



Reporting on the
public sector's
performance in
Tāmaki Makaurau
Auckland



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Deputy Auditor-General's overview

E ngā mana, e ngā reo, e ngā karangarangatanga maha o te motu, tēnā koutou.

Slightly more than a third of New Zealand's population, more than 1.7 million people, live in Tāmaki Makaurau Auckland, and the region produces about 37% of the country's gross domestic product.

It has been estimated in the past that about a third of central government spending is in Auckland, and Auckland Council's reported spending for the 2022/23 year was about \$8 billion. More than 130,000 public servants live and work in Auckland.

Given Auckland's significance and the scale of the public services that central and local government organisations deliver there, we wanted to understand whether Aucklanders and the wider New Zealand public can see how much public money is being spent in the region, where it is being spent, and what difference it makes to the region.

To answer these questions, we sought to put together a picture of public sector performance in Auckland. We wanted to describe the main activities public organisations in both central and local government carry out, the specific outcomes they seek, how much they spend on providing public services, and what they achieve with that spending.

To do this, we looked at the performance information of 50 public organisations that are based in or have a significant presence in Auckland.

We found it difficult to get a complete picture of how well public organisations in Auckland perform. Some public organisations provide Auckland-specific performance information in their annual reports, but others report more generally at a national level.

Adding to the lack of clarity, the public sector in Auckland does not have a unified vision, strategy, or set of outcomes that central and local government work towards and report on.

Our Office has been concerned about how public organisations report their performance for some time. The public needs to know what we are getting for our taxes and rates, and this is often difficult if not impossible to determine from publicly available information.

Although this report focuses on Auckland, all communities in New Zealand would in our view benefit from public organisations reporting their performance at a local level.

If done well, Auckland-specific performance reporting would enable Parliament and the public to have a better idea of the outcomes public organisations seek in Auckland and what differences they are making with the public money they invest there. In turn, this would enable public organisations to better determine whether they are focusing their spending on the right areas and to support ongoing efficiencies and performance improvements for the region.

In our view, central government and local government organisations could take three opportunities to support better *place-based* reporting in Auckland.

These are:

- Work together to agree outcomes in the areas they need to collaborate on in Auckland.
- Compile an overview of the key activities, programmes, and investments the public sector is carrying out in Auckland and make it publicly available.
- Provide more detailed and regular reporting on spending and improve reporting on performance.

In our view, Auckland is set up to do this. The Auckland Policy Office and the Regional Public Service Commissioner for Auckland are well placed to lead and co-ordinate improved collaboration and reporting.

There are opportunities to learn from organisations that already provide good performance reporting, and we have included examples of this in this report. These examples highlight the use of accessible reporting frameworks and mechanisms to provide more meaningful and place-based performance information to Aucklanders.

We intend this report to support and encourage open discussion about the opportunities we outline and about how public organisations can work together more effectively. We will also continue to collect information to monitor improvements in performance and performance reporting in Auckland over time.

Naku noa, nā



Andrew McConnell
Deputy Controller and Auditor-General

31 October 2023

Opportunities

It is difficult to establish a comprehensive public accountability framework for Auckland and to fully assess how well the public sector is performing in the region. To help address this, we suggest the following opportunities for central and local government to support more place-based reporting on Auckland for Aucklanders:

1. Provide a clear outline of outcomes central and local government are looking to achieve in Auckland.

An agreed set of outcomes would provide a basis for the public sector to align its priorities, investments, and work in Auckland. It would also provide a framework for public organisations to report their performance and progress against.

2. Provide an overview of the key activities, programmes, and investments in Auckland.

An overview of the work the public sector is carrying out in Auckland would be an effective way to keep the public informed of the investments that public organisations are making in the region. This should be kept up to date and outline:

- clear links to any strategic outcomes sought in Auckland;
- roles and responsibilities; and
- budget, spending, benefits, and time frames.

3. Provide more detailed and regular performance reporting.

Public organisations delivering services in Auckland could usefully consider how to prepare and provide more place-based reporting on their performance and make it easier to access.

As a starting point, public organisations could consider how to provide more detail on their regional spending in more open and accessible ways. They could also look to improve reporting on the progress they are making to deliver outcomes for Aucklanders.

In Part 3 of this report, we highlight examples of approaches public organisations are already using to report their non-financial performance in Auckland. In Part 4, we further discuss the three opportunities to support more place-based reporting.

Auckland by numbers

Population

1.7 million
people (as at 2023)

42%
of people in Auckland
were born overseas

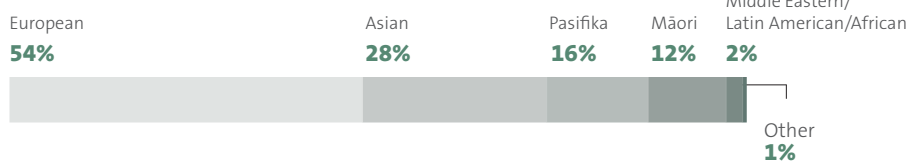
30%
of people in Auckland
can speak more than
one language

24%
of Māori in New Zealand
live in Auckland

19
iwi authorities
in Auckland



Breakdown by ethnicity



Economy

Auckland produces
37%
of New Zealand's GDP

35%
of New Zealand's total
jobs are in Auckland

Auckland's
unemployment rate
3.4%
(same as New Zealand)

Environment

4000
parks

48
maunga within
Auckland's
volcanic field

300 km
of beaches

23%
of New Zealand's carbon
emissions comes from Auckland
(as at 2021)



the transport sector is
the largest contributor
(43%)



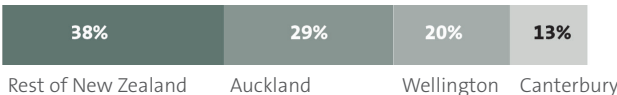
the agriculture sector is
the smallest contributor
(6%)

Social

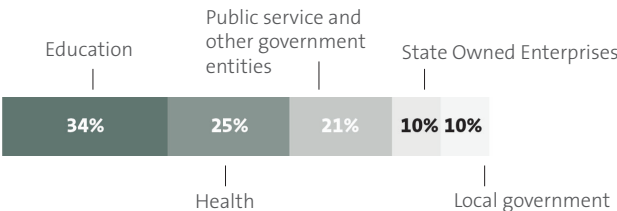
804
households are in
emergency housing
(as at August 2023)

10,812
applicants from the Auckland
Metro area are on the Ministry
of Social Development's Housing
Register (as at August 2023)

Distribution of public sector workforce throughout New Zealand (as at 2022)



Distribution of public sector workforce across sectors in Auckland (as at 2022)



Auckland Council

11,000+
full-time staff (as at 2022/23)

About **\$8 billion**
spent in 2022/23



Education

556
schools (about 22% of all schools in New Zealand)

More than **54,700**
equivalent full-time students enrolled at Auckland's two main universities (as at 2022)

9500
equivalent full-time students enrolled at Auckland's two main Te Pūkenga institutions (as at 2022)

Justice



4
corrections/prison facilities

3400+
police staff across the three Auckland districts (as at June 2022)



Health

About **32,000**
health sector employees

The Auckland region has **34.7%** of all medical doctors in New Zealand

1

Introduction

- 1.1 In this Part, we discuss:
- the context for this report;
 - what the public sector seeks to achieve in Auckland;
 - the public sector’s presence in Auckland;
 - how we did this work; and
 - the structure of our report.

Context for this report

- 1.2 More than 1.7 million people live in Auckland. The population has increased rapidly in recent decades, largely because of immigration. Auckland is projected to account for about 40% of New Zealand’s population growth to 2048.¹
- 1.3 According to the 2018 Census, almost a quarter of all Māori in New Zealand live in Auckland,² and more than 40% of people living in Auckland were born overseas.³
- 1.4 As the largest commercial centre in the country, Auckland produces about 37% of the country’s gross domestic product. About 35% of all businesses and 61% of New Zealand’s top 200 companies are in Auckland. Auckland also provides 35% of the country’s total employment.⁴
- 1.5 Two recently released reports, *Reimagining Tāmaki Makaurau Auckland: Harnessing the region’s potential*⁵ and *The state of the city*,⁶ highlight the critical role Auckland plays for the rest of New Zealand. The *Reimagining Tāmaki Makaurau Auckland* report said that:
- Auckland is arguably New Zealand’s only city of global scale and relevance, and is a critical asset to generate the cultural, social and economic energy that helps the country to thrive.*⁷
- 1.6 Both reports highlight the need for central and local government to work together for Auckland to reach its full potential.

1 See Statistics New Zealand, “Subnational population projections: 2018(base)–2048 update”, at stats.govt.nz.

2 See Auckland Council, “Māori in Tāmaki Makaurau”, at aucklandcouncil.govt.nz.

3 See Statistics New Zealand, “2018 Census place summaries: Auckland region”, at stats.govt.nz.

4 See Regional Economic Profile, “Auckland economic profile”, at ecoprofile.infometrics.co.nz/auckland.

5 Koi Tu: The Centre for Informed Futures (2022), *Reimagining Tāmaki Makaurau Auckland: Harnessing the region’s potential*, at aucklandunlimited.com.

6 The Business of Cities (2023), *The state of the city: Benchmarking Tāmaki Makaurau Auckland’s international performance*, at committeeofauckland.co.nz.

7 Koi Tu: The Centre for Informed Futures (2022), *Reimagining Tāmaki Makaurau Auckland: Harnessing the region’s potential*, page 72, at aucklandunlimited.com.

- 1.7 Given Auckland’s significance to the rest of New Zealand and the need for a well-functioning public sector in the region, we wanted to understand how public organisations report on their performance in Auckland.⁸

What the public sector is looking to achieve in Auckland

- 1.8 Auckland Council sets out its high-level outcomes in its *Auckland Plan 2050*. This describes its view on how to deliver a better Auckland in the long term. In developing the Plan, the Council consulted officials in central government organisations, noting this was not a joint plan with central government.
- 1.9 Central government does not appear to have a shared set of outcomes or strategic intentions for Auckland, except for in the transport and housing sectors. As a result, most central government organisations largely work towards outcomes, objectives, or priorities that have a national focus.
- 1.10 Therefore, it is difficult to establish a comprehensive view on specific outcomes the public sector wants to achieve in Auckland. This reflects commentary that fragmented decision-making constrains Auckland and that it lacks a vision and strategy that central and local government agree on.⁹
- 1.11 Recent central government reforms have aimed to improve how public organisations work together. To support this, twelve Regional Public Service Commissioners were appointed across New Zealand to cover 15 regions, including Auckland.
- 1.12 These changes enable an all-of-government approach to co-ordinating regional activities between a wide range of public organisations in the social and economic sectors. We discuss Regional Public Service Commissioners in Part 2 and the potential for co-ordinating public sector activities in Part 4.

The public sector has a significant presence in Auckland

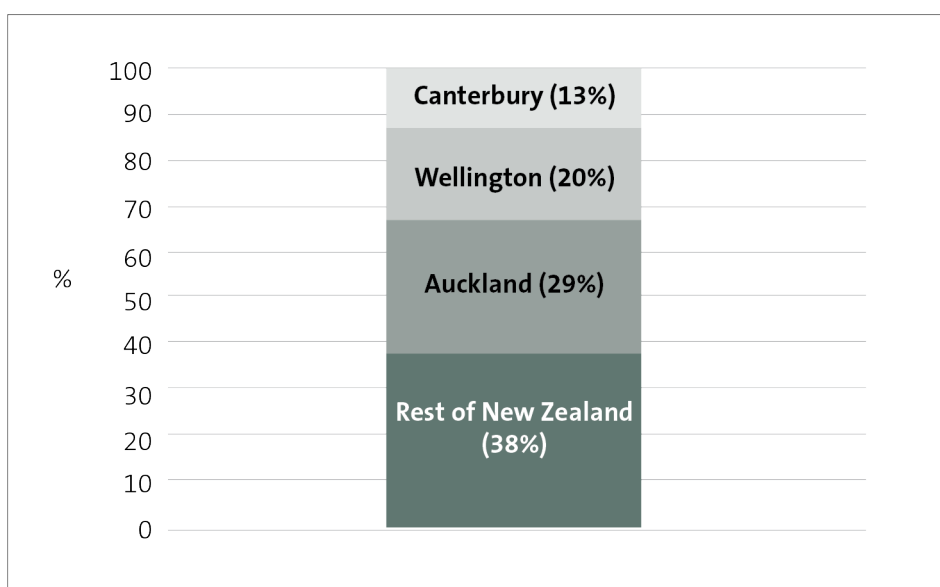
- 1.13 Auckland has the largest number of public sector employees in the country (including central government and local government employees). In 2022, more than 130,000 public sector employees worked in Auckland. This is 16% of the region’s workforce and about 29% of the total public sector workforce in New Zealand (see Figure 1).¹⁰

8 In this report, we use the term “public organisations” to refer to central and local government organisations collectively. We use the terms “central government organisations” and “local government organisations” to refer specifically to organisations in those sectors.

9 Koi Tu: The Centre for Informed Futures (2022), *Reimagining Tāmaki Makaurau Auckland: Harnessing the region’s potential*, page 5, at aucklandunlimited.com.

10 See Te Kawa Mataaho Public Service Commission, “Workforce data – Regional workforce”, at publicservice.govt.nz.

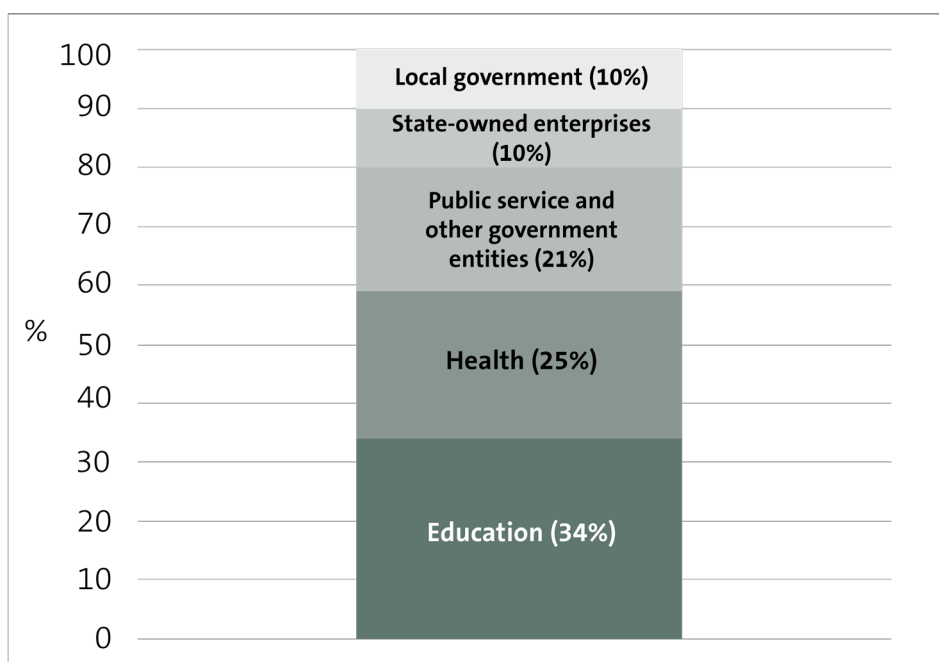
Figure 1
Distribution of total public sector workforce in New Zealand (2022)



- 1.14 Most public sector employees in Auckland work in the education and health sectors (see Figure 2). About 21% of public sector employees in Auckland (about 27,400) work in the main government departments and organisations based in Auckland including the core *public service* agencies.¹¹
- 1.15 The size of the public sector in Auckland reflects the region's large population. For example, 33% of all health sector employees and 31% of all education sector employees are in Auckland. This is similar to the percentage of all New Zealanders who live in the region (34%).

¹¹ The *public service* consists only of government departments, departmental agencies, and interdepartmental executive boards or ventures.

Figure 2
Sector distribution of public sector workforce in Auckland (2022)



1.16 Most central government organisations are represented in Auckland, including most public service departments.¹²

How we did this work

1.17 We looked at the performance information of 50 public organisations that are largely based or have a significant presence in Auckland. Appendix 1 lists these organisations and indicates the sources of the performance information we looked at. Appendix 2 outlines links to some of these sources that were outside of the annual reports we looked at.

1.18 For this report, we divided these organisations into 10 different sectors to allow us to summarise our findings and consider sector-specific issues. These sectors are:

- Local government;
- Health;
- Education;
- Social;
- Housing;
- Justice;

¹² For definitions, see Te Kawa Mataaho Public Service Commission, “Central government organisations”, at publicservice.govt.nz.

- Economic;
- Environment;
- Transport and infrastructure;
- Government and administration.

1.19 Although we examined multiple sources of information, our baseline for financial data is the 2020/21 year because at the time of writing this was the most complete year of annual audit results for all public organisations we considered. We intend to update and build on this information over time.

Structure of our report

- 1.20 In Part 2, we discuss current performance reporting in Auckland, including the general requirements for public sector performance reporting and the structure of the public sector in Auckland.
- 1.21 In Part 3, we provide examples of good practice approaches public organisations use to report their non-financial performance in Auckland.
- 1.22 In Part 4, we suggest ways to improve performance reporting and encourage the wider use of place-based reporting.

Performance reporting about Auckland

2

- 2.1 In this Part, we discuss:
- how reporting about performance in Auckland is legally compliant but incomplete;
 - the unique features the public sector in Auckland has;
 - the main activities and programmes the public sector is carrying out in Auckland; and
 - the lack of readily available information on total public expenditure in Auckland.

Public organisations are legally required to report their performance

- 2.2 The main way that public organisations explain how well they have used public money and delivered services to help improve outcomes for the public is by reporting their performance.¹³ Typically, public organisations do this in their annual report. However, public organisations are increasingly reporting more extensive performance information on their websites as well.
- 2.3 Public organisations typically report on two types of performance: financial performance and non-financial performance. Financial performance is generally focused on statutory financial reporting in their annual reports, and non-financial performance describes how well the organisation performed its role and its progress towards its desired impacts and outcomes.
- 2.4 Public organisations must comply with specific performance reporting requirements in their annual reports. These include legislative requirements and auditing standards (see Figure 3).

¹³ For more information, see the Office of the Auditor-General, Audit New Zealand, and the Treasury, *Good practice in reporting about performance*, at oag.parliament.nz.

Figure 3
The main legislation that sets out performance reporting requirements for public organisations

The Public Finance Act 1989 requires government departments and departmental agencies to submit an annual report at the end of each financial year that reports on their progress against their strategic intentions. Section 45 of the Act states that the annual report “must provide the information that is necessary to enable an informed assessment to be made of the department’s performance during the financial year”. Sections 19A, 19B, and 19C also outline requirements for public organisations to report on what they have achieved with appropriations.*

The Crown Entities Act 2004 requires Crown entities to submit an annual report at the end of each financial year that reports on the entity’s performance against its strategic objectives, which are set in its statement of intent, and its annual performance objectives, which are set in its statement of performance expectations.

The Local Government Act 2002 requires local authorities to submit an annual report at the end of each financial year with an audited statement of service provision that, among other things, compares the level of service achieved for a group of activities with the performance target or targets for the group of activities. Section 98 of the Act states that one of the two purposes of an annual report is to “compare the actual activities and the actual performance of the local authority in the year with the intended activities and the intended level of performance as set out in respect of the year in the long-term plan and the annual plan”.

* Appropriations are how Parliament authorises the Government to incur expenses and capital expenditure. For more information, see the Treasury, A guide to appropriations, at treasury.govt.nz.

- 2.5 All councils are required to report on their performance against the Non-Financial Performance Measures Rules 2013 set by the Secretary for Local Government.¹⁴
- 2.6 In general, public organisations with statutory reporting requirements must prepare financial reporting that complies with generally accepted accounting practice (GAAP). This is a common set of accounting rules, standards, and procedures that the External Reporting Board issues. Councils must also comply with GAAP when preparing their annual plans and long-term plans.
- 2.7 An important standard for reporting on service performance is PBE FRS 48, which applies to Tier 1 and Tier 2 public benefit entities.¹⁵ This standard requires public organisations to provide enhanced service performance information on why they exist, what they intend to achieve in broad terms, and what they did to further their broader aims and objectives during the reporting period.
- 2.8 PBE FRS 48 also provides principles-based requirements to ensure that service performance information is appropriate and meaningful to users. This standard applies to reporting periods beginning on or after 1 January 2022.

¹⁴ For more information, see “Local government mandatory performance measures”, at dia.govt.nz.

¹⁵ Tier 1 entities have a total expenditure of more than \$30 million, and Tier 2 entities have a total expenditure between \$2 million and \$30 million. For more information, see “PBE FRS 48: Service Performance Reporting”, at xrb.govt.nz.

Reporting about performance in Auckland is incomplete

- 2.9 In our view, there is an incomplete picture of public sector performance at the local level throughout New Zealand, and Auckland is no exception. Public organisations in Auckland could provide the public with more detail on the specific investments they are making, the work they are carrying out, and what they are achieving.
- 2.10 Some public organisations provide Auckland-specific performance information in their annual reports, and other organisations report more generally at a national level. This makes it difficult to determine their performance at a local level.¹⁶
- 2.11 We suggest that, where possible, public organisations consider how they could support more place-based reporting by presenting, where relevant, their material performance measures by region.
- 2.12 Increasingly, public organisations publish regional performance information on their websites. This fills some gaps at the local level, and we support this. This information reveals important regional trends and identifies the challenges that public organisations face.
- 2.13 We provide an overview of different sources of place-based performance information in Appendix 2. For example, the Ministry of Social Development breaks down its monthly reporting on the emergency housing and public housing register by region.
- 2.14 Public organisations should also consider how any additional place-based information on their websites aligns to the overall performance story they provide to the public in their annual reports.¹⁷
- 2.15 We suggest that, when public organisations publish performance information outside of their formal accountability documents, they should still describe how this information is connected to their outcomes and how they are progressing towards achieving desired impacts and outcomes. Doing this would provide context and make the information more relevant to readers.
- 2.16 We discuss some examples of useful and accessible performance reporting in Part 3.

¹⁶ We are not suggesting annual reports are not legally compliant, nor are we suggesting that public organisations simply provide more information in their annual reports.

¹⁷ For more information, see the Treasury, *Annual reports and other end-of-year performance reporting*, at treasury.govt.nz.

The public sector in Auckland has unique features

- 2.17 With the significant public sector presence in Auckland there are also bespoke governance structures that aim to support better decision making and co-ordination of central and local government in the region.
- 2.18 Auckland Council is responsible for all local government decisions and duties in the region. The Council was set up as an amalgamated unitary authority in 2010. It replaced seven territorial authorities and the Auckland Regional Council.¹⁸
- 2.19 Auckland Council is the largest local authority in Oceania and provides a range of services and programmes to Aucklanders with its council-controlled organisations. The Council partners with central government organisations to provide critical infrastructure for the region (including funding for transport and water infrastructure).
- 2.20 The Government set up the Auckland Policy Office in 2005 to support central government's policy focus in Auckland. The Auckland Policy Office co-locates a wide range of public organisations to provide joined-up policy advice and information on Auckland. It is the largest concentration of government policy capability outside of Wellington.
- 2.21 The Auckland Policy Office focuses on strategic and nationally significant issues. It states that it aims to:
- *provide an Auckland perspective in the development of central government policy;*
 - *identify and develop Auckland-specific policies that will promote Auckland and national economic growth;*
 - *promote the involvement of central government in major regional development projects; and*
 - *be a source of information about Auckland.*¹⁹
- 2.22 The Auckland Policy Office is governed by a central government Chief Executive's Governance Group. The Governance Group aims to lead and develop a system-wide approach to the government's activities in Auckland (specifically in the infrastructure, environment, and economic sectors). The Governance Group consists of the chief executives of the seven main public organisations represented at the Policy Office.²⁰
- 2.23 A lead officer (known as the Head of the APO) and an Auckland-based inter-agency leadership team provide the Auckland Policy Office's day-to-day leadership. The

18 See "What is Auckland Council" in *Auckland Council's Governance Manual*, at governance.aucklandcouncil.govt.nz.

19 See "Auckland Policy Office (APO)", at govt.nz.

20 These include the Ministry of Business, Innovation and Employment (as the Chair), the Department of Internal Affairs, the Department of the Prime Minister and Cabinet, the Ministry of Housing and Urban Development, the Ministry for the Environment, the Ministry of Transport, and the Treasury.

- Head of the APO works across multiple agencies represented at the Auckland Policy Office on behalf of the Governance Group.²¹
- 2.24 Although the Auckland Policy Office has successfully supported central government organisations in Auckland, collaboration between central and local government remains complex.
- 2.25 More recently, the Government has sought to develop and strengthen a system of regional leadership for the public service throughout the country.²² As part of reforming the public service system, Cabinet agreed to set up Regional Public Service Commissioners in 2019.²³
- 2.26 The Regional Public Service Commissioner for Auckland provides a focus on the social sector and local community issues. This has not traditionally been the Auckland Policy Office's focus.
- 2.27 The Regional Public Service Commissioners were given a mandate to convene Regional Leadership Groups to guide regional efforts by a wide range of organisations. Initially, the Regional Leadership Groups focused on the social and economic sectors.
- 2.28 In Auckland this focus was subsequently expanded to include the economic (skills and workforce) and environment sectors. They also support the Government to foster strong relationships with iwi/Māori in the regions.
- 2.29 In setting up the Regional Public Service Commissioners, the Government agreed to a work programme to improve how the public service can support enhanced regional well-being.²⁴ A key aspect of this work programme was to develop regional priorities to help communicate the focus areas for the public service in each region.
- 2.30 The Regional Public Service Commissioner for Auckland convenes the Auckland Regional Leadership Group, which is made up of a wide range of social and

21 In addition to the seven main public organisations, these include: Ministry for Women, Ministry of Education, Ministry of Health, Ministry of Justice, Ministry of Primary Industries, Ministry of Pacific Peoples, Ministry of Social Development, Te Puni Kōkiri, Statistics New Zealand, Electricity Commission, Inland Revenue, Waka Kotahi, Kainga Ora, and Te Waihangā.

22 The public service consists of government departments, departmental agencies and interdepartmental executive boards or ventures.

23 These were originally called "Regional Public Service Leads". See publicservice.govt.nz for more information.

24 See Cabinet paper, "Joined up government in the regions report back: Strengthening a regional system leadership framework for the public service", at publicservice.govt.nz.

economic organisations.²⁵ Mana whenua and Auckland Council are also represented.

- 2.31 After initially focusing on response and recovery efforts for the Covid-19 pandemic, the Auckland Regional Leadership Group now focuses on a set of regional priorities it has agreed for Auckland. These are *safe communities, education, housing, economic development, and community well-being*.
- 2.32 Specific cross-agency working groups have now been set up to co-ordinate cross-agency collaboration and carry out work against each of the agreed priorities.
- 2.33 In contrast, the Regional Public Service Commissioner for Auckland focuses on sub-regional or regional activities that would benefit from central government co-ordination. The Auckland Policy Office focuses on national outcomes that impact on Auckland and large-scale regional activities that need significant central government input.
- 2.34 The Regional Public Service Commissioner for Auckland and the Auckland Policy Office have mandates to support more joined-up government in Auckland. They have local and national focuses respectively.
- 2.35 The Regional Public Service Commissioner for Auckland and the Auckland Policy Office provide the public sector with a greater ability to co-ordinate across central and local government to achieve positive outcomes for Auckland. They also provide an opportunity to improve performance reporting in the region.
- 2.36 Earlier this year, the Prime Minister appointed a new Minister for Auckland portfolio in recognition of the region's importance to New Zealand. The portfolio was set up with the expectation that it would focus on advocacy and co-ordination, with an objective to ensure that central government remains responsive to the region's issues.²⁶
- 2.37 We expect that an understanding of the public sector's performance in Auckland would be of interest to the Minister.

Public sector activities and programmes in Auckland

- 2.38 The public sector has a clear presence in, and focus on, Auckland. It covers a range of issues, from delivering services locally to strategic policy issues of national importance. However, it was difficult for us to get a complete picture of the major activities and programmes the public sector has been working on in the region.

²⁵ These include the Ministry of Social Development, the Social Wellbeing Agency, the Ministry of Business, Innovation and Employment, Te Whatu Ora, Kāinga Ora, the Ministry of Education, the New Zealand Police, the Department of Corrections, the Ministry of Justice, the Ministry of Health, the Ministry for Pacific Peoples, Te Puni Kōkiri, and Oranga Tamariki.

²⁶ Ministry of Business, Innovation and Employment (2023), *Briefing for the Incoming Minister for Auckland*.

- 2.39 Some public organisations have begun to take a more place-based approach to their responsibilities. These include the Social Wellbeing Agency’s place-based initiative in South Auckland and the Ministry of Housing and Urban Development’s place-based approaches and urban growth partnerships.^{27, 28}
- 2.40 Other public organisations have set up cross-agency initiatives to address place-based issues (including the Tāmaki Makaurau Justice Sector Leadership Board and the Tāmaki Makaurau Regional Skills Leadership Group).^{29, 30}
- 2.41 However, public reporting on these activities is generally limited to meeting current legal reporting requirements. It does not provide the level of detail that would provide insight to Aucklanders.
- 2.42 The Covid-19 pandemic also had a significant effect on the public sector’s activities in Auckland. The pandemic affected the public sector in several ways. It put pressure on resources, and ongoing effects include supply chain disruption and funding uncertainties. Many public organisations in the Auckland region had to prioritise response and recovery activities, which impacted their usual work.
- 2.43 Appendix 3 provides a snapshot of the variety of public sector activity carried out in Auckland during the past few years, despite these constraints. This snapshot illustrates the nature of the public sector’s Auckland-specific activities, in addition to the core services and programmes central and local government organisations provide in Auckland.
- 2.44 The scope of the activities in Auckland highlights why greater transparency of what the public sector is doing and what it is achieving in the region is important.

There is no readily available information on total public expenditure in Auckland

- 2.45 Despite Auckland’s size and significance to the country, no readily available information accurately reports on total public spending in Auckland.
- 2.46 The financial information that Auckland Council reports in its annual report clearly describes its spending in the region. For example, Auckland Council’s annual report for 2022/23 reported spending of around \$8 billion.³¹ This is made

27 See Social Wellbeing Agency (2018), *Place-based initiatives: Fact sheet*, at swa.govt.nz.

28 See Ministry of Housing and Urban Development, “Our place-based approach”, at hud.govt.nz.

29 See Ministry of Justice, “About the justice sector”, at justice.govt.nz.

30 See Ministry of Business, Innovation and Employment, “Tāmaki Makaurau Regional Skills Leadership Group”, at mbie.govt.nz.

31 Auckland Council (2023), *Annual Report 2022/2023*, at aucklandcouncil.govt.nz.

up of operating expenditure of \$5.3 billion and capital expenditure of \$2.7 billion, which includes an element of government funding.³²

- 2.47 However, most central government organisations report their spending at a national level. This means that we cannot use publicly available information to accurately determine the amount of central government spending in Auckland.
- 2.48 Previous studies have sought to quantify central government spending in each region in New Zealand based on various assumptions. The Ministry of Business, Innovation and Employment and the Treasury commissioned a study in 2013, which applied two conceptual approaches to determining how much public money was spent in a region. These were:
- where the money is considered to be spent; and
 - where services are provided (based on population shares).
- 2.49 The result of this study was a range of estimated spending for a region that generally reflected the region's share of the national population.³³
- 2.50 The most recent financial statements of the government reported the total government expenditure for all of New Zealand in 2022/23 was about \$184 billion, made up of operating expenditure of about \$161.8 billion and capital expenditure of about \$22.2 billion.³⁴ This spending is not broken down by region, so it is unclear how much of this central government total was spent in Auckland.
- 2.51 In our view, better information on the nature of government spending in the regions should be available.
- 2.52 A good first step would be for public organisations to provide more detailed reporting of their actual spending in the regions. Providing this information will improve public organisations' performance reporting and provide an enhanced understanding of how our taxes and rates are spent.

32 Capital expenditure involves purchasing, maintaining, or upgrading physical and intangible assets. Operating expenditure involves recurring expenses that public organisations must pay to keep their operations running – for example, employee wages, equipment rentals, and office supplies.

33 New Zealand Institute of Economic Research (2013), *Regional government expenditure*, report to MBIE and the Treasury, at interest.co.nz, or "Report shows Govt investing right across the regions" at beehive.govt.nz.

34 The Treasury (2023), *Financial Statements of the Government of New Zealand for the year ended 30 June 2023*, at treasury.govt.nz.

Examples of performance reporting at a local level

- 3.1 In this Part, we provide examples of public organisations reporting their non-financial performance at a local level well. These public organisations are:
- Auckland Council;
 - the former Auckland District Health Board;
 - the Ministry of Education; and
 - the New Zealand Police (the Police).
- 3.2 Potentially, about 90% of total public sector spending in Auckland comes from central government, but there is limited reporting on what that spending has achieved in the region. Because there are currently no legal requirements to report performance at a local level, most performance reporting focuses on whether outcomes have been achieved at a national level.
- 3.3 If public organisations wish to show performance at a local level, they should present a clear performance story that is supported by a clear and logical performance framework. A performance framework should use measures and targets that show how well a public organisation is achieving its outcomes and priorities.
- 3.4 Given that these and other variables can vary by region, it would be helpful for public organisations to report their performance in ways that are most relevant to the communities they serve.
- 3.5 As we mentioned in paragraphs 2.2 and 2.12, public organisations are increasingly publishing detailed information on their websites. This allows them more opportunities to report their performance at a local level.
- 3.6 In the rest of this Part, we provide examples of useful place-based performance reporting on Auckland. These highlight different approaches to reporting and serve as good practice examples that public organisations should consider when looking to improve their performance reporting at a local level.

Auckland Council

- 3.7 Auckland Council reports performance at the “Group” level, which includes Auckland Council, its four main council-controlled organisations,³⁵ and the Port of Auckland (which is a wholly owned company of the Council). Although the Council has a legal requirement to report in a place-based way, it still serves as a good example of structuring performance reporting around a clear set of outcomes.
- 3.8 Auckland Council’s approach provides a good overview of the Group’s activities and progress against its statement of service performance. It clearly and comprehensively reports performance throughout the Group, and an integrated

³⁵ These are Auckland Transport, Watercare Services Limited, Panuku Development Auckland, and Tātaki Auckland Unlimited.

reporting approach helps readers understand how different activities have performed.

- 3.9 The *Auckland Plan 2050* (the Plan) outlines Auckland Council’s view on how Auckland will expand and develop in the next 30 years and seeks to guide important investments in planning and infrastructure. In the Plan, the Council identified the following six high-level outcomes to help “deliver a better Auckland”:
- **Belonging and participation:** All Aucklanders will be part of and contribute to society, access opportunities, and have the chance to develop to their full potential.
 - **Māori identity and well-being:** A thriving Māori identity is Auckland’s point of difference in the world – it advances prosperity for Māori and benefits all Aucklanders.
 - **Homes and places:** Aucklanders live in secure, healthy, and affordable homes, and have access to a range of inclusive public places.
 - **Transport and access:** Aucklanders will be able to get where they want to go more easily, safely, and sustainably.
 - **Environment and cultural heritage:** Aucklanders preserve, protect, and care for the natural environment as our shared cultural heritage for its intrinsic value and for the benefit of present and future generations.
 - **Opportunity and prosperity:** Auckland is prosperous, with many opportunities, and delivers a better standard of living for everyone.
- 3.10 These outcomes are part of Auckland Council’s performance framework, and it reports how its eight groups of activities have performed against them in its annual report.³⁶ The eight groups of activities are the core council services provided by, or on behalf of, the Group.
- 3.11 Auckland Council’s integrated reporting framework provides a transparent approach to performance reporting. This gives readers of its annual report a clear view of the progress Auckland Council has made during the financial year.³⁷
- 3.12 In addition to its annual report, Auckland Council also prepares reports on its progress against the Auckland Plan’s outcomes (annually and three-yearly) and its progress against the Auckland Plan’s development strategy (annually). Some local boards also publish reports of their achievements in the final year of their terms.
- 3.13 Auckland Council reports its progress towards its longer-term environmental outcomes in its *State of the Environment* reports every five years. It reports on

36 For the most recent report, see aucklandcouncil.govt.nz.

37 In recognition of this, the Council was recently awarded the CPA Australia New Zealand Integrated Reporting Award – Public Sector for its *Annual Report 2021/2022*. This is the second time it has won this award.

progress towards its resource management outcomes in its monitoring reports on the Auckland Unitary Plan (under section 35 the Resource Management Act).

The Auckland District Health Board

- 3.14 Although the former Auckland District Health Board (Auckland DHB) was disestablished as part of the 2022 health system reforms, we consider that its performance reporting and performance framework were an effective example of place-based reporting.
- 3.15 Auckland DHB's reporting framework was consistent with those of Counties Manukau and Waitematā District Health Boards, which were the other former district health boards in the Auckland region.
- 3.16 Auckland DHB's performance framework linked together the government's priority outcomes and health sector outcomes, alongside Auckland DHB's strategic goals. This cascaded down to its long-term outcomes, which were supported by its medium-term outcomes, short-term priorities, and service-level measures.
- 3.17 This approach set out a clear performance framework that supported clear reporting on what Auckland DHB was trying to achieve.³⁸
- 3.18 All three district health boards in the Auckland region had similar outcomes, service-level measurement areas, and indicators of how well they delivered against key output areas. All indicators included targets, and each district health board measured and reported its progress against these targets in its annual report. This helped illustrate how well they had performed in the region.
- 3.19 Reporting on achievement against each target clearly showed the successes of all three district health boards, as well as the common challenges they faced. This enabled readers of the reports to understand a region-wide view on performance.
- 3.20 The health system reforms now provide an opportunity to capitalise on the district health boards' reporting approach. The district health boards' reporting helped to highlight progress and challenges in Auckland, and we expect performance reporting against the New Zealand Health Plan will continue to show good practice in this respect. The interim Government Policy Statement on Health outlines a core set of 28 performance measures, many of which will be broken down by geographic areas.³⁹ We support this approach to local reporting.
- 3.21 Since its establishment, Te Whatu Ora has also continued to publish health data on its website, and this provides useful tools to track aspects of performance throughout New Zealand. This includes data and statistics on rates of disease,

³⁸ For more information, see the most recent annual report at tewhatauora.govt.nz.

³⁹ See Ministry of Health, "Interim Government Policy Statement on Health 2022-2024", at health.govt.nz.

hospital events, and service use by the districts that form Te Whatu Ora's four regional divisions.⁴⁰

- 3.22 The Health Quality and Safety Commission also provides a dashboard on a broad range of measures of the health system. This dashboard draws on particular health statistics that can also be broken down by individual districts. It includes measures for a broad range of health issues (such as immunisation and infection rates) and includes a focus on Māori health equity.

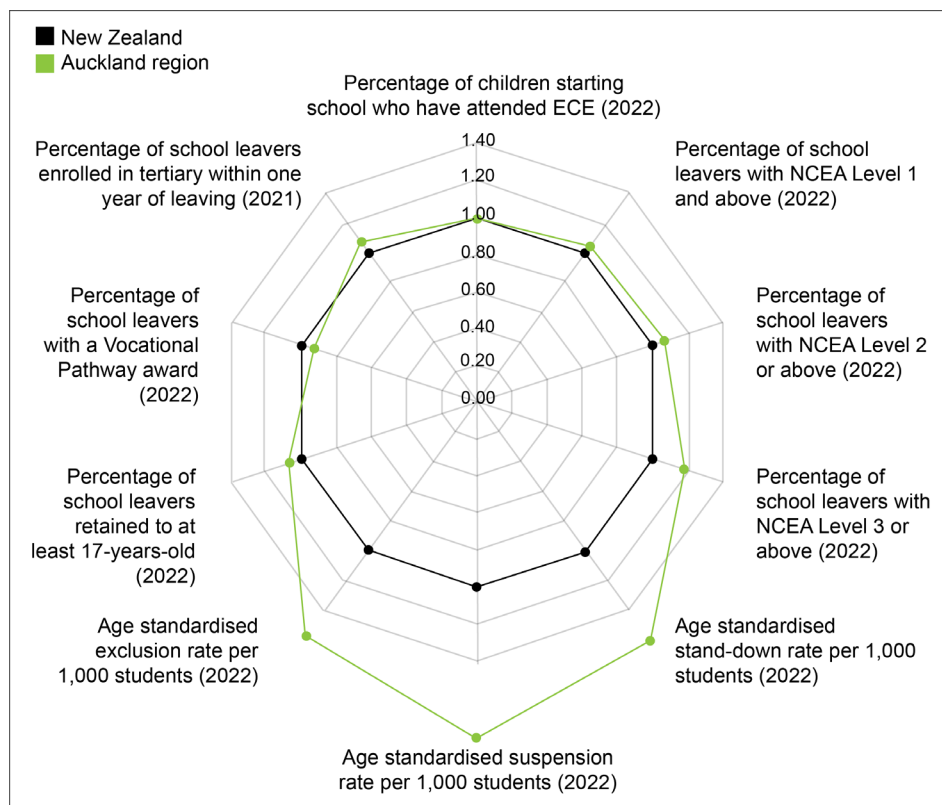
The Ministry of Education

- 3.23 The Ministry of Education's purpose is to create an education system that delivers equitable and excellent outcomes in early childhood education, primary and secondary schools, and tertiary education institutions.
- 3.24 The Ministry of Education does not report its performance at a local level in its annual report. However, its Education Counts website provides valuable performance information about the education system for each region.
- 3.25 The Education Counts website is a good example of providing place-based information in an accessible way. The Ministry uses several key measures to show the education system's performance by region. This primarily covers early childhood education and schools but also includes information on tertiary education.
- 3.26 Since the formation of the Auckland Council in 2010 (see paragraph 2.18), Auckland local board data has been presented to provide more nuanced analysis at a local level.⁴¹ A regional summary provides a focus on student achievement, and data is presented in tables and in a summary radar diagram.
- 3.27 Figure 4 compares Auckland's performance against each measure for early childhood education centres and schools with the rest of New Zealand's performance.

40 For more information, see district health websites at tewhatauora.govt.nz.

41 With the creation of Auckland Council, 21 local boards were established to provide governance at the local level in Auckland.

Figure 4
Key performance data for early childhood education centres and schools –
Auckland compared with the rest of New Zealand



Source: Education Counts website.

- 3.28 These results show that school students in Auckland are more likely to complete NCEA Level 3 or above and enrol into tertiary education within one year of leaving school than students in the rest of New Zealand.
- 3.29 Areas where Auckland is not performing as well as the rest of New Zealand include age-standardised stand-down rates, suspensions, and exclusions. Additional data on the website also highlights that Māori and Pasifika students in Auckland are twice as likely to be stood down than Pākehā students.
- 3.30 The website has further information for specific measures at the regional and local board levels. Some of these correspond with outcome indicators in the Ministry of Education’s annual report.

- 3.31 The Education Counts website is a user-friendly resource that provides detailed data on education for all regions. The use of a radar diagram helps to present a clear performance story for the schools in the region. The website presents data clearly and also provides a useful breakdown of government funding for schools throughout a region.

The New Zealand Police

- 3.32 The Police are responsible for maintaining public safety, law enforcement, crime prevention, and community support. In the Auckland region, policing is split between three districts (Waitematā, Auckland, and Counties Manukau).
- 3.33 The Police report their performance against the three goals in their *Statement of intent 2020-2025: safe homes, safe roads, and safe communities*. The Police have recently set up a dedicated Performance and Data Directorate to strengthen the links between the Police's data and the performance frameworks and measures that the Police report on annually.
- 3.34 Outside their annual reporting, the Police provide crime and performance data on their website. Much of this data can be sorted by region, and there is useful data for each of the individual police districts in Auckland. This essentially provides a place-based view on particular aspects of the Police's performance framework.
- 3.35 A significant amount of data is from the Police's recorded crime victims statistics, recorded crime offenders statistics, and demand and activity data. This information can also be compared with information from other regions in New Zealand.
- 3.36 The Police's website contains detailed data and reports about the location and types of crime, and victim and offender statistics. Although there is no clear link to the performance framework that the Police use in their annual reports, the data includes many of the same performance measures.
- 3.37 For example, the website presents information about the type of proceedings brought against offenders. These can be broken down by method of proceedings, crime type, and district where the offending occurred. This corresponds to the measures the Police use in their annual report, which look at the total number of cases resolved by different methods of proceedings.
- 3.38 A useful feature of the website is the "Crime snapshot",⁴² which provides a summary of crimes committed in an area by type, month, and year for the last three years. For Auckland, the data is presented by area unit, so the user can see where crime is occurring in their immediate community. It is also possible to compare data across other districts in New Zealand.

- 3.39 The Police’s website provides a good example of how public organisations can present data to the public. The customisable tables and crime snapshot help present clear performance information about crime and policing measures in Auckland. The website presents data in an intuitive way, allowing users to select areas of interest and time periods for different crime types.
- 3.40 These examples highlight different approaches that public organisations could consider using to provide more meaningful and local performance information to Aucklanders. Over time, clear links to these data sources in annual reports will also help public organisations to provide better place-based performance reporting to the public.
- 3.41 An Auckland-specific approach to performance reporting would help improve the transparency and accountability of a large area of public spending. It would also enable Aucklanders to understand how wider government outcomes are being achieved in their community. For example, an online “Auckland portal” that links data sets by sectors or themes would be a good way to present performance information to the public.

4

Opportunities to improve performance reporting in Auckland

- 4.1 All of the services that public organisations provide occur in our towns, cities, and regions, with the exception of public organisations that work overseas on behalf of New Zealanders. However, public organisations do not always provide a clear breakdown of their performance for specific populations or places.
- 4.2 Generally, public organisations are not legally required to report their performance at a local level.
- 4.3 As a result, it is difficult to fully assess how well the public sector is performing in Auckland. We consider that this is important, and Aucklanders should be able to get basic answers to questions about how the public sector is performing in the region.
- 4.4 To help address this, we suggest the following opportunities to support more place-based reporting on Auckland (and other regions). In our view, these three opportunities would improve public accountability and the transparency of public spending. They would reflect good practice when it comes to building transparency (and over time increased trust) between the public sector and the people it serves.
- 4.5 There is potential to build on the work of the Auckland Policy Office, the Regional Public Service Commissioner for Auckland, and Auckland Council to integrate and align a clearer public accountability framework for Auckland.
- 4.6 Together, the Auckland Policy Office, the Regional Public Service Commissioner for Auckland, and Auckland Council can provide a collective view of central and local government in Auckland and co-ordinate meaningful reporting to Parliament and the public on the performance of public organisations in the region.
- 4.7 We intend to monitor progress to see whether and how these opportunities have led to improvements.

Opportunity 1: Provide a clear outline of outcomes central and local government are looking to achieve in Auckland

- 4.8 Public organisations in central and local government, working with the broader community, should develop an integrated framework of the outcomes sought for Auckland where relevant to do so.
- 4.9 It is important for the public sector to describe the longer-term outcomes (goals) it is looking to achieve through its work. This would provide a basis for aligning priorities, objectives, and work in the region. It would also provide a framework for reporting performance and progress against those agreed outcomes.

- 4.10 Outcomes describe what public organisations intend to achieve through their services and actions. Reporting against outcomes helps show whether the public money being spent contributes to community goals.
- 4.11 In our view, greater alignment between public organisations in the region and greater collaboration between central and local government would enable strategic outcomes to be set for Auckland and ultimately achieve improved outcomes for Auckland. To do this, public organisations need to align their goals and work in new ways to achieve them.
- 4.12 Enacting the Public Service Act 2020 and setting up Regional Public Service Commissioners throughout the country provides an opportunity for greater co-ordination between public organisations.

Opportunity 2: Provide an overview of the key activities, programmes, and investments in Auckland

- 4.13 Public organisations in Auckland should provide the public with an overview of their main activities and programmes.
- 4.14 Auckland is the focus of significant public sector activity and investment. However, it is difficult to understand the nature and extent of those activities or the levels of proposed investment.
- 4.15 An overview of the major public sector work occurring in Auckland would be an effective way to inform the public. This should be kept up to date and outline:
- clear links to any strategic outcomes sought in Auckland;
 - roles and responsibilities; and
 - budget, spending, benefits, and time frames.
- 4.16 The Public Service Act 2020 enables better co-ordination of, and more transparency about, what public organisations are doing in Auckland. The Act supports the move towards more joined-up government in the regions. It aims to build alignment between public organisations nationally and regionally, and to provide effective engagement with local government, Māori, and regional stakeholders.
- 4.17 In our view, public organisations in Auckland should consider how they could make the most of this opportunity and support the development of a robust overview of activities in Auckland.
- 4.18 Public organisations could also consider how they could better communicate their current and proposed funding commitments in Auckland. Where relevant, this

would include any local government collaborations. For example, Waka Kotahi provides a good outline of its regional investment programmes in the National Land Transport Fund annual report.

Opportunity 3: Provide more detailed and regular performance reporting

- 4.19 Public organisations in Auckland should provide more detailed reporting on their spending and, where possible, improve their reporting on the progress they are making in delivering outcomes in Auckland.
- 4.20 As a starting point, public organisations could consider how to provide more detail on their regional spending in more open and accessible ways. The Treasury is also requesting that central government organisations provide more information on significant initiatives from recent Budgets to allow the public to trace what difference the organisations are making with new public funding.⁴³
- 4.21 There are also opportunities to improve information about how public money is being spent and whether it is delivering good outcomes or improving services for Aucklanders. We encourage public organisations to improve their reporting on what their spending achieves in the region.
- 4.22 This doesn't mean that public organisations need to provide more information in their annual reports. They can report this performance through other publicly accessible information sources, such as their websites.
- 4.23 Over time, we expect public organisations to provide a more coherent performance story than they currently do. This includes aligning their performance expectations to any specific outcomes for Auckland and including this in their performance reporting framework.
- 4.24 It's important to reiterate that these opportunities also apply to other regions of New Zealand. As the government looks to improve public accountability arrangements throughout New Zealand, we encourage it to consider place-based reporting further.

⁴³ For more information, see the Treasury, *Annual reports and other end-of-year performance reporting*, at treasury.govt.nz.

Appendix 1

The public organisations we looked at

Local Government

Organisation	Source of financial information	Source of non-financial information
Auckland Council	Largely from annual reports	Largely from annual reports
Auckland Transport	Largely from annual reports	Largely from annual reports
Watercare Services Limited	Largely from annual reports	Largely from annual reports
Eke Panuku Development Auckland	Largely from annual reports	Largely from annual reports
Taitaki Auckland Unlimited	Largely from annual reports	Largely from annual reports
Ports of Auckland Limited	Largely from annual reports	Largely from annual reports
Independent Māori Statutory Board	Largely from annual reports	Largely from annual reports

Health*

Organisation	Source of financial information	Source of non-financial information
Ministry of Health	Largely from annual reports	Largely from annual reports
Auckland District Health Board	Largely from annual reports	Largely from annual reports
Waitemata District Health Board	Largely from annual reports	Largely from annual reports
Counties Manukau District Health Board	Largely from annual reports	Largely from annual reports
Health Alliance	Largely from annual reports	Largely from annual reports

* Te Whata Ora and Te Aka Whai Ora are not included because we considered financial information for 2020/21.

Education*

Organisation	Source of financial information	Source of non-financial information
Ministry of Education	Largely from annual reports	Largely from annual reports
University of Auckland	Largely from annual reports	Largely from annual reports
Auckland University of Technology	Largely from annual reports	Largely from annual reports
Unitec	Largely from annual reports	Largely from annual reports
Manukau Institute of Technology	Largely from annual reports	Largely from annual reports

* Te Pūkenga – New Zealand Institute of Skills and Technology is not included because we considered financial information for 2020/21.

Social

Organisation	Source of financial information	Source of non-financial information
Ministry of Social Development	No Auckland-specific information	Largely outside annual reports
Oranga Tamariki	No Auckland-specific information	Largely outside annual reports
Te Puni Kokiri	No Auckland-specific information	Largely outside annual reports
Ministry of Pacific Peoples	No Auckland-specific information	Largely outside annual reports

Housing

Organisation	Source of financial information	Source of non-financial information
Ministry of Housing and Urban Development	No Auckland-specific information	Largely outside annual reports
Kainga Ora	No Auckland-specific information	Largely outside annual reports
Tāmaki Regeneration Company	Largely from annual reports	Largely from annual reports

Justice

Organisation	Source of financial information	Source of non-financial information
Ministry of Justice (including Te Arawhiti)	No Auckland-specific information	Largely outside annual reports
New Zealand Police	No Auckland-specific information	Largely outside annual reports
Department of Corrections	No Auckland-specific information	Largely outside annual reports
Crown Law Office	No Auckland-specific information	Largely outside annual reports
Serious Fraud Office	No Auckland-specific information	Largely outside annual reports

Economic

Organisation	Source of financial information	Source of non-financial information
Ministry of Business, Innovation and Employment	No Auckland-specific information	Largely outside annual reports
Ministry of Primary Industries	No Auckland-specific information	Largely outside annual reports
New Zealand Customs Service	No Auckland-specific information	Largely outside annual reports

Environment

Organisation	Source of financial information	Source of non-financial information
Ministry for the Environment	No Auckland-specific information	Largely outside annual reports
Department of Conservation	No Auckland-specific information	Largely outside annual reports
Predator Free 2050 Limited	No Auckland-specific information	Largely outside annual reports

Transport and infrastructure

Organisation	Source of financial information	Source of non-financial information
Ministry of Transport	No Auckland-specific information	Largely outside annual reports
Waka Kotahi NZ Transport Agency	Largely outside annual reports	Largely outside annual reports
KiwiRail Holdings Limited	No Auckland-specific information	Largely outside annual reports
Transpower New Zealand Limited	No Auckland-specific information	Largely outside annual reports
Crown Infrastructure Partners	No Auckland-specific information	Largely outside annual reports
City Rail Link Limited	Largely from annual reports	Largely from annual reports

Government and administration

Organisation	Source of financial information	Source of non-financial information
Department of the Prime Minister and Cabinet	No Auckland-specific information	Largely outside annual reports
National Emergency Management Agency	No Auckland-specific information	Largely outside annual reports
Department of Internal Affairs	No Auckland-specific information	Largely outside annual reports
Public Service Commission	No Auckland-specific information	Largely outside annual reports
Statistics New Zealand	No Auckland-specific information	Largely outside annual reports
Fire and Emergency New Zealand	No Auckland-specific information	Largely outside annual reports
Inland Revenue Department	No Auckland-specific information	Largely outside annual reports
Treasury	No Auckland-specific information	Largely outside annual reports
New Zealand Defence Force	No Auckland-specific information	Largely outside annual reports

Appendix 2

Sources of public information






Sector	Data sources
Local government	<p>Auckland Council provides a comprehensive outline of monitoring and performance data on its website, including its financial performance and its plans and strategies.</p> <p>Auckland Council also published a collection of Auckland-related research, information, analysis, and data about Auckland's communities, economy, and environment.</p> <p>Auckland Council's Open Data platform contains geospatial open data about planning, transportation, emergency management, and environmental issues.</p> <p>The council-controlled organisations, including Watercare and Auckland Transport, also publish information about major projects, upgrades, and expansion of infrastructure throughout the region.</p>
Health	<p>Te Whatu Ora has key data and statistics about hospital events and service usage on its website.</p> <p>The Health system quality dashboard by Health Quality & Safety Commission also gathers together a range of measured indicators (such as immunisation and infection rates).</p>
Education	<p>The Ministry of Education publishes specific measures on its Education Counts website that can be used to understand education achievement in the regions.</p> <p>The Education Review Office website contains research and evaluation papers on various topics, such as school reviews and the impact of the Covid-19 pandemic on students.</p>
Social	<p>The Ministry of Social Development provides statistics on multiple indicators, including income support, housing, and welfare.</p>
Housing	<p>The Ministry of Housing and Urban Development provides an outline of statistics and insights about the regions.</p> <p>The <i>Ira Mata, Ira Tangata: Auckland's Homeless Count</i> report provides insights about the number of people living without shelter and in temporary accommodation in Auckland, as at September 2018.</p> <p>The Tenancy Services website publishes rental bond data, which provides information about the activity level in the housing rental market in different regions.</p>
Justice	<p>The New Zealand Police publish statistics for each police district on their website.</p> <p>The Department of Corrections regularly publishes statistics on prison population, complaints, and correction volumes on its website.</p>
Economic	<p>The Ministry of Business, Innovation and Employment publishes a range of data, research, and analysis on topics such as energy, tourism, employment, and Covid-19.</p> <p>The Ministry for Primary Industries provides data on forestry and wood processing. It also provides links to other sources where data is collected and publishes about the agriculture sector.</p>





Appendix 2
Sources of public information

Sector	Data sources
Environment	<p>The Ministry for the Environment provides online access to environmental datasets such as annual rainfall, river flows, and environmental quality.</p> <p>The Ministry for the Environment also has an interactive map on its website that showcases environmental projects funded by Jobs for Nature.</p> <p>The Department of Conservation provides list of projects in different regions.</p>
Transport and infrastructure	<p>Waka Kotahi provides a wide range of transport information on its open data website.</p> <p>The Auckland Transport Alignment Project Investment programme contains data on its investments and the types of, and spending on, projects throughout the region.</p> <p>Crown Infrastructure Partners publishes quarterly infrastructure reference group reports on its website. These contain updates on projects, funding, and full-time equivalent local workers by regions.</p>
Government and administration	<p>The Treasury's Living Standards Framework Dashboard provides information on indicators that measure the concepts in the Framework.</p> <p>Te Kawa Mataaho Public Service Commission publishes public sector workforce data for each region. Te Kawa Mataaho also carried out the Te Tanuaki Public Service Census in 2021, which focused on diversity, inclusion, and well-being at work.</p> <p>The Department of Internal Affairs publishes datasets on data.govt.nz.</p> <p>Fire and Emergency New Zealand publishes a range of research reporting about topics such as estimating the annual cost of fires and insights into fire-related experience.</p>

Appendix 3

Snapshot of key activities and programmes in Auckland, 2020 to 2022

Sector	Key activities
 <p>Health</p>	<p>The Northern Regional Long Term Investment Plan was developed to identify necessary capital investments in primary care facilities in Auckland.</p> <p>The Care Capacity Demand Management programme was initiated in Auckland to provide safe care and create a better working environment for health care workers.</p> <p>Te Ranga Ora is an equity-focused programme that aims to improve health experience and well-being outcomes for Māori, Pasifika, and people living in deprived areas in the Counties Manukau catchment.</p>
 <p>Education</p>	<p>The Auckland Regional New Build Pipeline was initiated by the Ministry of Education to build 13 new developments at schools in the Auckland region. The Ministry's Capital Works team manages this directly. The programme's budget is \$325 million.</p> <p>The attendance service is a programme that will support schools to effectively manage attendance, reduce unjustified absence rates and non-enrolment, and reduce the time taken to return students to education. A trial of this programme has taken place in Kawerau and South Auckland.</p> <p>The Ka Ora, Ka Ako Healthy lunches Programme provides free lunches to 172 schools in Auckland. The programme aims to reduce food insecurity by providing nutritious lunches to students at schools and kura.</p>
 <p>Social</p>	<p>Caring in the Community was a support programme to all individuals, whānau, and communities at greater risk of experiencing adverse health, social, or economic outcomes as a result of the Covid-19 pandemic.</p> <p>The South Auckland Social Wellbeing Board leads "place-based initiatives" from 13 government agencies. The initiatives are focused on developing ways to meet the complex and diverse needs of whānau.</p>
 <p>Housing</p>	<p>Public Housing Development: Kainga Ora is seeking to increase public housing supply throughout the country. It intends to supply more than 8500 additional public and transitional homes in Auckland between 2018 and 2024.</p> <p>Large Scale Development: Kainga Ora has an urban development role and is embarking on several large-scale regeneration projects to deliver about 35,400 new houses in the Auckland region (this also includes an element of Kainga Ora's public housing programme).</p>
 <p>Justice</p>	<p>Tāmaki Makaurau – Policing for the Future was set up in April 2020 to explore opportunities to optimise policing throughout the region. The establishment of the new Assistant Commissioner is part of ongoing plans for a new structure for Auckland.</p> <p>Whāngaia Ngā Pā Harakeke is a Police-sponsored initiative, where the Police and local iwi work in partnership to reduce family harm. The programme was rolled out in the Counties Manukau District and has been expanded into Auckland City.</p> <p>Te Pae Oranga is an iwi community justice panel at Hoani Waititi Marae in West Auckland. It is the first iwi panel in the Waitemata police district, which means all three Auckland policing districts now have access to the restorative justice initiatives.</p>

<p>Transport and infrastructure</p> 	<p>The New Zealand Upgrade Programme: Auckland package provides multi-billion investments in Auckland to provide greater travel choices and safety, and support the economy. The Auckland package's projects include Penlink – planning for growth in the north of Auckland, South Auckland projects to improve rail and roading infrastructure, and Auckland rail projects to support urban and economic growth.</p> <p>The City Rail Link involves building a 3.45km twin-tunnel underground rail link connecting Britomart and Mount Eden Station. Two new underground stations will be built at Aotea and Karangahape Road. Mount Eden Station will be redeveloped, and Britomart will become a two-way station.</p> <p>Auckland Light Rail was set up as a Crown entity to develop a business case to enable the Crown to make a final investment decision about Auckland Light Rail.</p>
<p>Economic</p> 	<p>Reactivating Tāmaki Makaurau, initiated by the Government, provided \$37.5 million to help revive economic, social, and cultural activities in Auckland in 2021. Auckland also received funding of \$1 million from the Strategic Tourism Assets Protection Programme.</p> <p>The Tāmaki Makaurau Regional Skills Leadership Group has produced several local insights reports and recently a Regional Workforce Plan. Supported by the Ministry of Business, Innovation and Employment, members of the group include iwi/Māori, regional industry leaders, economic development agencies, and community and government representatives.</p>
<p>Environment</p> 	<p>The Waste Minimisation Fund focuses on accelerating transition towards a low emission and waste circular economy. In Auckland, 40 projects by 36 organisations were funded between 2020 and 2021. The total funding approved for Auckland was \$37.86 million.</p> <p>Jobs for Nature was established to help revitalise communities and stimulate the economy after the Covid-19 pandemic through nature-based employment. Twelve initiatives in Auckland have received funding.</p> <p>Predator Free 2050 aims to eradicate pests and predators in Kawau, Waiheke, and Great Barrier Island.</p>
<p>Government and administration</p> 	<p>Water Services Entity A: As part of the Affordable Waters Reform, the Department of Internal Affairs has been leading the programme to establish a new entity to amalgamate Watercare and Auckland Council's stormwater department (Healthy Waters), along with the councils in the Northland region.</p> <p>Extreme Weather Response and Recovery: The central government response to the 2023 floods caused by Cyclone Gabrielle is led by local civil defence and supported by the National Emergency Management Agency. A Ministerial lead has been allocated to support recovery efforts in Auckland.</p>

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