



Independent Māori  
Statutory Board

# Independent Māori Statutory Board

## BOARD PACK

for

## February Board Meeting

Monday, 12 February 2024

11:00 am (NZDT)

Held at:

Independent Māori Statutory Board

Level 1, 16 Viaduct Harbour Avenue

---

Generated: 2024-02-01 12:11:30

# INDEX

Cover Page

Index

Agenda

Attached Documents:

1.2 a	Minutes : December Board Meeting - 4 Dec 2023.....	8
2.1 a	20240212_CEO Summary.pdf.....	14
2.2 a	20240212_Financial Report December 2023.pdf.....	17
2.2 b	Attachment A - Financial Management Report December 2023.pdf.....	18
3.1 a	20240212 Cultural Pou.pdf.....	19
3.2 a	20240212_Economic Pou.pdf.....	23
3.3 a	20240212_Social Pou.pdf.....	26
3.4 a	20240212_Environment Pou.pdf.....	30
4.1 a	20240212_CCO Development Update.pdf.....	34
4.1 b	Attachment A - Policy for the Selection of Development Partners.pdf.....	38
5.2 a	20240212_Confidential_Governance Manual and Associated Policies.pdf.....	45
5.2 b	Attachment A - DRAFT_Review_Terms of Reference.pdf.....	47
5.2 c	Attachment B - DRAFT_Governance Manual.pdf.....	63
5.2 d	Attachment C - DRAFT_Conflict of Interest.pdf.....	80
5.2 e	Attachment D - DRAFT_Council Committee.pdf.....	86
5.2 f	Attachment E - DRAFT_Delegated Authority.pdf.....	90
5.2 g	Attachment F - DRAFT_Financial Delegation.pdf.....	93
5.2 h	Attachment G - DRAFT_Integrity.pdf.....	95
5.2 i	Attachment H - DRAFT_Expense.pdf.....	105
5.2 j	Attachment I - DRAFT_Koha.pdf.....	121
5.2 k	Attachment J - DRAFT_Media.pdf.....	124

5.2 l	Attachment K - DRAFT_Procurement.pdf.....	126
5.2 m	Attachment L - DRAFT_Protected Disclosure.pdf.....	129
5.2 n	Attachment M - DRAFT_Terms of Reference Relating to External Appointments.pdf.....	137

# AGENDA

## FEBRUARY BOARD MEETING



Independent Māori  
Statutory Board

<b>Name:</b>	Independent Māori Statutory Board
<b>Date:</b>	Monday, 12 February 2024
<b>Time:</b>	11:00 am to 1:00 pm (NZDT)
<b>Location:</b>	Independent Māori Statutory Board, Level 1, 16 Viaduct Harbour Avenue
<b>Board Members:</b>	David Taipari (Chair), Tau Henare, Billy Brown, Edward Ashby, Ngarimu Blair, Glenn Wilcox, Honey Renata, Mook Hohneck, Tony Kake
<b>Attendees:</b>	Leesah Murray, Taff Wikaira, Norelle Parker

### 1. Opening Meeting

#### 1.1 Karakia

Opened meeting with karakia.

#### 1.2 Confirm Minutes

That the Independent Māori Statutory Board:

- confirm the ordinary minutes of its meeting, held on Monday, 4 December 2023, including the confidential section, as a true and correct record.

Supporting Documents:

1.2.a	Minutes : December Board Meeting - 4 Dec 2023	8
-------	---	---

### 2. Management Reports

#### 2.1 CEO Summary

Leesah Murray

That the Independent Māori Statutory Board:

- receive the CEO Summary report.

Supporting Documents:

2.1.a	20240212_CEO Summary.pdf	14
-------	--------------------------	----

#### 2.2 Finance Report

Leesah Murray

That the Independent Māori Statutory Board:

- receive the Financial Report for December 2023.

Supporting Documents:

---

2.2.a	20240212_Financial Report December 2023.pdf	17
2.2.b	Attachment A - Financial Management Report December 2023.pdf	18

---

### 3. Pou Updates

#### 3.1 Cultural Update

Taff Wikaira

That the Independent Māori Statutory Board:

- a) receive the Cultural Update report.

Supporting Documents:

---

3.1.a	20240212 Cultural Pou.pdf	19
-------	---------------------------	----

---

#### 3.2 Economic Update

Taff Wikaira

That the Independent Māori Statutory Board:

- a) receive the Economic Update report.

Supporting Documents:

---

3.2.a	20240212_Economic Pou.pdf	23
-------	---------------------------	----

---

#### 3.3 Social Update

Taff Wikaira

That the Independent Māori Statutory Board:

- a) receive the Social Update report.

Supporting Documents:

---

3.3.a	20240212_Social Pou.pdf	26
-------	-------------------------	----

---

#### 3.4 Environment Update

Taff Wikaira

That the Independent Māori Statutory Board:

- a) receive Environment Update report.

Supporting Documents:

---

3.4.a	20240212_Environment Pou.pdf	30
-------	------------------------------	----

---

### 4. Te Pae Whakatere Reports

#### 4.1 CCO Development Update

Taff Wikaira

That the Independent Māori Statutory Board:

- a) receive the Council Controlled Organisations six monthly report.

Supporting Documents:

4.1.a	20240212_CCO Development Update.pdf	34
4.1.b	Attachment A - Policy for the Selection of Development Partners.pdf	38

## 5. Confidential Agenda

### 5.1 Procedural motion to exclude the public

## Exclusion of the Public: Local Government Official Information and Meetings Act 1987

That the **Independent Māori Statutory Board**

- a) exclude the public from the following part(s) of the proceedings of this meeting.

The general subject of each matter to be considered while the public is excluded, the reason for passing this resolution in relation to each matter, and the specific grounds under section 48(1) of the Local Government Official Information and Meetings Act 1987 for the passing of this resolution follows.

This resolution is made in reliance on section 48(1)(a) of the Local Government Official Information and Meetings Act 1987 and the particular interest or interests protected by section 6 or section 7 of that Act which would be prejudiced by the holding of the whole or relevant part of the proceedings of the meeting in public, as follows:

#### Governance Manual and Associated Policies

Reason for passing this resolution in relation to each matter	Particular interest(s) protected (where applicable)	Ground(s) under section 48(1) for the passing of this resolution
The public conduct of the part of the meeting would be likely to result in the disclosure of information for which good reason for withholding exists under section 7.	s7(2)(f)(ii) - The withholding of the information is necessary to maintain the effective conduct of public affairs through the protection of such members, officers, employees and persons from improper pressure or harassment.  In particular, the report contains confidential information that has not been made public.	s48(1)(a)  The public conduct of the part of the meeting would be likely to result in the disclosure of information for which good reason for withholding exists under section 7.

### 5.2 Governance Manual and Associated Policies

That the Independent Māori Statutory Board:

- a) approve the reviewed Terms of Reference and Governance Manual.
- b) approve the following policies:
  - i) Conflict of Interest
  - ii) Council Committee
  - iii) Delegated Authority
  - iv) Financial Delegation
  - v) Integrity
  - vi) Expense

- vii) Koha
- viii) Media
- ix) Procurement
- x) Protected Disclosure
- xi) Terms of Reference Relating to External Appointments

c) note the name Houkura - Independent Māori Statutory Board will be inserted into the policies following the official launch.

Supporting Documents:

5.2.a	20240212_Confidential_Governance Manual and Associated Policies.pdf	45
5.2.b	Attachment A - DRAFT_Review_Terms of Reference.pdf	47
5.2.c	Attachment B - DRAFT_Governance Manual.pdf	63
5.2.d	Attachment C - DRAFT_Conflict of Interest.pdf	80
5.2.e	Attachment D - DRAFT_Council Committee.pdf	86
5.2.f	Attachment E - DRAFT_Delegated Authority.pdf	90
5.2.g	Attachment F - DRAFT_Financial Delegation.pdf	93
5.2.h	Attachment G - DRAFT_Integrity.pdf	95
5.2.i	Attachment H - DRAFT_Expense.pdf	105
5.2.j	Attachment I - DRAFT_Koha.pdf	121
5.2.k	Attachment J - DRAFT_Media.pdf	124
5.2.l	Attachment K - DRAFT_Procurement.pdf	126
5.2.m	Attachment L - DRAFT_Protected Disclosure.pdf	129
5.2.n	Attachment M - DRAFT_Terms of Reference Relating to External Appointments.pdf	137

## 6. Close Meeting

### 6.1 Karakia

Close meeting with karakia.

### 6.2 Close the meeting

**Next meeting:** March Board Meeting - 4 Mar 2024, 11:00 am

# MINUTES (in Review)

## DECEMBER BOARD MEETING



Independent Māori  
Statutory Board

<b>Name:</b>	Independent Māori Statutory Board
<b>Date:</b>	Monday, 4 December 2023
<b>Time:</b>	11:00 am to 12:26 pm (NZDT)
<b>Location:</b>	Independent Māori Statutory Board, Level 1, 16 Viaduct Harbour Avenue
<b>Board Members:</b>	David Taipari (Chair), Mook Hohneck, Edward Ashby, Honey Renata, Tau Henare, Tony Kake, Glenn Wilcox, Billy Brown
<b>Attendees:</b>	Leesah Murray, Taff Wikaira, Norelle Parker
<b>Apologies:</b>	Ngarimu Blair

### 1. Opening Meeting

#### 1.1 Karakia

#### 1.2 Confirm Minutes

November Board Meeting 6 Nov 2023, the minutes were confirmed as presented.



#### Confirm Minutes

That the Independent Māori Statutory Board:

- a) confirm the ordinary minutes of its meeting, held on Monday, 6 November 2023, including the confidential section, as a true and correct record.

**Decision Date:** 4 Dec 2023  
**Mover:** Tau Henare  
**Seconder:** David Taipari  
**Outcome:** Approved

#### 1.3 Extraordinary Items



#### That the Independent Māori Statutory Board:a) approve th...

That the Independent Māori Statutory Board:

- a) approve the inclusion of the appointment report item 4.4 to appoint a Board member to a delegated sub-group to make amendments to the proposed plan change and/or Section 32 report and 4.5 to appoint a Board member to delegated sub-group with the power to adopt a summary for consultation on the Waste Management and Minimisation Plan 2024.

**Decision Date:** 4 Dec 2023  
**Mover:** Edward Ashby  
**Seconder:** Glenn Wilcox  
**Outcome:** Approved



## 2. Management Reports

### 2.1 CEO Summary



#### CEO Summary

That the Independent Māori Statutory Board:

- a) receive the CEO Summary report.

**Decision Date:** 4 Dec 2023  
**Mover:** Tau Henare  
**Seconder:** Tony Kake  
**Outcome:** Approved

### 2.2 Finance Report



#### Finance Report

That the Independent Māori Statutory Board:

- a) receive the Financial Report for October 2023.

**Decision Date:** 4 Dec 2023  
**Mover:** Tony Kake  
**Seconder:** Edward Ashby  
**Outcome:** Approved

## 3. Pou Updates

### 3.1 Cultural Update



#### Cultural Update

That the Independent Māori Statutory Board:

- a) receive the Cultural Update report.

**Decision Date:** 4 Dec 2023  
**Mover:** Glenn Wilcox  
**Seconder:** Honey Renata  
**Outcome:** Approved

### 3.2 Economic Update



#### Economic Update

That the Independent Māori Statutory Board:

- a) receive the Economic Update report.

**Decision Date:** 4 Dec 2023  
**Mover:** Tau Henare  
**Seconder:** Edward Ashby  
**Outcome:** Approved

### 3.3 Social Update



#### Social Update

That the Independent Māori Statutory Board:

- a) receive the Social Update report.

**Decision Date:** 4 Dec 2023  
**Mover:** Tau Henare  
**Seconder:** Edward Ashby  
**Outcome:** Approved

### 3.4 Environment Update



#### Environment Update

That the Independent Māori Statutory Board:

- a) receive Environment Update report.

**Decision Date:** 4 Dec 2023  
**Mover:** Edward Ashby  
**Seconder:** Tau Henare  
**Outcome:** Approved



#### Research Motiti Decision

Research and provide an update to the Board on the Motiti Decision.

**Due Date:** 12 Feb 2024  
**Owner:** Taff Wikaira



#### Relationship Agreements

Follow up with Ngā Mātārae around Mana Whakahono-a-rohe agreements and relationship agreements.

**Due Date:** 12 Feb 2024  
**Owner:** Taff Wikaira

## 4. Appointment Reports

### 4.1 Appointment



#### Appointment Report

That the Independent Māori Statutory Board:

- a) retrospectively appoint member Ashby to a delegated sub-group to approve an Auckland Council submission responding to a discussion document on National Policy Statement for Natural Hazard Decision-making.

**Decision Date:** 4 Dec 2023  
**Mover:** Tony Kake  
**Seconder:** Billy Brown  
**Outcome:** Approved

### 4.2 Appointment



#### Appointment Report

That the Independent Māori Statutory Board:

- a) retrospectively appoint Board Member Ashby to a delegated sub-group to approve an Auckland Council submission responding to a notified proposal for Private Plan Change 93: Warkworth South to the Auckland Unitary Plan (Operative in part).

**Decision Date:** 4 Dec 2023  
**Mover:** Tony Kake

**Seconder:** Billy Brown  
**Outcome:** Approved

### 4.3 Appointment



#### Appointment Report

That the Independent Māori Statutory Board:

a) appoint member Billy Brown to the 'time of use charging' political reference group.

**Decision Date:** 4 Dec 2023  
**Mover:** David Taipari  
**Seconder:** Tau Henare  
**Outcome:** Approved

### 4.4 Appointment



#### Appointment Report

That the Independent Māori Statutory Board:

a) appoint member Tau Henare to a delegated sub-group with the authority to make minor amendments to the proposed plan change and/or Section 32 report prior to public notification.

**Decision Date:** 4 Dec 2023  
**Mover:** Tony Kake  
**Seconder:** Edward Ashby  
**Outcome:** Approved

### 4.5 Appointment



#### Appointment Report

That the Independent Māori Statutory Board:

a) appoint member Glenn Wilcox to a delegated sub-group with the power to adopt a summary for consultation on the Waste Management and Minimisation Plan 2024.

**Decision Date:** 4 Dec 2023  
**Mover:** David Taipari  
**Seconder:** Edward Ashby  
**Outcome:** Approved

### 4.6 Appointment



#### Appointment

That the Independent Māori Statutory Board:

a) appoint member Tau Henare to the Auckland Transport Directors selection panel.

**Decision Date:** 4 Dec 2023  
**Mover:** David Taipari  
**Seconder:** Billy Brown  
**Outcome:** Approved

## 5. Confidential Agenda

### 5.1 Procedural motion to exclude the public



#### Procedural motion to exclude the public

### Exclusion of the Public: Local Government Official Information and Meetings Act 1987

That the **Independent Māori Statutory Board**

- a) exclude the public from the following part(s) of the proceedings of this meeting.

The general subject of each matter to be considered while the public is excluded, the reason for passing this resolution in relation to each matter, and the specific grounds under section 48(1) of the Local Government Official Information and Meetings Act 1987 for the passing of this resolution follows.

This resolution is made in reliance on section 48(1)(a) of the Local Government Official Information and Meetings Act 1987 and the particular interest or interests protected by section 6 or section 7 of that Act which would be prejudiced by the holding of the whole or relevant part of the proceedings of the meeting in public, as follows:

#### He Waka Kōtuia - Te Tiriti o Waitangi Audit 2024

Reason for passing this resolution in relation to each matter	Particular interest(s) protected (where applicable)	Ground(s) under section 48(1) for the passing of this resolution
The public conduct of the part of the meeting would be likely to result in the disclosure of information for which good reason for withholding exists under section 7.	s7(2)(f)(ii) - The withholding of the information is necessary to maintain the effective conduct of public affairs through the protection of such members, officers, employees and persons from improper pressure or harassment.  In particular, the report contains sensitive information.	s48(1)(a)  The public conduct of the part of the meeting would be likely to result in the disclosure of information for which good reason for withholding exists under section 7.

#### Brand Review Update

Reason for passing this resolution in relation to each matter	Particular interest(s) protected (where applicable)	Ground(s) under section 48(1) for the passing of this resolution
The public conduct of the part of the meeting would be likely to result in the disclosure of information for which good reason for withholding exists under section 7.	s7(2)(f)(ii) - The withholding of the information is necessary to maintain the effective conduct of public affairs through the protection of such members, officers, employees and persons from improper pressure or harassment.  In particular, the report contains sensitive information.	s48(1)(a)  The public conduct of the part of the meeting would be likely to result in the disclosure of information for which good reason for withholding exists under section 7.

**Decision Date:** 4 Dec 2023  
**Mover:** Edward Ashby  
**Seconded:** Billy Brown

**Outcome:** Approved

## 5.2 He Waka Kōtuia - Te Tiriti o Waitangi Audit 2024



### He Waka Kōtuia - Te Tiriti o Waitangi 2024

That the Independent Māori Statutory Board:

- a) receive the He Waka Kōtuia – Te Tiriti o Waitangi audit update report.

**Decision Date:** 4 Dec 2023  
**Mover:** Billy Brown  
**Seconder:** Edward Ashby  
**Outcome:** Approved

Member Tony Kake declared interest as whanaunga to Otene Hopa through Ngāpuhi.



### He Waka Kōtuia - Te Tiriti o Waitangi Audit 2024

The Independent Māori Statutory Board:

- b) confirm PWC as the preferred consultant to carry out the He Waka Kōtuia – Te Tiriti o Waitangi Audit 2024.

**Decision Date:** 4 Dec 2023  
**Mover:** David Taipari  
**Seconder:** Tau Henare  
**Outcome:** Approved

## 5.3 Brand Review



### Brand Review

That the Independent Māori Statutory Board:

- a) receive the final Brand Review report.  
 b) approve the proposed plan to launch the Board's new name and brand Houkura – Independent Māori Statutory Board.

**Decision Date:** 4 Dec 2023  
**Mover:** Tau Henare  
**Seconder:** Honey Renata  
**Outcome:** Approved

## 6. Close Meeting

### 6.1 Karakia

### 6.2 Close the meeting

**Next meeting:** February Board Meeting - 12 Feb 2024, 11:00 am

**Signature:** \_\_\_\_\_

**Date:** \_\_\_\_\_

# Cover Report: CEO Summary

## Ngā tūtohunga

### Recommendation/s

That the Independent Māori Statutory Board:

- a) receive the CEO summary report.

## Whakarāpopototanga




### Executive Summary

1. The purpose of this report is to provide the Board with a summary of events for the reporting month, noting that it has been a shorter reporting period due to the holiday break and the compulsory close-down period.
2. It also provides the health and safety update for the month.

## Ngā koringa ā-muri

### Next Steps

3. All activities will be monitored and reported through to the Board.

Action	Responsibility	Due Date	Progress
Prepare Request for Proposal for financial audit/financial review for FY24.	Pou Whakarae & Poutuarā	December 2023	
Provide new brand guidelines and launch plan	Pou Whakarae & Poururuku	December 2023	
Update Auckland Council on the Board appointments to all Council Committee.	Poururuku & Pou Whakarae	November 2023	

Completed



In progress -on time for delivery



Behind schedule – no major risk



Behind schedule – major risk



Authors	Leesah Murray – Pou Whakarae
Authorisers	Leesah Murray – Pou Whakarae

# Report: CEO Summary

## Horopaki

### Context

1. The Board selected an audit consultant to undertake the 2024 He Waka Kōtuia – Te Tiriti o Waitangi audit, at its Board meeting on 4 December 2023. The successful consultant, PwC, was notified in December and provided with a draft contract for service. All other proposals were notified via an online hui and provided with feedback on their proposal.
2. Feedback from PwC on the contract for service was received in mid-January and is now with our legal counsel for finalising. The audit is set to commence at the beginning of March; however this timeframe may be brought forward.
3. In December 2023, invites to the brand launch were distributed to the Mayor, Councillors, Auckland Council executives, CCO CEO's, Māori Outcomes Leads, mātāwaka organisations and the Chair of each iwi within Tāmaki Makaurau.
4. Formalities for the brand launch will be led by Member Wilcox, followed by a speech and brand launch video from the Board Chair.
5. End of year kaimahi performance and reflections hui were held in the last working week of December. This provided an opportunity for kaimahi to reflect on the challenges, highlights and areas for improvement. A few key themes for improvement were highlighted throughout the hui including, the need to reduce duplication of processes with briefings and reports, improving processes and adjusting the template quality.
6. On 15 January 2024, Dr Caleb Hamilton began mahi with the Secretariat. A whakatau led by the General Manager was held in the tari.
7. Audit NZ provided their management report in mid-January, which included two recommendations. A verbal update will be provided to the Board.
8. A new auditor is yet to be confirmed for the next financial audit, however the Secretariat is in the process of obtaining expressions of interest.
9. The Hui-ā-Motu was held at Tūrangawaewae marae on 21 January 2024. Three kaimahi from the Secretariat attended, along with two Board members, considering the numbers of attendees on the day, other Board members may have been present. The hui was an opportunity for kotahitanga, and for attending iwi to express their views on the current coalition government. The Secretariat was asked what the Board's position is following the Hui-ā-Motu, responding that the Board will need to discuss this hui and its position in the first instance.
10. The first Joint Governing Body and Board meeting is scheduled for 19 February 2024. There will be three agenda items, as follows:
  - Update on the relationship agreements and the capacity grants
  - Discussion paper led by the Mayor and Councillor Leoni on the current status of the relationship with central government and the possible impacts on Māori Outcomes
  - The forward work programme.
11. Due to the holiday close down period, there is no communication and media update at the time of writing this report.

12. The table below is the January Health and Safety update.

	Risk Register								
	Description of hazard	Location or task	Potential Harm	Risk Rating	Significant Hazard	Control method E & M	Controls applied	Frequency of monitoring	Person Responsible
Health and Safety June/July Update	Change of floor levels in the entrance and from tiled area (outside kitchen) to carpeted area (resource / hallway)	Entrance	Possibility of slip / trip / fall	Low risk	Y	M	Hazard Sign posted Report lodged on system 6/5/2016 ID18728 requested assessment and mitigation Landlord contacted	Weekly	Annette Tunoho
	Doors to toilets – heavy to manage	Toilets	For small children/seniors	Low risk	N	M	Clear out storeroom	Weekly	Annette Tunoho
	Chairs stored in meeting room	Meeting room	Staff	Low risk	N	M	Hazard sign posted	Weekly	Annette Tunoho
	Low visibility in toilet area	Toilets	Staff, visitors	Low risk	N	M	Mats have been placed over the cords to avoid slips.	Weekly	Annette Tunoho
	Technology cords in Boardroom	Boardroom	Possibility of slip / trip / fall	Low risk	N	M	Ensure that lights are all working and cleaners don't switch them off.	Daily	Annette Tunoho
	Lights in the Bathroom	Bathroom	Possibility of harm	Low risk	N	M			
<b>Office Status Update</b>									
	<b>Incident Report</b>	<b>Injury</b>	<b>New Hazards</b>	First Aid course for kaimahi needs to be completed. Annual electrical testing will be actioned.			The Health and Safety e-module to be completed by two kaimahi.		
	Nil		Nil						

## Ngā tāpirihanga

### Attachments

There are no attachments for this report.



# Cover Report: Financial Report

## Ngā tūtohunga

### Recommendation/s

That the Independent Māori Statutory Board:

- a) receive the Financial Report for December 2023.

## Whakarāpopototanga

### Executive Summary

1. The purpose of the report is to present the Independent Māori Statutory Board's (the Board) financial position as at 31 December 2023.
2. Year to date net operating expenditure is \$303K favourable to budget [Act \$1,226K vs Bud \$1,529K]:
3. Kaimahi costs is \$120K favourable:
  - Kaimahi costs are favourable resulting from vacancies, annual leave payouts and an underspend in training costs.
  - These are offset by recruitment costs and Mitchell Daysh consulting costs to backfill a vacancy.
  - As of December, actual FTE 7 vs. budget FTE 9.
4. Professional Services is \$137K favourable:
  - Consultancy, engagement and legal are favourable due to timing of engaging consultants for the work programme and incurring costs.
5. Other expenditure on activities is \$39K favourable:
  - Laptop repairs were incurred along with replacement of damaged standup desk.
6. Board Costs is \$7K favourable:
  - Remuneration is favourable due to having six members compared to nine budgeted up to September. As of November, there are 9 Board members appointed.
  - Board costs are favourable due to timing of costs incurred compared to budget phasing.
  - Board travel is unfavourable due to the delegation travel and accommodation costs for three Board members for the Māori Economic Development delegation with Te Puni Kōkiri, Ministry for Trade and Export, and Ministry of Foreign Affairs.

## Ngā tāpirihanga

### Attachments

Attachment A: Financial Management Report

Author	Annette Tunoho – Poutāhuhu
Authoriser	Leesah Murray – Pou Whakarae

## Financial Performance Dashboard as at December 2023

## Independent Māori Statutory Board

GL Code - Account	Month		Year to Date				Full Year					Notes
	Actual	Revised Budget	Actual	Revised Budget	Variance	Prior Year Actuals	Forecast	Revised Budget	Variance	Annual Plan	Prior Year Actuals	
<b>Kaimahi Costs</b>	87	127	638	759	120	554	1,512	1,512	0	1,512	1,286	
<b>Professional services</b>	75	69	150	288	137	66	550	550	0	550	338	
Consultancy	45	27	103	160	57	45	320	320	0	320	241	
Engagement and Reporting		14	8	83	75	1	165	165	0	165	53	
Legal and Planning	2	3	11	20	9	19	40	40	0	40	27	
Audit	28	25	28	25	-3		25	25	0	25	17	1
<b>Other expenditure on activities</b>	6	15	17	56	39	39	111	111	0	111	89	
<b>Board Costs</b>	63	72	421	428	7	345	852	852	0	852	655	
Board member remuneration	61	66	331	395	64	319	787	787	0	787	582	
Board member other costs	2	3	10	18	7	9	35	35	0	35	12	
Board member travel	(5)	3	79	15	-64	17	30	30	0	30	60	2
<b>Net operating expenditure/(revenue)</b>	<b>231</b>	<b>283</b>	<b>1,226</b>	<b>1,529</b>	<b>303</b>	<b>1,003</b>	<b>3,025</b>	<b>3,025</b>	<b>0</b>	<b>3,025</b>	<b>2,368</b>	

**Note 1** – Actual audit costs invoiced \$28K.

**Note 2** – Credit received on international travel cost

# Cover Report: Cultural Pou

## Ngā tūhonga

### Recommendation/s

That the Independent Māori Statutory Board:

- a) receive the Cultural Pou report.

## Whakarāpopototanga

### Executive Summary

1. The purpose of this report is to update the Independent Māori Statutory Board (the Board) on the cultural priority that is part of the Board's work programme.
2. The report will look at the four key focus areas of the cultural priority from the governance roadmap Te Pae Whakatere and the Board work programme Te Pae Tawhiti 2022 – 2025.

## Ngā koringa ā-muri

### Next Steps

3. The Secretariat will continue to work across the Council Group to monitor progress against the Board's cultural priorities and will provide an update to the Board at its next meeting.

Authors	Heather Ruru – Pouārahi
Authorisers	Taff Wikaira – Poutuarā

# Report: Cultural Pou

## Te Tūāpapa

### Background

1. The Secretariat will utilise opportunities across their respective work programmes to address the Board's cultural priority.
4. Within the cultural priority there are four key focus areas of the Board's Issues of Significance (IoS) and each area has a corresponding action.
5. The key focus areas are:
  - Marae Development – Continue to work with marae, marae collectives and Council Group to ensure that the marae funding envelope is fully utilised and identified gaps are addressed.
  - Te Reo Māori – Ensure Council Group's Te Reo Māori policies support bilingual communication and signage.
  - Distinctive Identity – Partner with mana whenua on cultural story telling in Tāmaki Makaurau.
  - Arts and Culture – Support the development of a cultural arts exhibition on all mana whenua.

## Horopaki

### Context

6. Ngā Mātārae commissioned a kaupapa Māori evaluation of the impact of the Māori Outcomes Fund (MOF) which began in November 2023 and is expected to be completed in February 2024.
7. The evaluation conducted by Awa Associates concludes in February. The Secretariat continues to monitor progress and expects to report to the Board in March 2024, once the evaluation is complete.

## Marae Development

### Cultural Initiatives Fund

8. At the 3 August 2023 Planning, Environment and Parks committee meeting, the Committee approved funding of the Cultural Initiative Fund for FY 2023-2024.
9. Auckland Council received fourteen grant applications for the 2023/2024 funding round, with nine applications receiving part funding and five applications declined. Of the nine approved applications six projects were for marae projects and three papakāinga projects totalling \$1.2m.
10. As at the end of December 2023, six of the nine successful applicants have drawn down either part or all of their approved funding.
11. Of the total \$1.2m approved funding, \$533,370 (44 percent) has been drawn down for the six projects.
12. Papatūānuku Kōkiri Marae, Te Kia Ora Marae and Te Motu a Hiaroa Trust have yet to access funding.
13. Te Motu a Hiaroa Trust is experiencing delays due to the public notification process required as part of its consenting for the papakāinga project. Information regarding the public notification process was presented to the Board through the Environmental Pou report in Q1, 2023.
14. The Secretariat will continue to monitor progress and potential impacts of the delays via the Māori Outcomes regulatory team.

### Marae Infrastructure Programme

15. The Marae Infrastructure Programme continues to track ahead of budget. Against a projected YTD budget of \$3,064,152 (and total budget of \$6.6m), \$3,288,316 has been spent.
16. The delivery target for Q3 is almost \$2m and will be critical to achieving the YE budget target for 2023/2024.
17. Manurewa Marae, Te Pua Marae and Te Tira Hou Marae accounted for the majority of the spend during November and December 2023.
18. Makaurau Marae and Ōrākei Marae are identified for significant spend in Q3.
19. Council is engaging with Te Piringatahi o te Maungaarongo Marae, Tahuna Marae and Omaha Marae. It is expected that these marae projects will be added to the work programme for the next financial year.
20. Council staff, including Customer and Community Services and Leasing and Planning, are supporting the new marae developments at Orangihina in Te Atatū and Shepherds Park in Birkenhead.
21. In addition, Council staff are providing support for land reclassification and significant development at Ngāti Ōtara Marae, Ruapōtaka Marae and Papatūānuku Kōkiri Marae.

### **Te Reo Māori**

22. The role description for a Mātanga Reo was amended last year to include strategic leadership of the development of a reo Māori strategy and policy or guidelines for Council.
23. Recruitment for the Mātanga Reo position commenced on 13 November 2023.
24. Council have appointed Rōpata Pāora as Mātanga Reo me te Tikanga. This role is in addition to the role of Mātanga Tikanga me te Reo Māori, held by Rihari Nahi. The role sits within Ngā Mātārae.
25. Rōpata Pāora, Ngāti Whātua, has been appointed to the position, previously holding roles in tertiary education for Te Wānanga o Aotearoa and Nelson Marlborough Institute of Technology and led the strategic development and implementation of a reo Māori programme as well as leading a reo revitalisation programme for iwi.
26. Rōpata Pāora begins in his role, joining Ngā Mātārae on 7 February 2024.
27. The Mātanga Reo me te Tikanga is tasked to lead future work regarding te reo Māori strategy and establishing a working group to begin in March 2024.

### **Distinctive Identity**

#### Kia Ora Te Whānau

28. A pilot for an initiative that aims to reduce the inequities of access to public swimming pools began in Avondale on 8 January 2024.
29. By opening non-Council facilities in areas where there is a gap in Council provision, Council aims to increase access to swimming pools to otherwise underserved communities.
30. Council has provided funding for Avondale Intermediate School's pool to be open and the provision of pool lifeguard staff.
31. The pool will be open, free to the public from 8 - 27 January, 12 noon to 5pm. The lifeguards are staff from Swimsation Swim Schools which provide services to most Council pool facilities.

### **Arts and Culture**

32. The upgrade of Myers Park is complete with a boardwalk, 24 new native trees, wetland garden, flood mitigation elements to collect and drain extreme rainfall, concrete detailing in the underpass, and a new stairway to Queen Street.

33. A major Council project as part of the upgrade is the mana whenua-led, multi-sensory artwork in the underpass named Waimahara.
34. Ringatoi, Graham Tipene and a team of composers, Moeahi Kerehoma, Tarumai-i-Tawhiti Kerehoma-Hoani and Tuirina Wehi have created the unique art installation honouring Te Waihorotiu, the historically significant stream that runs beneath Myers Park.
35. In December 2023, the space was opened, initially as an ambient (not interactive) form. Waimahara is a digitally programmed artwork with lighting and audio effects (birdsong, taonga pūoro and water sounds) and eventually two waiata composed especially for the project will be added.
36. Waimahara is expected to be fully interactive by March 2024.

## Ngā tāpirihanga

### Attachments

There are no attachments for this report.

# Cover Report: Economic Pou

## Ngā tūtohunga

### Recommendation/s

That the Independent Māori Statutory Board:

- a) receive the Economic Pou report.

## Whakarāpopototanga

### Executive Summary

1. The purpose of this report is to update the Independent Māori Statutory Board (the Board) on the economic priority that is part of the Board's work programme.
2. The report will look at the six key focus areas of the economic priority from the governance roadmap Te Pae Whakatere and the Board work programme Te Pae Tawhiti 2022 – 2025.

## Ngā koringa ā-muri

### Next Steps

3. The Secretariat will continue to work across the Council Group to monitor progress against the Board's Economic priorities and will provide an update to the Board at its next meeting.

Authors	Taff Wikaira – Poutuarā
Authorisers	Leesah Murray – Pouwhakarae



# Report: Economic Pou

## Te Tūāpapa

### Background

1. The Secretariat will utilise opportunities across their respective work programmes to address the Board's economic priority.
2. Within the economic priority there are six key focus areas of the Board's Issues of Significance (IoS) and each area has a corresponding action.
3. The key focus areas are:
  - Economic Development – Promote the implementation of an event focused on the impact of Covid-19 to Māori business and economy.
  - CCO Economic (Tātaki Auckland Unlimited) – Continue to monitor the new Māori Economic development strategy and the impact it has on Māori business in Tāmaki Makaurau.
  - Affordable Housing – Continue to advocate and support the establishment of a Māori Community housing provider, strategies and policies for Māori to have a wider range of culturally appropriate, quality, affordable and accessible housing options available.
  - Thriving Business Networks – Increase Māori business and professionals' participation in the procurement process of Council group's services and advocate social procurement spend for Māori.
  - Māori Tourism – Promote and advocate for an event that supports Māori in Tāmaki Makaurau to understand their opportunities and their identity.
  - Tamariki and Rangatahi Development – Advocate for graduate, internship and cadet programmes across the Council Group.

## Horopaki

### Context

#### Economic Development

4. The Economic Development Action Plan (EDAP) was adopted by Council in 2021 and in December 2023, Council completed its EDAP Progress report. The report notes that the majority of actions that inform EDAP are on-track, eleven actions are completed with two delayed and two discontinued.
5. The report notes that Tātaki Auckland Unlimited (Tātaki) continues to support investment into the screen industry providing new sound stages at Council owned Auckland Film Studios in Henderson as well as issuing 742 film permits on public land for a range of international, local productions and commercials.
6. It further highlights that an important project for Tātaki continues to be in dealing with the implications of Council's Unitary Plan changes regarding sites of significance to mana whenua when granting filming permits, balanced with respecting the significance of certain areas to mana whenua.

#### CCO Economic (Tātaki Auckland Unlimited)

7. In December 2023, the Mayor sent Letters of Expectation to each CCO setting out the Council's priorities and expectations to inform the development of each CCO's draft Statement of Intent (SOI) 2024-2027.
8. The key expectations of Tātaki were that it implement decisions on options for North Harbour Stadium (NHS) Precinct.



9. Subject to consultation and final decisions on the LTP, Tātaki is expected to implement either:
  - the status quo option (investing in essential renewals of \$33m at NHS), or
  - an option to redevelop the NHS Precinct into a fit-for-purpose multisport area in conjunction with the community, existing users and stakeholders, to ensure the community is better-off following any changes, or
  - change the operational management of NHS to ensure greater use by the community.
10. Tātaki was also tasked with progressing options on a bed night visitor levy and to work, in partnership with Council, to progress options with the new Government to fund major events and destination marketing including the funding of economic development, major events and destination activity in Tāmaki Makaurau.
11. Note, expiring government funding for events will leave a \$5m funding gap at the end of the FY24 financial year. Tātaki is expected to fund this gap by seeking additional government funding.

### Thriving Business Networks

12. Tātaki reports that its three-year funding agreement of Whāriki the Māori Business Network has enabled it to increase its capability and activity whilst at the same time attracting investment into the network. Key wins for Whāriki include partnering with the Auckland Employment and Manufacturing Association and gaining a seat at the Board table.
13. Whāriki has also partnered with Callaghan Foundation which included taking on-board a secondment position at a CEO Leadership level and successfully connecting Pakihi Māori to Te Matatini opportunities and developing a leverage programme for the FIFA Womens World Cup 2023.
14. Amotai reports that it has over 199 buyer organisations and 1,753 Māori or Pasifika businesses of which 84 percent are Māori. It also stated that during 2022/23 it worked on over \$205m of procurement opportunities and put forward 1,437 Māori and Pasifika businesses for these opportunities.

### Māori Tourism

15. An update on this focus area was not provided to the Secretariat at the time of writing this report. An update will be provided at the next Board meeting.

### Tamariki and Rangatahi Development

16. Through Ngā Puna Pūkenga, Auckland Council in partnership with the Ministry of Social Development supports rangatahi into sustainable full-time employment, enabling pre-employment and in-work training as well as pastoral care support for new workers.
17. In 2023, Ngā Puna Pūkenga employed 207 rangatahi meeting its target of 200 rangatahi into sustainable work. Māori owned businesses featured strongly in the programme making up 48 percent of employers.
18. In December 2023, Council staff reported that its Youth Economy programme has seen 76 rangatahi Māori engaged in high quality training or employment that offers a career pathway.

## Ngā tāpirihanga

### Attachments

There are no attachments for this report.

# Cover Report: Social Pou

## Ngā tūtohunga

### Recommendation/s

That the Independent Māori Statutory Board:

- a) receive the Social Pou report.

## Whakarāpopototanga

### Executive Summary

1. The purpose of this report is to update the Independent Māori Statutory Board (the Board) on the social priority that is part of the Board's work programme.
2. The report will look at the six key focus areas of the social priority from the governance roadmap Te Pae Whakatere and the Board work programme Te Pae Tawhiti 2022 – 2025.

## Ngā koringa ā-muri

### Next Steps

3. The Secretariat will continue to work across the Council Group to monitor progress against the Board's social priorities and provide an update at the next Board meeting.

Authors	Paula Bold-Wilson – Pouārahi
Authorisers	Taff Wikaira – Poutuarā

# Report: Social Pou

## Te Tūāpapa

### Background

1. The Secretariat will utilise opportunities across their respective work programmes to address the Board's social priority.
2. Within the social priority there are six key focus areas of the Board's Issues of Significance (IoS) and each area has a corresponding action.
3. The key focus areas are:
  - Communities – Advocate funding for Māori communities to support and increase Māori outcomes.
  - CCO Transport – Advocate equity and behavioural changes to the transport system to ensure Māori communities are reached and addressed.
  - Māori Representation – Accelerate the promotion of Māori participation and representation to stand in 2025 local government elections and on CCO Boards.
  - CCO Development (Eke Panuku) – Advocate for the release of unused Council land to be utilised for social housing development.
  - Papakāinga Housing – Advocate to Auckland Council and central government to fund additional papakāinga housing developments.
  - Cultural and Spiritual Connection – Marae are climate change ready and prepared to adapt to the effects of climate change – this includes Council Group efforts to ensure that Māori are connected to their marae and that Māori communities as a whole are connected and safe.

## Horopaki

### Context

#### Communities

4. At the time of writing, no updates on the Māori Outcomes Fund or the Marae Infrastructure Programme were provided to the Secretariat. An update on year to date spend and the number of business cases received will be provided in the March pou report update.

#### CCO Transport

5. At the 8 December Transport Infrastructure Committee, it was confirmed that Auckland Council did not support the Waitemata Harbour Connections project draft Indicative Business Case.
6. Auckland Transport continues to report against the statement of intent, noting that its Māori procurement target is unmet. The Secretariat will meet with Auckland Transport to ascertain what strategies are being developed to meet the target.
7. Auckland Transport has progressed early engagement with iwi on the Regional Land Transport Plan. Three key themes emerged.
  - Iwi are generally favourable of increased emphasis on maintenance and renewal of the road network.
  - Improved equity of public transport services and increased safety remain an area to be addressed.
  - The recommendation to engage with Rangatira, rather than mātāwaka at a strategic level.
8. In December 2023 the Appointments and Performance Committee appointed Richard Leggat as the Auckland Transport Board Chair. Richard starts in his role on 1 February 2024.

9. On 4 February 2024, public transport fares will increase. Given the socio-economic demographics for Māori, any fare increases will perpetuate transport inequities for whānau in Tāmaki Makaurau.
10. Of note, given the number of rangatahi that travel outside of their local communities to attend Kura Kaupapa Māori education, consideration should be given to how public transport fares could be made more affordable to ensure Māori medium education is accessible.
11. Passengers under the age of 13, are currently free, however Auckland Transport notes there is a likelihood that the government will remove this subsidy.
12. The 50 percent fare discount for travellers on a Community Services Card remains, ensuring those that are eligible to receive the discount enables public transport to be accessible and affordable for whānau.
13. Auckland Transport notes they continue to experience financial challenges as costs have escalated substantially, with an increase of 26 percent over the past three years.
14. There has been a shortfall of \$260m in public transport funding next year (2024/2025), of which Auckland Council will need to provide \$130m. Revenue will be sourced through fare increases, parking revenue, cost decreases and service reductions.

#### **Other transport matters**

15. The government has indicated it will not proceed with the Auckland Light Rail project and therefore, disestablish Auckland Light Rail Limited. The Government's alternative transport plan for Tāmaki Makaurau is still to be provided.
16. Te Mātāwai and Waka Kotahi received an Australasian award for engagement in the development of indigenous bilingual signage for kura at the Internal Association for Public Participation Australasia Core Values Award.
17. Last year, Waka Kotahi consulted on a package of bilingual signage. The outcome of the consultation and advice will be provided to the Minister of Transport. The secretariat will await the government's decision.

#### **Eke Panuku**

18. A six-monthly update is provided in the Board agenda pack.

#### **Māori Representation**

19. On the 8 December 2023, the Joint Political Working Group (JPWG) met to discuss a range of governance options for Auckland Council.
20. At the meeting, Māori representation was tabled as a verbal presentation; therefore, no resolutions were able to be passed. Council staff presented short, mid and long term options to be progressed which will be reported back to the JPWG. To note, the mid and long term options require legislative changes to the Local Government Act.

#### **Papakāinga Housing**

21. The cultural pou report identifies specific papakāinga developments which are funded through the Cultural Initiatives fund. An update on this focus area will be provided in the next cultural pou report update.

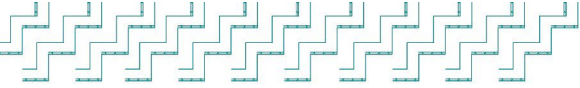
### **Cultural and Spiritual Connection**

22. An update on Marae Climate Change Adaptation and preparedness is provided in the environment pou report.

### **Ngā tāpirihanga**

#### **Attachments**

There are no attachments for this report.



# Cover Report: Environment Pou

## Ngā tūtohunga

### Recommendation/s

That the Independent Māori Statutory Board:

- a) receive the Environment Pou report.

## Whakarāpopototanga

### Executive Summary

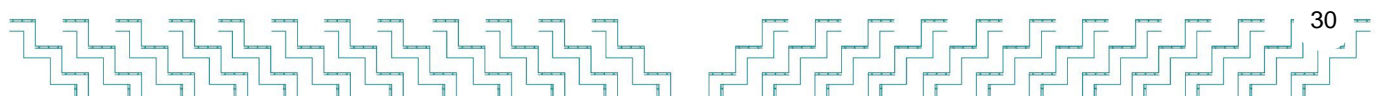
1. The purpose of this report is to update the Independent Māori Statutory Board (the Board) on the environment priority that is part of the Board’s work programme.
2. The report provides an update on the five key focus areas of the environment priority from the governance roadmap Te Pae Whakaterere and the Board work programme Te Pae Tawhiti 2022 – 2025.

## Ngā koringa ā-muri

### Next Steps

3. The Secretariat will continue to work across the Council Groups to monitor progress against the Board’s Environment Pou priorities and will provide an update to the Board at its next meeting.

Authors	Taff Wikaira – Poutuarā
Authorisers	Leesa Murray – Pouwhakarae



# Report: Environment Pou

## Te Tūāpapa

### Background

1. The Secretariat will utilise opportunities across their respective work programmes to address the Board's environment priority.
2. Within the environment priority there are five key focus areas of the Board's Issues of Significance (IoS) and each area has a corresponding action.
3. The key focus areas are:
  - Sites of Significance – Influence and embed actions from the Resource Management Act reforms to ensure kaupapa such as wāhi tapu are protected and other relevant outcomes are monitored and reported by Auckland Council.
  - Customary Rights – Support the integration of iwi management plans and ensure Council Group are using them as a source of guidance.
  - CCO Water (Watercare) – Monitor the implementation of the Three Waters reform.
  - Climate Change – Advocate for resources for Māori communities to increase their awareness and understanding of climate change impacts so they can plan, mitigate and adapt to climate change effects.
  - Built Environment – Ensure Māori, as Te Tiriti partners, participate in the coast, land, air and water planning and development of Tāmaki Makaurau rohe.

## Horopaki

### Context

#### Sites of Significance

4. Council staff advise that the Māori Cultural Heritage Programme team is finalising and notifying mana whenua of the next tranche of sites to go into assessment toward scheduling (Tranche 3).
5. An update on Tranche 2 sites is as follows:

#### Tranche 2a (12 sites)

- Draft plan change reporting has been completed and is currently undergoing both internal and external planning peer review.
- Following the review completion, reporting will be circulated to mana whenua for a period of 4 to 6 weeks for their advice and recommendations.
- Projected to complete local board workshops and meetings in December 2023.
- Possible workshop with the Planning, Environment and Parks (PEP) committee in early 2024, with first available business meeting with the PEP committee to gain its approval for notification in 2024.

#### Tranche 2b (6 sites)

- Key stakeholder engagement has been completed.
- Engagement letters will be sent to landowners with discussions set late for 2023.



6. Council is working towards a February 2024 business committee meeting with the PEP committee so both sub-tranches can be joined to notify as one plan change (noting these sites are more complicated and more populated than the Tranche 2a sites).

### **Customary Rights**

7. In December 2023 the Government repealed the Natural and Built Environment Act (NBA) and the Spatial Planning Act (SPA). Resource management legislation has reverted to the Resource Management Act 1991 (RMA). A limited number of NBA functions, including the fast-track consenting process, have been retained while the Government progresses resource management system reforms. The focus of this reform will be on enabling new infrastructure, primary industries, and property rights.

### **Water**

#### National Policy for Freshwater Management

8. In December 2023, the Government decided to review and replace the National Policy Statement - Freshwater Management (following normal RMA processes for national direction) and the RMA was amended for the statutory deadline for notifying freshwater planning instruments (to implement the NPSFM) be extended by three years to December 2027.

#### Affordable waters reform

9. The Government has indicated it will introduce and pass legislation in early 2024 that will repeal the previous government's water reform legislation. The Bill will include specific provisions to address the immediate challenges faced by Councils who are currently preparing their 2024-2034 long-term plans. This will enable Auckland Council to include Watercare Services Limited as part of its long-term plan consultation process.

### **Climate Change**

10. In November 2023 Council prepared a submission to the Parliaments Environment Select Committee inquiry into Climate Adaption which considered what new powers, roles and responsibilities would be needed to support community-led retreat and how the costs of adaption would be met.
11. Member Ashby provided Board feedback to Council submitters.
12. The findings of the inquiry were expected to inform the development of the Climate Change Adaption Bill as part of the Governments Resource Management Act reforms.
13. In December 2023 the National Party led Coalition Government passed the Bill to repeal the proposed changes to the RMA and temporarily return to the Resource Management Act 1991, adding the ability for fast-track consenting, similar to the legislation used for consenting under the Labour Governments Covid-19 Recovery (Fast Track Consenting) Act 2020.
14. In its submission, Auckland Council emphasised the need for early and extensive engagement with iwi and hapū to understand the cultural significance and sensitivities of each area at risk from climate-related hazards. Council also supported the need for decisions to be made in partnership with relevant iwi or hapū, recognising their values and informed by robust data (including matauranga) from early stages.

### **Built Environment**

15. In December 2023, the Mayor sent Letters of Expectation to each CCO setting out the council's priorities and expectations to inform the development of each CCO's draft Statement of Intent (SOI) 2024-2027.
16. The key expectations of Eke Panuku was that it;
  - continue to progress urban regeneration programmes, including maintaining capital investment levels. Provide a clear view of projects to be delivered in the next three financial years and any programme delays.





- Progress a rolling five-yearly review / refresh of current programmes (as previously agreed).
17. As lead agency in the city centre, it is expected that Eke Panuku continue to recognise the Council Group role in central city safety and the need to work in partnership with the Crown, social services and community groups and that it presents the Port Precinct Framework Plan to the Governing Body in February 2024, in accordance with its current Statement of Intent.
  18. It is also expected that it progresses the next stage of port precinct development work, including master planning of the central wharves, based on future decisions of the Governing Body. This includes looking at simple low-cost initiatives to activate the central wharves, enabling people to access the water.
  19. Note the intention of council to restore the \$100m Strategic Development Fund to enable faster regeneration of run-down parts of Auckland.

## Ngā tāpirihanga

### Attachments

There are no attachments for this report.

# Cover Report: CCO Development Update

## Ngā tūtohunga

### Recommendation/s

That the Independent Māori Statutory Board:

- a) receive the Council Controlled Organisations six monthly report.

## Whakarāpopototanga

### Executive Summary

1. The Independent Māori Statutory Board's (the Board) Issues of Significance recognises that mana whenua provide a critical role in making Auckland the world's most "liveable city".
2. The Board's governance roadmap Te Pae Whakatere and work programme Te Pae Tawhiti 2022-2025 advocates that Eke Panuku Development Auckland (Eke Panuku) release unused Council land to be utilised for social housing development by influencing the development of a 'disposal of land' policy, that ensures mana whenua participation and management of land.
3. This report highlights the work Eke Panuku has completed in meeting the Board's key advocacy position and provides an update on its Māori Outcomes framework, providing an overview of initiatives undertaken with mana whenua. The intention is to create thriving town centres where mana whenua narratives are key features of these areas.

## Ngā koringa ā-muri

### Next Steps

4. The Secretariat will continue to advocate and monitor the number of Council land being offered to iwi, and the organisations delivery of Māori Outcomes.

Authors	Paula Bold-Wilson - Pouārahi
Authorisers	Taff Wikaira – Poutuarā

# Report: CCO Development Update

## Te Tūāpapa

### Background

1. The Board has a legislative responsibility to ensure that Auckland Council acts in accordance with the statutory provisions outlined in the Local Government Act 2002.
2. As a Council Controlled Organisations (CCO), Auckland Council is responsible for monitoring CCO's performance in accordance with statutory references to Te Tiriti o Waitangi and upholding the legal responsibilities to mana whenua in Tāmaki Makaurau.
3. Eke Panuku in collaboration with iwi developed the Selection of Development Partners policy (the Policy) in May 2022 (see attachment A). The policy provides a framework to engage and collaborate with mana whenua, the private sector, third sector and government. The policy ensures Eke Panuku is transparent in its work with development partners and creates sustainable redevelopment of urban areas across Tāmaki Makaurau.
4. In recognition of the strong historical, cultural, and spiritual connection mana whenua have to Tāmaki Makaurau, Eke Panuku partner with mana whenua on a range of projects ensuring that the region reflects the shared aspirations of Māori, creating greater outcomes that enhance and restores the mauri of Tāmaki Makaurau.

## Horopaki

### Context

5. Eke Panuku recognise that mana whenua should have greater access to their whenua and acknowledge their status as kaitiaki.
6. Contributing to the growth of intergenerational wealth, commercial opportunities are offered to mana whenua prior to Council owned properties being released for sale.
7. Moreover, the policy provides weighted criteria for mana whenua involvement in more complex commercial development opportunities that go to market.
8. The pipeline of sites is divided into two categories as follows:
  - Sites for which seek development outcomes (**Category A**). These tend to be larger and more complex sites, the majority located within priority locations.
  - Sites for which there are no development outcomes sought (**Category B**). This category is a diverse portfolio and tend to be smaller straight forward sales.
9. Māori outcomes are supported through the Policy by specific implementation processes which include.
  - An open door with the GM Development and team to discuss commercial opportunities.
  - A six-monthly presentation of the forward sales pipeline to the Mana Whenua Governance Forum, to enable due diligence and preparation for participation; this includes both Category A and B lists.
  - A weighting for Māori outcomes in open market processes (relating to **Category A** sites).
  - Access to all **Category B** sites through an exclusive Expression of Interest to mana whenua or on a direct basis, depending on interest, as noted in paragraph [5.3] of the policy.

10. Accordingly, Eke Panuku has offered a number of Council land disposals and delivered a range of initiatives including.
- Eight commercial opportunities for iwi involving both development and disposal sites.
  - Recently, a joint adventure on Airfields Stage 3 – Megalot 5 & 6 in Hobsonville has been signed between an iwi and developer.
  - A 100-year lease of the reclamation and development of the North Wharf resulted in a joint venture being awarded to a developer and iwi.
  - A further development opportunity went through an Expression of Interest process for the Northcote Town Centre Sale. Three successful developers were shortlisted to go through to the RFDP stage. Māori outcomes were strongly considered in the panel review of proposals, with the selected developers having experience working with iwi.
  - Six expressions of interest processes seeking mana whenua appointed artists were conducted to integrate mana whenua design into developments and projects.

#### Mana Whenua Outcomes Framework

11. Eke Panuku Mana Whenua Outcomes framework recognises the significance of working with mana whenua to meet iwi aspirations. In 2020, Eke Panuku affirmed its commitment to deliver outcomes under five specific pou, over a three-year period. The pou were categorised under governance, culture, economic, wellbeing and Taiao.
12. In 2023, Eke Panuku with the support of mana whenua achieved the deliverables outlined in the Mana Whenua Outcomes Framework. Highlights include.
- The first section of the Takapuna town square being opened in December 2022, with Māori artwork and paving that celebrates Māori narratives.
  - A partnership with the Māori wardens who engage with community members down at Wynyard Quarters and the Westhaven Marine during the weekends.
  - Seven blessings hosted to ensure mana whenua could enact their role as kaitiaki.
  - The development of the Taurikura Framework ensures placemaking is undertaken through a Māori lens, with the support of Mana Whenua Mandated Artists Guidelines, Public Realm Environmental Guidelines, cultural inductions and partnering with mana whenua.
  - Te Kahui Ako o Pupuke Mural was a winner for excellence in the Beyond the Brief category at the 2022 Kūmara Awards by Placemaking Aotearoa. The mahi toi (artwork) on the Northcroft Street site in Takapuna was created by local school students, under the umbrella of Pupuke Kāhui Ako.
13. More than 4.79 percent of Eke Panuku supplier diversity target was received by Māori, exceeding its procurement target. Ten economic initiatives were delivered in the past year.
14. To summarise, over the last three years, a total of 51 initiatives were achieved over the past three years, noting 50 had been specifically identified.
15. Eke Panuku have started delivering on the next iteration of Māori outcomes, Achieving Mana Whenua Outcomes Plan. The plan aligns with Auckland Council's Kia ora Tāmaki Makaurau Framework, and groups iwi aspirations under the following pou.
- Kia ora Te Umanga – Thriving Māori Economy
  - Kia ora Te Ahurea – Mana Whenua and Cultural Identity
  - Kia ora Te Hononga – Authentic Partnerships with iwi mana whenua
  - Kia hāngai te Kaunihera – Māori Capability and Capacity within Auckland Council Group
  - Kia ora te Taiao – Mana Whenua exercise kaitiakitanga.



16. Eke Panuku understand that to truly deliver this plan and outcomes for Māori, strong relationships with mana whenua provides the foundation to guide the organisation.
17. Regular governance-level hui and six-monthly Rangatira ki te Rangatira hui between mana whenua leaders and the Board of Eke Panuku are held. Through this relationship, mana whenua help ensure projects are culture-led, place-based and community-driven.
18. Fourteen governance initiatives were delivered, including developing the Achieving Mana Whenua Outcomes Plan and the City Centre Action Plan with mana whenua between September 2022 and June 2023. Eke Panuku hosted 108 meetings with mana whenua.
19. Mana whenua gave Eke Panuku an overall engagement activities satisfaction score of 56 per cent, 6 percent higher than last year's baseline.

## Ngā tāpirihanga

### Attachments

Attachment A - Policy for the Selection of Development Partners.

# Policy for the Selection of Development Partners

Draft as of May 2022

## 1. Policy purpose and objectives

- 1.1. The purpose of this policy is to set the policy framework to enable Eke Panuku Development Auckland to engage with the development community to delivery commercial property development projects.
- 1.2. The mandate and objectives of Eke Panuku is to create thriving town centres where people, communities, and business can flourish. Our work requires collaboration between the private sector, third sector, mana whenua, and government to create the sustainable redevelopment of our urban locations.
- 1.3. This policy is important to have ensure that we have transparent policies in place to guide our work with our development partners.
- 1.4. To be successfully achieve our objectives, this policy needs to ensure that Eke Panuku can deliver the following outcomes:
  - a) To create contestable and transparent processes that meet probity and audit requirements associated with a publicly owned organisation.
  - b) To enable engagement with the development industry and investors in a practical, timely, cost-effective manner to optimise opportunities.
  - c) To be sufficiently flexible to cope with the differing requirements of the full range of projects, from small to large, simple to complex and from single to multi-staged.
  - d) To achieve value for money by selecting the most appropriate procurement method for the risk and value of the procurement and thereby maintain credibility and goodwill amongst the development community recognising the extensive effort and cost involved for parties to submit comprehensive proposals, and the negative implications if such efforts only ever has a modest chance of success (due to large number of participants and/or slow decision making).
  - e) To recognise the broad range of skills, resources, and specialisations of parties within the development community. This means that some development projects may only be suited to a very small number of parties in which case it may be impractical to canvass the broader market to locate a supplier/provider.
  - f) To support, facilitate and encourage new development and where appropriate encourage consortiums to form by facilitating responses for both separate and packaged development proposals.
  - g) To enable a culture of innovation and new ideas, including creating opportunities for emerging property developers.
  - h) To successfully manage direct approaches and unsolicited bids which may be from:
    - From neighbours for integrated developments where it would be inappropriate to involve other development partners.

- From developers and investors who have a development proposal that includes Eke Panuku land but contains the developer's intellectual property over which confidentiality is required.
  - From mana whenua, iwi, and other Māori organisations who aspire to achieve commercial and housing outcomes.
- i) To enable effective strategic partnerships with the Crown and other partners involving land swaps or sales to achieve shared objectives including development at pace and scale.

## 2. Scope

- 2.1. This policy covers processes to facilitate private sector, mana whenua, Crown, and third sector agreements to develop land.
- 2.2. It also applies to unsolicited bids for sites that are received from time to time, and specific projects initiated by Eke Panuku.

## 3. Background

- 3.1. This policy builds on the Auckland Council Property Limited (ACPL) 2013 policy subsequently extended and adopted by Eke Panuku in May 2016 and reviewed in September 2019.
- 3.2. Eke Panuku undertakes property sales on behalf of Auckland Council. These include sites which are part of the town centre urban regeneration programmes and sites in other locations which are surplus to council use and are sold principally to generate revenue for council.
- 3.3. The pipeline of sites can be divided into two categories as follows:
- Sites for which we will be seeking development outcomes (**Category A**). These tend to be larger and more complex sites, the majority located within the priority locations.
  - Sites for which no development outcomes are sought (**Category B**). These are a diverse portfolio and tend to be smaller straight forward sales.
- 3.4. By development outcomes we mean that Eke Panuku has outcomes it wants to achieve to support the urban regeneration for the location. A list of outcomes will be agreed before taking the site to the market. It will likely include the urban form, typology and mix, sustainable building, social procurement, scale, and design review. These will be captured alongside the sale price, staging, timeframes, payment, etc in the development agreement.
- 3.5. Confirming the procurement approach for different categories of sites creates increased transparency and consistency. This implementation approach seeks to support wider market participation, an increased level of innovation, increased value, and certainty for all parties.
- 3.6. Eke Panuku is working in a wide range of locations with different market characteristics. The sites that are taken to the market for sale by development agreement (Category A sites) vary in scale, value, complexity and strategic importance. They may be single sites or part of a cluster of sites in locations that are market ready and attractive, or where there is limited market demand.

- 3.7. Our largest town centre projects carry a high degree of delivery uncertainty and complexity<sup>1</sup>. To enable urban redevelopment of such centres, the council might be required to significantly write down the investment or book value of its interests, transfer its land holdings to a developer at nil price or make a capital contribution to the developer to make the project financially viable.
- 3.8. It will be critical that Eke Panuku has the flexibility to identify and work with partners that have the capacity for large-scale project funding, risk appetite, balance sheet capability, experience, and track record. There are likely to be only a limited number of such players in NZ. There is an opportunity to select delivery partners early in the planning process to ensure the interests of both council and the developer are aligned throughout the process (e.g., New Lynn, Britomart).
- 3.9. Auckland Council and the Crown share objectives to increase the pace, scale and quality of housing development and increase housing choices. The Crown owns land in many of the priority development locations. Land sales and swaps between the parties can unlock development opportunities by creating larger development sites, supporting staged development programmes including relocation of tenants and better development outcomes. Exclusive negotiation with the Crown as a strategic partner is judicious and logical. It needs to be undertaken on the basis of market valuations for sites, protecting value for the ratepayer and taxpayer.
- 3.10. We have a commitment to enable commercial opportunities for mana whenua as part of a wider commitment to achieving Māori outcomes.
- 3.11. In some cases, there are few potential parties that can provide the urban regeneration outcomes that we are seeking, such as affordable housing.

#### 4. Procurement Options

- 4.1. There are several procurement options for selecting development parties with different levels of contestability.
- 4.2. Open market processes including public advertising seeking a Request for Expression of Interests (EOIs), followed by a Request for Development Proposals (RfDPs), from shortlisted parties, provides the greatest public contestability and accountability. It is the typical procurement process for many sites that Eke Panuku takes to the market, or a variation thereof. It can involve significant time and cost for all parties and can be viewed as a difficult way to secure projects, leading to lower interest especially in buoyant markets.
- 4.3. A panel of pre-qualified suppliers is typically used where there is a pipeline of similar projects. A publicly open and contestable process is undertaken to choose panel members. Any one or more panel members could then be approached to undertake specific projects or to provide a proposal in competition with other panel members. This has the benefit of a single EOI process to compile the panel which results in less effort and cost expended by all parties. Inclusion in the panel can however raise unrealistic expectations of parties for securing projects. A proposal to establish a panel in the future would need to be considered by the Eke Panuku board.

---

<sup>1</sup> Such as determining what is a commercially viable / desirable masterplan and extent of public realm creation; cost duration over multiple phases carrying across the property cycle; consenting risk; cost of private property acquired, including compulsorily acquisition and use of PWA powers; infrastructure enablement / readiness.



- 4.4. Direct approaches to, or from, one or more parties who are known to have the necessary attributes to successfully deliver the required project outcome or have some unique offer or have a strategic partnership with Council can be simple, cost-effective and user friendly for both parties. They are also appropriate in some circumstances and can significantly speed up the sale and development process. Transparency, accountability, and integrity can be maintained through other mechanisms where there is limited public contestability.
- 4.5. A mix of approaches may be suitable. For example, where there are only a few qualified suppliers with the capacity and capability to deliver the project and the project is complex and long term, it is more useful to give greater weight to the relationship or strategic dimensions of the contract and to develop other systems to manage the dimensions usually managed by competitive market mechanisms. An approach that involves the following steps will be suitable in this context:
- Market sounding
  - Expression of Interest (EOI)
  - Establishment of a panel of “preferred suppliers”
  - Competitive commercial dialogue<sup>2</sup>
  - Request for Development Proposal.
- 4.6. A competitive dialogue stage within procurement would allow Eke Panuku to informally, yet thoroughly, discuss each aspect of procurement with bidders before finalising the requirements and before inviting bidders to submit to RFP. A well-managed competitive dialogue process should result in better quality RFPs, expedite contract negotiations, build working relationships, and add flush out potential problems prior to selection of preferred bidders.

## 5. Policy approach

- 5.1. Eke Panuku will typically undertake an open market contestable process to procure a development partner in compliance with the Auckland Council Procurement Policy. This is most appropriate where the commercial and strategic objectives are clear and there is a large number of potential suppliers.
- 5.2. Other than when it is practical to engage with one party, as described at paragraph [5.4], Eke Panuku will sell our properties that have development outcomes by an open market process (**Category A**). These sites tend to be larger and more complex, and they are usually located within our priority locations. All these sites will include a weighting to support Māori outcomes.
- 5.3. Eke Panuku will present sites where no development outcomes are sought (**Category B**) to mana whenua as an exclusive commercial opportunity. If one or more mana whenua parties are interested in the site, this will trigger a limited contestable or direct engagement. If there are no interested mana whenua parties, the sites will be sold on the open market.
- 5.4. Sometimes it is more practicable and effective to deal exclusively with one or a limited number of development partners to achieve the urban regeneration outcomes that are

---

<sup>2</sup> Competitive Dialogue is a technical term for a tender process to allow more flexibility when dealing with complex or unusual procurements. It is used in Central Government and allows agencies to thoroughly discuss each aspect of the procurement with suppliers before specifying the requirements and before inviting the suppliers to submit their full and final tenders or proposals.

sought. The circumstances in which dealing exclusively with one or a limited number of development party/s directly or through a closed-tender process is permitted are:

- a) Where the party is the owner of the adjacent land.
- b) In cases where a developer or entrepreneur approaches Eke Panuku with a development proposal with a clear element of intellectual property and innovation associated with the development idea (an exemplar or demonstration opportunity) and where the party is clearly well ahead of any other prospects.
- c) there is an opportunity to capture real and present opportunities in the market to achieve strategic outcomes through a direct approach or an unsolicited bid
- d) The party is a strategic partner, such as the Crown (including agencies such as Kāinga Ora Homes and Communities, Ministry of Housing and Urban Development, Waka Kotahi, Ministry of Justice) working closely with Eke Panuku to achieve shared objectives in the strategic location
- e) The party is mana whenua, iwi or other Māori organisations, and the proposed project meets any of the other circumstances described in paragraph [4.4].
- f) The party/s have been identified through an informal market sounding exercise and have demonstrated the specific attributes for the project and where there are limited partners with the required capability due to the high degree of delivery uncertainty and complexity
- g) The party is a Community Housing Provider (CHP) who will deliver affordable housing products that support Eke Panuku housing objectives, to facilitate residential choices and a range of typologies and price points.
- h) Where the specific proposal meets or ideally exceeds Auckland Plan and/or Eke Panuku strategic objectives in a manner that other proposals would not.

5.5. To be sufficiently transparent to meet both probity and audit requirements, there are expectations of any non-contestable process, as detailed below

- The proposal will be considered against the current plans and desired outcomes for the site including approach to development realization, intended staging, and the likely outcomes of a competitive market process.
- The board must approve any non-contestable process, in each case
- We will obtain two valuations for any non-contestable process
- The quality of interested party will be considered (capacity, experience, reputation, track record)
- Shareholder, local board, and development sector considerations can be managed
- Other Eke Panuku policies and processes have been met (e.g., mana whenua engagement).

## 6. Supporting Māori outcomes

6.1. Māori outcomes are supported through this policy by specific implementation processes including:

- An open door with the GM Development and his team to discuss commercial opportunities

- A six-monthly presentation of the forward sales pipeline to Mana Whenua Governance Forum, to enable due diligence and preparation for participation; this includes both Category A and B lists.
- A weighting for Māori outcomes in open market processes (relating to **Category A** sites) as noted in paragraph [5.2].
- Access to all **Category B** sites through an exclusive EOI to mana whenua or on a direct basis, depending on interest, as noted in paragraph [5.3].

## 7. Associated policies

7.1. The following policies and guidelines are also relevant to the process of selecting development partners:

- Eke Panuku Thriving Town Centres Guidelines, and the High-Level Project Plans, masterplans and programme business cases for priority locations
- Auckland Council Unsolicited Proposal Guidelines
- Auckland Council Group Procurement Policy
- Auckland Council Our Charter
- Spending money guide
- Procurement process guidelines
- Conflicts of interest guide
- Identifying and managing risk
- Guidelines for misconduct and disciplinary action
- Board Delegated Authority
- Health and Safety Policy.

## 8. Responsibilities and approvals

8.1. The GM Development is responsible for the implementation and of this Policy, reporting to the Board on procurement processes. The Chief Operating Officer is responsible for monitoring and review of the policy.

8.2. All Eke Panuku staff selecting development partners and negotiating agreements with developers must adhere to this Policy. Ensuring probity of action is everyone's responsibility when conducting procurement activities.

8.3. Under this policy exclusive negotiations with the Crown within the delegations of the Chief Executive, do not need Board approval. In all other cases Board approval will be sought for exclusive negotiations with one or a small number of party/s either through a clearance report, approval to sell, or "go to market" report.

8.4. This policy will be publicly available once approved.

## 9. Approval and review of this Policy

Business Owner	GM Development
Policy date	13 September 2018
Frequency of review	Three yearly, or as required

First review	25/05/16	Approved by Panuku Development Auckland Board	May 2016
Second review	July 2018	Approved by Chair R. Aitken on behalf of Panuku Development Auckland Board	13 September 2018
Third review	August 2022		