

**Date:** Tuesday, 15 April 2025  
**Time:** 10.03am  
**Meeting Room:** Room 1, Level 26  
**Venue:** Te Wharau o Tāmaki - Auckland House  
 135 Albert Street  
 Auckland

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## Komiti mō te Moni Whiwhi, mō te Whakapaunga me te Uara / Revenue, Expenditure and Value Committee

### OPEN MINUTE ITEM ATTACHMENTS

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Attachment A

## Introduction

**Purpose of the review**

- In November 2024, the Revenue and Expenditure (REV) committee approved the terms of reference for an s17A review (value for money review of services) of council marinas.
- The council-led review is complete, and the purpose of this presentation is to present the results supporting the recommendation.

**Recommendations**

- That the Revenue, Expenditure and Value Committee:
  - a) tuhi ā-taipitopito / note the findings of the section 17A review of marina services, including the recommendation to **maintain the status quo for the six marinas** subject to further political direction.
  - b) tuhi ā-taipitopito / note the **marina investment and control objectives** identified within the report.

**Next steps**

- The s17A report recommends maintaining the status quo. Therefore, council staff will undertake no ongoing work as part of this review.

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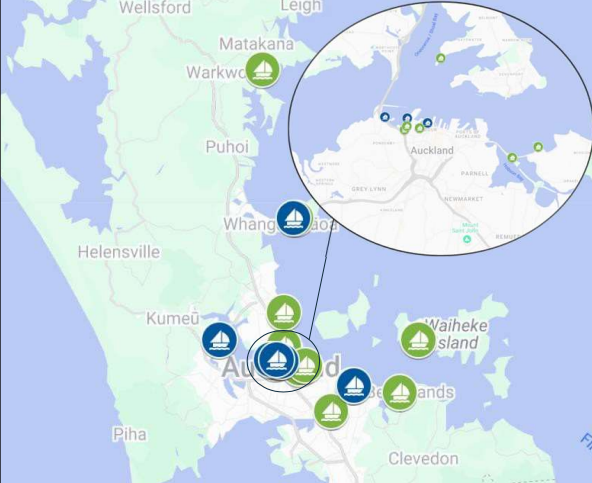
## 1. Focus of the review

**The review focused on developing options for council-owned marinas**

- **Cost Effectiveness:** To fulfil our obligations under S17A of the LGA, the review sought to understand the cost effectiveness of current arrangements for meeting the needs of our communities.
- **In scope:** Review covered the six council marinas where the adjoining land is owned by council ✓
- **Out of Scope:** Review did not include any privately owned marinas ✗
- **Options assessment:** Focused on how effectively services are being delivered and explored the options of ownership (retaining or selling), leasing and management (council or contracting out).
- **Marina Agreements:** This review also covered the nature and conditions of the lease terms for the Gulf Harbour, Half Moon Bay, and Hobsonville marinas, as well as the implications of Crown covenants over Westhaven.

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## 2. Marinas across Auckland



6 Council owned marinas (approximately 4,000 berths)	
Marina	Capacity (approx.)
1. Westhaven Marina	1,800
2. Viaduct Marina	58
3. Silo Marina	10 (superyacht)
4. Hobsonville Marina	592
5. Gulf Harbour Marina	1,050
6. Half Moon Bay Marina	580
13 other marinas in Auckland (approximately 2,500 berths)	
7. Bayswater Marina	419
8. Bucklands Beach Marina	100
9. Cracker Bay Marina – and boat stack	48 berths, 192 dry stack
10. Fairway Bay Marina	85
11. Milford Marina	561
12. Outboard Boating Club Maina	213
13. Orakei Marina	180
14. Orams Marine	310 dry stack
15. Pine Harbour Marina	550
16. Sandspit Marina	134
17. Tamaki Marine Park	270 dry stack
18. Viaduct Harbour	70
19. Waiheke Marina	180

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### 3. Complexity of council marina management

The review considered all the constraints at each of the marinas

There are a multitude of layers to consider when it comes to what may be undertaken within a marina area

- Operations (e.g. Event Water-space Licence)
- Management Policies (e.g. Viaduct Basin Management Plan)
- Leases & Agreements (e.g. Viaduct Deed)
- Council Policies (e.g. Coastal Management Framework)
- Unitary Plan (e.g. Zones, Precincts, Overlays, Controls)
- Consents/Permits (e.g. Occupancy Consent)
- Legislation (e.g. Empowering Act)
- Treaty obligations (e.g. Mana Whenua Engagement)

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### 4. Marina investment and control objectives

The review had five objectives that guided the assessment of options

- **Maintain** the provision of well-run **marina services\*** to the public on **reasonable commercial terms**.  
\* Berthage/mooring and related boating services such as fuelling, cleaning and maintenance.
- **Maintain public access** to significant sections of waterfront, including access for **public ferry services** and boat ramps.
- **Provide for broader public amenity\* at the waterfront**.  
\* Includes commercial and recreational amenities for the general and boating public, such as shops, restaurants, parking, club premises, events, and water-based services.
- **Honour relevant te Tiriti obligations**, including Treaty settlements.
- **Receive a reasonable commercial return** from operation of **marina services** and **other commercial activities**.

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## 5. Ground lease marinas



**The council has limited options to realise benefit from selling the ground leases and can better achieve the desired outcomes from ongoing ownership**

• **Lease Agreements:**

- **Gulf Harbour:** Land owned by council and ground leased to Gulf Harbour Investments Ltd and Gulf Harbour Management Ltd until 2088.
- **Hobsonville:** Land owned by council and of the 12 lots, 10 are ground leased to West Harbour Marine Ltd, two perpetually renewable and eight terminating in 2084.
- **Half Moon Bay:** Land owned by council and ground leased to Auckland Maritime Foundation on a perpetual basis.

• **Change Options:** Options considered were retaining council ownership, a full sale, or a partial sale.

- **Conclusion:** Given the long-term, and in some cases perpetual, nature of these lease arrangements, the pool of prospective purchasers is effectively limited to the existing leaseholders. Retaining ownership enables the council to maintain appropriate oversight and better ensure that these marinas continue to deliver outcomes in line with our investment and control objectives. On this basis, **it is recommended that ownership by council be continued (status quo).**

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## 6. Auckland central marinas



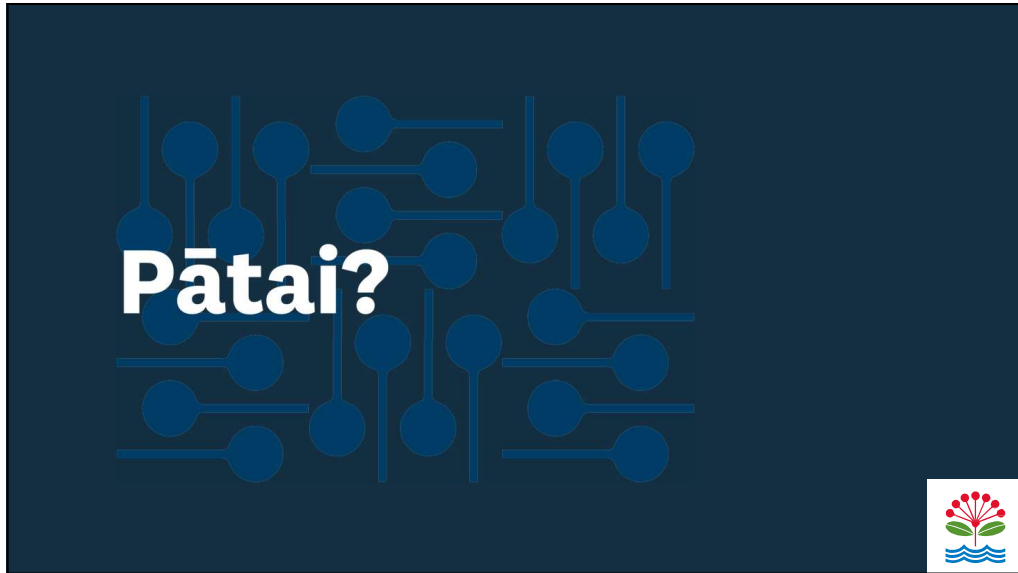
**The public ownership, access, and complex stakeholder environment would make it overly complex to consider leasing or selling the central marinas**

- **Marina Management:** Council marina staff deliver high standards of both customer service and operational management as shown by high customer satisfaction scores and marina performance awards.
- **Westhaven Marina:** This marina is unique due to its significant size and requirement for public ownership in perpetuity that was agreed to when council purchased the marina in 2004. This requirement places significant constraints on any future change options.
- **Silo Marina:** A small, specialist facility focused on servicing the superyacht sector that relies on Westhaven Marina for essential operational support. Although not subject to public ownership restrictions, its limited scale, niche appeal, and interdependence with Westhaven significantly constrain change.
- **Viaduct Marina:** Viaduct Marina operates under a unique arrangement where the outer harbour is owned and managed by Council, while the inner harbour is owned and operated by Viaduct Harbour Holdings Ltd (VHHL). A Waterspace Management Deed governs shared use of the marina, allowing VHHL to manage operations on Council's behalf if Council renews its water space occupation consent limiting change choices.
- **Conclusion:** **Recommend that the council continue to own and manage these marinas (status quo).**

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Attachment A

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Attachment A

**Environmental Services**  
**Service and financial performance review**

Revenue, Expenditure and Value Committee  
15 April 2025

Sam Hill – General Manager, Environmental Services

The slide features a dark blue background with a decorative graphic on the right side consisting of green leaves and red berries above blue wavy lines. The Auckland Council logo is in the bottom right corner.

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**Purpose**

For the Revenue, Expenditure and Value Committee to receive an overview of the Environmental Services department's service delivery and financial performance


The slide has a light grey background with a decorative graphic on the right side consisting of grey leaves and blue wavy lines. The Auckland Council logo is in the bottom right corner.

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**Content**

- 1) Legislative and strategic framework
- 2) Scope of function
- 3) Service profile
- 4) Operating model
- 5) Financial performance
- 6) Non-financial performance
- 7) Challenges
- 8) Opportunities



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**National legislative framework**

- Biosecurity Act 1993
- Resource Management Act 1991
  - NPS Indigenous Biodiversity 2023
  - NPS Urban Development 2020
  - NPS Freshwater 2020
  - NZ Coastal Policy Statement 2010
- Hauraki Gulf Marine Park Act 2000
- Waitākere Ranges Heritage Area Act 2008



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### Regional framework

- Auckland Council Indigenous Biodiversity Strategy
- Auckland Regional Pest Management Plan
- Auckland Unitary Plan
- Te-Tāruke-ā-Tāwhiri Auckland’s Climate Plan
- Tāmaki Makaurau Recovery Plan
- Kia Ora Tāmaki Makaurau
- Local board plans
- Community Grants Policy

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Attachment A

### Scope of function – Long-term Plan key activities

- Protect, improve and minimise risks to the **natural environments and cultural heritage**
- Provide opportunities for **communities to lead and deliver** their own initiatives
- Protect and provide access to distinctive and unique environments through **regional parks**
- Integrate land use and infrastructure planning and regulate development through consenting process  
**[specialist advice]**

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### Scope of function - Long-term Plan major programmes

- Deliver the **Natural Environment Targeted Rate (NETR)**
- Support local board **Fairer Funding** decisions
- Support **volunteers and communities** to care for green spaces

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### Our services

**Natural environment protection and restoration**

- Lead the delivery of the Natural Environment Targeted Rate
- Development and review of council's Regional Pest Management Plan
- Pest surveillance and control, pathogen management, and planting
- Protecting the Hauraki Gulf Islands through preventing pest spread
- Protecting regional priority species and ecosystems
- Regionally coordinated pest prevention to protect primary production and human safety
- Host the Executive Officer of the Hauraki Gulf Forum

**Specialist advice**

- Specialist ecological and natural features advice to council departments and elected members
- Specialist climate action and resilience advice
- Research and data capture, management and reporting to support decision making and prioritisation
- Support to local board planning and the delivery of local board-funded natural environment and sustainability projects

- Protect and restore the environment
- Provide specialist advice
- Support community led
- Engage youth
- Foster partnerships

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### Our services

**Support for community-led action**

- Provision of regional grants: Regional Environment and Natural Heritage, Community Co-ordination and Facilitation and Climate Action
- Advice and delivery support for local board grants and projects
- Support for communities to lead and deliver conservation, climate action and resilience initiatives
- Support for mātātahi and marae to design and deliver their taiao (environmental resilience) plans

**Youth engagement and empowerment**

- Engage youth and rangatahi in sustainability, conservation and climate action, and environmental restoration

**Partnerships**

- Relationship building, funding and co-design / co-delivery partnerships with mana whenua
- Partnerships with community entities, businesses and central government to leverage investment

The infographic consists of five blue circular nodes connected by a vertical line on the right side. From top to bottom, the nodes are: 'Protect and restore the environment', 'Provide specialist advice', 'Support community led', 'Engage youth', and 'Foster partnerships'. The background of the slide features a faint pattern of leaves and the Auckland Council logo in the bottom right corner.

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Attachment A

### Operating model and staff resourcing

- Environmental Services sits within the Community Directorate
- We support, collaborate and co-deliver across departments and directorates (e.g. with regional and local parks)
- We empower and support volunteers to take action
- 150.6 FTE
  - Specialist advice
  - Direct delivery
  - Project and contract management
  - Community activation and partnerships
  - Tools and systems
- Staff costs are funded by
  - Targeted rate
  - General rates
  - Resource consents cost recovery
  - Central government (where we are supporting a government-led initiative or biosecurity response)
- Staff engagement survey results consistently high (8.3 for Mar 25), low staff turnover

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