and decisions related to water services that directly affect their communities.
- d) request that the Local Government (Water Services) Bill ensures equitable access to water services for all communities, including provisions for vulnerable and low-income groups.
- e) note the importance of ensuring that any changes in water services regulation align with local infrastructure needs, particularly in fast-growing areas, and that development contributions to infrastructure, including water services, are included as part of planning and development processes.
- f) request that ongoing community consultation and engagement be incorporated into the implementation of the bill, ensuring that local communities have an opportunity to be heard.

CARRIED

Waiheke Local Board

The Waiheke Local Board provides the following feedback into the Auckland Council's submission on the Local Government (Water Services) Bill:

- a) supports the council's direction in relation to the Water Services Bill as outlined in the Local Government (Water Services) briefing paper which will inform the council's submission.
- b) opposes the repealing of the obligations related to 'Te Mana o Te Wai' in the Water Services Act 2021, particularly any revocation of the requirement for the Authority Board of the WSA to have expertise in Treaty of Waitangi and its principles and the perspectives of Māori and tikanga Māori along with the specific references to how to enable mātauranga Māori, tikanga Māori, and kaitiakitanga in the Water Services Regulator Act 2020. These should be retained and these obligations should not be diminished by the bill.
- c) opposes the proposed changes to access to private land to build and maintain water infrastructure, including the landowners right to withhold consent. It is imperative that councils and water organisations are not inhibited in their ability to maintaining the water networks and that private interests do not take precedence over public good.
- d) expresses concern about proposed changes to the Water Services Act 2021 that seek to reduce the regulatory burden of the drinking water quality regime and the proposal to consider the costs of regulatory compliance for drinking water suppliers be proportionate to the scale, complexity and risk profile of each supply. The safety and compliance of drinking water quality is of the utmost importance and the upholding of these standards should not be reduced due to costs of compliance.

Waitematā Local Board

The Waitemata Local Board appreciate the opportunity to give feedback on this bill.

Introduction:

This Bill establishes the new regulatory framework for water services delivery. It builds on the foundations set in the Local Government (Water Services Preliminary Arrangements) Act 2024 (the Preliminary Arrangements Act).

The Preliminary Arrangements Act requires territorial authorities to prepare water services delivery plans through which they must provide information about their water services and display a commitment to achieving a water services delivery 108—1 model that is both financially sustainable and meets regulatory requirements. The plans are a one-off requirement and are to be submitted within 12 months of the enactment of the Preliminary Arrangements Act. This Bill informs the development of water services delivery plans and the regulatory settings in which future water service providers will operate.

The WLB:

1. agree with the additional requirements being applied to water organisations, including having an independent, competency-based board, being a company, and limiting their activities to the provision of water services.
2. fully support and agree that all water services should be safe, reliable, environmentally resilient, customer responsive and delivered at the least cost to consumers and businesses.
3. fully support high quality performance measures that are regularly reported on to the Crown Monitor and that the board have access to regular high quality performance information from Watercare.
4. supports the name of the water services regulator being changed, including to put the English name first. Its name will be the “Water Services Authority—Taumata Arowai”.
5. supports The Bill’s introduction of a mechanism for establishing mandatory national engineering design standards to ensure consistent standards for the design and construction of water network infrastructure.
6. supports the bill at a high level, noting there has been significant progress in the implementation of the Auckland solution for the Local Water Done Well Policy, in particular Watercare being retained as a Council Controlled Organisation with balance sheet separation from Auckland Council, to enable the opportunity for greater investment in water infrastructure in a way that is cost effective and retains water utilities in council ownership and aligned with local plans and strategies.
7. We support the ability to demand equitable development contributions that fund infrastructure in all water organisations (other than Watercare Services Limited).
8. The WLB note that council staff have some reservations regarding the following aspects of the Bill, and we agree that:

- a) timely access to private land for maintenance of the water network is essential and we recommend continuing with the status quo of being able to require access on private land with ten days notice, rather than the thirty days proposed in the bill,
 - b) tax exemption status that is proposed for all other water service organisations should also apply to Auckland Council and Watercare to avoid extra costs being passed on to consumers that have long paid more for their water than many other regions.
 - c) the statutory basis for charging by Watercare should be embedded in regulation.
 - d) effective planning and accountability must align with other Auckland council strategies including the Auckland Plan, AUP and Future Development Strategy
 - e) there needs to be a clear regulatory framework for the provision of stormwater services.
9. The WLB make the following points from a local perspective:
- a) Water infrastructure is appreciated by the community to be of vital importance, and note the extra cost and risk to communities and ratepayers of delaying maintenance outweighs any occasional, minor inconvenience of private landowners to arrange access within ten working days (the current system for non-urgent maintenance).
 - b) To proceed with the proposal of thirty days will make the delivery of pro-active maintenance more complex and less cost-effective. Extra costs will be passed on to consumers who are already facing higher water bills than they are used to, even if they are less than they might have been without this bill.
 - c) There has long been strong community feedback to council of the need to clear stormwater drains and maintain pipes in a more timely fashion. There has been little feedback (or none) from private landlords to us requesting more time to provide access.
 - d) The water infrastructure network is very old in some parts of Auckland and its mapping incomplete. It is not unusual in the older suburbs to find that services are not exactly where they are thought to be and access to private land may need to be sought mid-way through a job. Slowing down the process to access that land will have a knock-on effect on other maintenance work on water infrastructure and may also impact the traffic network etc. which would put an additional burden on residents and road users.

**Tira Hautū Committee
Forward Work Programme 2025**

The Governing Body deals with strategy and policy decision-making that relates to the environmental, social, economic and cultural activities of Auckland as well as matters that are not the responsibility of another committee. The full terms of reference can be found here: [Auckland Council Governing Body Terms of Reference](#)

Area of work and Lead Department	Pūnga / Reason for work	Committee role (whakatau / decision and/or tika / direction)	Expected timeframes Highlight the month(s) this is expected to come to committee in 2025												
			Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	
Statutory and Governance															
Chief Executive's Performance Objectives CE Office / Mayoral office	The Performance and Appointments Committee has the delegation to recommend performance objectives. The Governing Body must then consider the recommendations and make a decisions.	Decision to whakaae / approve revised performance objectives that reflect the new political term's priorities Progress to date: Report on performance objectives FY25-FY27 referred from the Performance and Appointments Committee 27 June 2024 Link to restatement													
Chief Executive Remuneration Review Mayoral office	The chief executive's remuneration will be reviewed annually.	Decision to whakaae / approve a remuneration change. First review is a year from the appointment of the new CE.													
Committee Forward Work Programmes CE Office / Mayoral office	Responsibility for oversight of work programmes of all committee of the Governing Body.	Decision to tuhi ā-taipitopito / note that all committee have adopted a forward work programme. Reporting in April and October. Progress to date:													

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Area of work and Lead Department	Pūnga / Reason for work	Committee role (whakatau / decision and/or tika / direction)	Expected timeframes Highlight the month(s) this is expected to come to committee in 2025											
			Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Terms of Reference Governance	The Terms of Reference enables the governing Body to delegate to committees those power necessary for them to carry out their responsibilities to the most efficient and effective levels. Any changes to the Terms of Reference must be done by the Governing Body.	Decision to whai / adopt the Terms of Reference Decision to whai / adopt changes to Terms of Reference Progress to date: Terms of Reference for Committees 17 November 2022 Link to decision Provision for decision-making continuity by Governing Body in periods of emergency 10 February 2023 Link to decision Amendment to the Governing Body Terms of Reference and to the Constitution of Ports of Auckland Limited 23 February 2023 Link to decision Amendments for Committees – new committee and membership changes 27 July 2023 Link to decision Amendment to membership for the Joint Governance Working Party 23 November 2023 Link to decision Amendment due to Committee changes 29 August 2024 Link to decision	As and when required											
Standing Orders Governance	Statutory requirement under the Local Government Act 2002, Schedule 7, clause 27 Originally adopted 16/12/2010	Decision to tapi / amend standing orders	As and when required											
Code of Conduct Governance	The Terms of Reference enables the governing body to adopt or amend the Code of Conduct. Any changes must be done by the Governing Body	Decision to whai / adopt the Code of Conduct Decision to whai / adopt changes to the Code of Conduct	As and when required											
Health, Safety and Wellbeing Group Services	The Auckland Council organisation is a person or organisation conducting a business or undertaking pursuant to the Health and Safety at Work Act 2015. All elected members are officers pursuant to the Health and Safety at Work Act 2015, and have legislated obligations in relation to their duties as officers. The Audit and Risk Committee will refer the health, safety and wellbeing report to the Governing Body.	Decision to whiwhi / receive quarterly Health, Safety and Wellbeing report, and refer it to Local Boards. Progress to date: Q1 FY25 Update 12 December 2024 Q4 FY24 Update 12 December 2024 Link to decision												

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			Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	
Auckland Council Enterprise Risk Report Governance	The Audit and Risk Committee will refer the enterprise risk report to the Governing Body every quarter.	Decision to tuhi ā-taipitopito / note the enterprise risk report and risk heat map Decision to whiwhi / receive quarterly reports Progress to date:													
Te Tiriti o Waitangi / Treaty of Waitangi Governance	The Crown negotiates settlements with iwi on a confidential basis and from time to time invites Council to express its views. The Te Tiriti o Waitangi / Treaty of Waitangi Settlement Working party is accountable to the Governing Body and reports its findings to the Governing Body.	Decision to whakaae / approve submissions to the Crown as and when required Decision to whakaae / approve establishment and on-going implementation of co-management and other governance arrangements	As and when required												
Recovery Governance	Recovery performance reporting and risks	Receive progress reports and make decisions that feed into other programmes like annual plan and LTP. Progress to date: December 2024 Update (Open and Confidential) 12 December 2024 Link to decision Link to restatement for confidential													
Governance Framework Review Customer and Community Services	Provide update on the Governance Framework Review	Receive an update on the development of Governance Framework Review workstreams, including the proposed funding equity model for local boards.													
Finance and Performance															
CE and Group Financial Report CE Office / Finance	Chief Executive and Group Chief Financial Officer Report	Receive monthly performance and financial updates Progress to date: Update Report December 2024 12 December 2024 Link to decision													

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Performance reporting quarterly - parent Finance	Financial management	<p>Monitor council parent financial and non-financial performance results on a quarterly basis, including Māori outcomes expenditure. Q2 (March), Q3 (May), Q4 (September), Q1 (November) Note: Reporting in September must be considered as a confidential report until results are sent to NZX at the end of September</p> <p>Progress to date:</p>													
Performance reporting quarterly – group Finance	Financial management	<p>Monitor Auckland Council group financial requirements on a quarterly basis. Q2 (March), Q3 (May), Q4 (September), Q1 (November) Note: Reporting in September must be considered as a confidential report until results are sent to NZX at the end of September.</p> <p>Progress to date:</p>													
Annual Budget Finance	Statutory requirement	<p>Decision to whai / adopt Annual Budget</p> <p>Progress to date:</p>						Approve	Adopt						
Tūpuna Maunga Operational Plan	Statutory requirement	<p>Decision to whakaae / agree operation plan and summary for inclusion in consultation documents and supporting information for the 10-year Budget (Long-term Plan)</p> <p>Progress to date: Report on inclusion of Operational Plan in Annual Plan consultation Link to decision</p>													

Area of work and Lead Department	Pūnga / Reason for work	Committee role (whakatau / decision and/or tika / direction)	Expected timeframes Highlight the month(s) this is expected to come to committee in 2025												
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Half yearly and annual reporting Governance	Statutory requirement and NZX listing requirement	<p>Receive and approve half year (February) NZX release (delegation to deputy mayor)</p> <p>Decision to adopt annual report (September)</p> <p>Note:</p> <ul style="list-style-type: none"> NZX announcements are presented to the Audit and Risk Committee There is a delegation from the Governing Body to the deputy mayor to approve the release of the interim and full year Auckland Council group financial results to the NZX for each reporting period through to 30 June 2026. Formal adoption of annual report is by the Governing Body <p>Progress to date:</p>										Adoption			
Houkura - Independent Māori Statutory Board – Funding Agreement Governance	Statutory requirement	<p>Decision to whakaae / approve funding agreement 2025/2026</p> <p>Progress to date:</p>													
Financial Policy Finance	Statutory requirement	<p>Development Contributions Policy</p> <ul style="list-style-type: none"> Decision to adopt draft policy for consultation including proposed changes arising from decisions on the Long-term Plan 2024-2034 and changes reflecting decisions to extend policy to cover investments beyond 2034 in Drury, the Inner Northwest (Redhills, Whenuapai, and Westgate), and the Auckland Housing Program areas (Mangere, Tamaki, and Mt Roskill) (August) Decision to adopt new policy (December) <p>Progress to date:</p> <p>Report on 2025 consultation 26 September 2024 Link to report</p>													

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			Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec		
Levy funding for Auckland Museum, MOTAT and ARAFA Governance	Statutory process	Decision to approve the levy for ARAFA as an input to the annual plan. Progress to date:														
Eden Park Trust Board six monthly update Finance	Funding requirement	Receive an update on the Eden Park loan facility (six-monthly) Progress to date:														
Bylaws																
# public notification is required for bylaw reviews even if no change to the bylaw is recommended.																
Cemeteries and Crematoria Bylaw Control Community and Social Policy	To review the rules to manage activities at council cemeteries and crematoria relating to burial, cremation, disinterment, built structures and record-keeping under the Cemeteries and Crematoria Bylaw 2014.	Decision on form of updated bylaw control and whether formal public consultation is required. Decision to auaha/tapi/whakakore / Make/Amend/Revoke the bylaw Decision late 2024 / early 2025 Progress to date: Statement of Proposal 12 December 2024 Link to decision														
Bylaw on Dogs Community and Social Policy	To review the Auckland Council Policy on dogs 2019 and Dog Management Bylaw 2019	Decision on form of updated bylaw control and whether formal public consultation is required. Decision to auaha/tapi/whakakore / Make/Amend/Revoke the bylaw Decision late 2024 / early 2025 Progress to date: Statement of Proposal 12 December 2024 Link to decision														

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Health and Hygiene Bylaw Control Community and Social Policy	To review minimum standards to protect public health associated with commercial services that pierce, risk breaking or risk burning the skin or tissue, therapeutic massage, colon hydrotherapy, swimming pools, water play parks and splash pads under the Health and Hygiene Bylaw 2013.	Decision on form of updated bylaw control and whether formal public consultation is required. Decision to auaha/tapi/whakakore / Make/Amend/Revoke the bylaw Decision late 2024 / early 2025													
Traffic Bylaw Review Community and Social Policy	Legislative requirement to review the bylaw and policy after five years.	Decision to whakaae / approve statement of proposal # Decision to auaha/tapi/whakakore / Make/Amend/Revoke the bylaw Decision late 2024 / early 2025													
Government Reforms and Programmes															
Three Waters Local Water Done Well Chief Planning Office	Water Services Legislation Bill and Water Services Efficiency and Consumer Protection Bill	Decision to approve Auckland Council's submission Progress to date:													
Three Waters Local Water Done Well Chief Planning Office	Update of Government positions and consideration of Auckland Council positions	Decision to approve council's submission on the Water Services Legislation Bill and Water Services Economic Efficiency and Consumer Protection Bill was made on 23 February 2023. Report back from Select Committee to Parliament by 25 May 2023 and eventual passing of legislation. GB consideration to be confirmed. Minister for Local Government's confirmation of any amendments to the Three Waters Reform expected in April 2023. Progress to date: Confidential report 2 May 2024 Link to restatement													
General Work Programme															
Making Space for Water I and ES	Making Space for Water	Decisions in regards to the Making Space for Water Programme.													

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			Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	
	Restoration of St James Theatre	Decision in regards to													
	Joint Auckland Council / Central Government review of the Local Government (Auckland Council) Act 2009	Decision in regards to													

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