



I hereby give notice that an ordinary meeting of the Independent Māori Statutory Board will be held on:

**Date:** Monday, 4 September 2017  
**Time:** 10.00am  
**Meeting Room:** Ground floor  
**Venue:** 16 Viaduct Harbour Avenue  
Auckland

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## Independent Māori Statutory Board

### OPEN AGENDA

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#### MEMBERSHIP

<b>Chairperson</b>	Chair David Taipari
<b>Deputy Chairperson</b>	Glenn Wilcox
<b>Members</b>	Renata Blair
	James Brown
	Hon Tau Henare
	Terrence Hohneck
	Tony Kake
	Dennis Kirkwood
	Liane Ngamane

(Quorum members)

**David Taipari**  
**Chairperson**

**4 September 2017**

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**Note:** The reports contained within this agenda are for consideration and should not be construed as Council policy unless and until adopted. Should Members require further information relating to any reports, please contact the Chief Executive Officer.





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## 1 Apologies

At the close of the agenda no apologies had been received.

## 2 Declaration of Interest

Members are reminded of the need to be vigilant to stand aside from decision making when a conflict arises between their role as a member and any private or other external interest they might have.

## 3 Confirmation of Minutes

That the Independent Māori Statutory Board:

- a) confirm the ordinary minutes of its meeting, held on Monday, 7 August 2017, including the confidential section, as a true and correct record.

## 4 Extraordinary Business

Section 46A(7) of the Local Government Official Information and Meetings Act 1987 (as amended) states:

“An item that is not on the agenda for a meeting may be dealt with at that meeting if-

- (a) The local authority by resolution so decides; and
- (b) The presiding member explains at the meeting, at a time when it is open to the public,-
  - (i) The reason why the item is not on the agenda; and
  - (ii) The reason why the discussion of the item cannot be delayed until a subsequent meeting.”

Section 46A(7A) of the Local Government Official Information and Meetings Act 1987 (as amended) states:

“Where an item is not on the agenda for a meeting,-

- (a) That item may be discussed at that meeting if-
  - (i) That item is a minor matter relating to the general business of the local authority; and
  - (ii) the presiding member explains at the beginning of the meeting, at a time when it is open to the public, that the item will be discussed at the meeting; but
- (b) no resolution, decision or recommendation may be made in respect of that item except to refer that item to a subsequent meeting of the local authority for further discussion.”





## Financial Report to 31 July 2017

File No.: CP2017/17977

### Recommendation/s

That the Independent Māori Statutory Board:

- a) receives this Financial Report to 31 July 2017.

### Executive Summary

The purpose of this report is to present the Independent Māori Statutory Board's (the Board) financial position as at 31<sup>st</sup> July 2017.

### Narrative

The figures presented are exclusive of GST. The budget has been phased evenly over 12 months however, as the secretariat schedules the work to meet the Board's work plan, variances may occur. This report includes a visual representation of the Month to Date (MTD) spend and Year to Date (YTD) spend against budget.

July's focus has been on finalising projects and reports commissioned for the work plan of the last financial year

July's expenditure sits at 4.5% of the annual budget.

### Attachments

No.	Title	Page
A	Financial Management Report July 2017	9
B	Month to Date @ 31 July 2017	11

### Signatories

Authors	Sheri-Ann Atuahiva - Executive Finance and Office Manager
Authorisers	Brandi Hudson - Independent Maori Statutory Board CEO



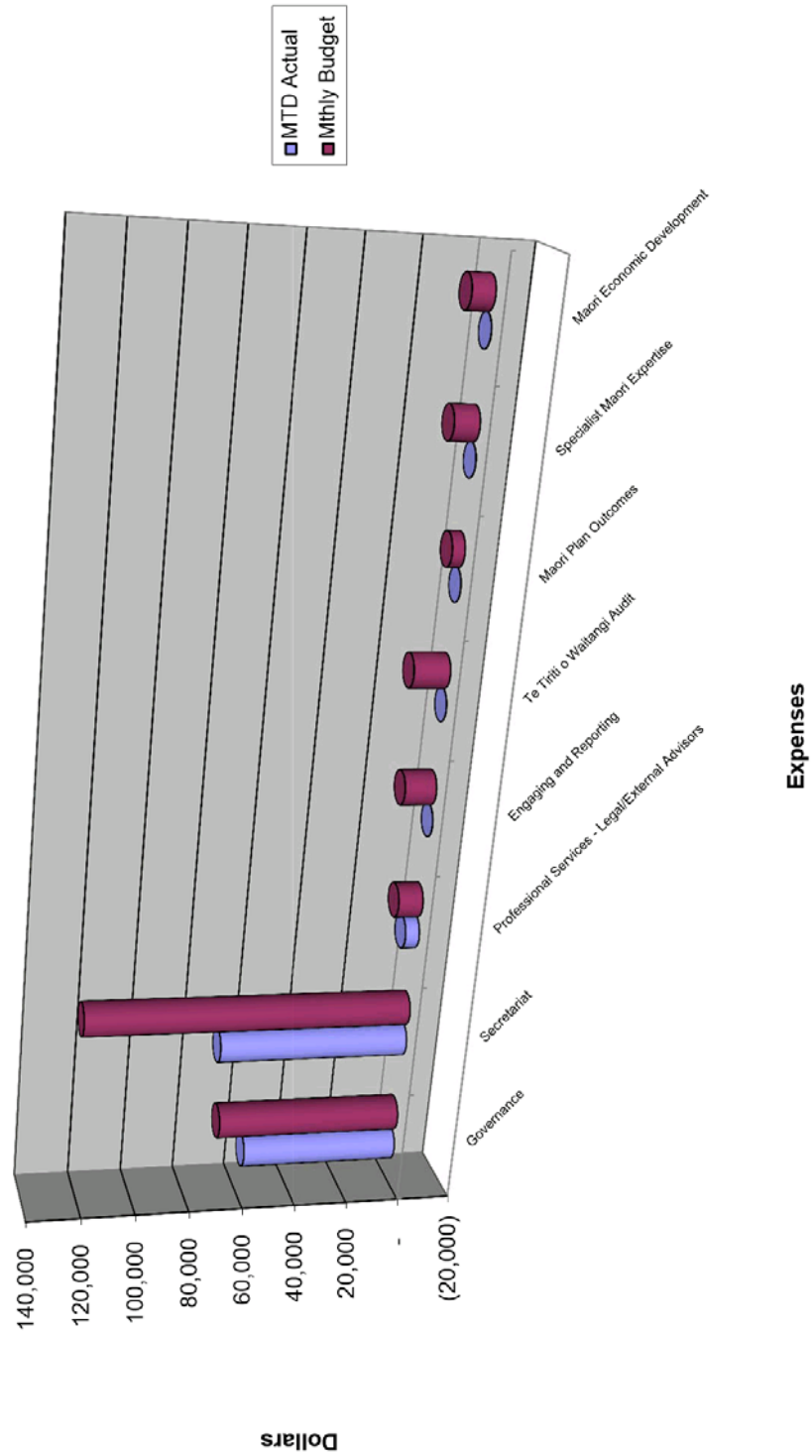








Independent Māori Statutory Board  
Month to Date @ 31 July 2017  
(FYE June 2018)



Expenses





## Update Board Strategic Priorities Progress Report September 2017

File No.: CP2017/17589

### Recommendation/s

That the Independent Māori Statutory Board:

- a) receives the Board Strategic Work Priorities Progress Report August 2017

### Purpose

1. The purpose of this update report is to update the Independent Māori Statutory Board (the board) on its strategic work priorities,

### Comments

2. For 2017 a number of projects have been scoped to ensure that secretariat staff can utilise opportunities across each of their respective work programmes to address a number of Board strategic priority outcomes in a pragmatic and collaborative way. The projects are:
  - Supporting better futures for Auckland's Rangatahi
  - Embed Te Reo across Tāmaki Makaurau
  - Embed Māori values in the environment
  - Improving council's capability and capacity
  - Increase opportunities for Māori to participate in the economy

### Attachments

No.	Title	Page
A	Update Board Strategic Priorities Progress Report	15

### Signatories

Authors	Awhina Kanohi - Senior Executive Advisor
Authorisers	Brandi Hudson - Independent Maori Statutory Board CEO





## UPDATE BOARD STRATEGIC WORK PRIORITIES SEPTEMBER 2017

Board priorities	Allied Projects	Update: Milestones / Upcoming Issues
Economic Development	Supporting Better Futures for Rangatahi	The rangatahi insights research conducted in 2016 provided valuable advocacy information particularly about their aspirations and challenges. Given that over half the Māori population in Tāmaki Makaurau is under 25 years old, secretariat staff have maintained contact with those that attended the rangatahi workshops in April 2017. Further workshops with them would be advantageous in the October and December school holidays. Possible focus areas for discussion with rangatahi are understanding their public transport and housing/renting realities, internships and careers with Auckland Council and the recommendations they have to improve services in these areas.
	The Māori Economy of Tāmaki Makaurau	See report on board agenda.
Cultural	Embed Te Reo	<p>On 1 September 2016 the Te Reo policy and Māori Language Implementation Plan was adopted by the Regional Strategy and Policy Committee. Te Waka Angamua is presently further developing a Māori Language Policy that will incorporate an inward focus approach to the use of Te Reo within Council. This work has had many delays and we have raised our concerns about this. There is a need for a more systematic approach to ensure all aspects of Te Reo implementation including bilingual signage is adopted across Council and CCOs.</p> <p>At the 9 November 2016 Te Toa Takitini ELG meeting it was noted that Chief of Strategy, Jim Quinn will be the executive sponsor of the Te Reo Implementation and that the implementation of Te Reo Policy will be carried out over the next year. We are advocating that this Te Reo Implementation Plan be better supported by Te Toa Takitini programme accountability and reporting. We have also requested a presentation to the next joint meeting in September.</p>
	Local Boards	Mangere-Otahuhu Local Board opened King Taawhiao's cottage at Mangere Mountain on 22 July, 2017. The cottage will be leased to Mangere Mountain Trust



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		<p>and operate as an educational facility.</p> <p>Mangere-Otahuhu Local Board also wants to facilitate the establishment of the Portage Crossing and expressed a request for support from the board. The board will ensure that they are linked into relevant parts of council and provide access to any relevant board research and materials.</p> <p>Will Flavell from the Henderson Local Board has written an email commending and offering support to the Board for the recent te reo and bilingual signage advocacy on public transport. Included in his email were Māori members from other Local Boards.</p>
	<p>Māori Urban Design</p>	<p>In order for the Te Aranga Design Principles (these were included in the council's Auckland Design Manual) to be fully utilized and to change the built environment in Tāmaki Makaurau so that it strongly includes and reflects a distinctive and unique Māori identity, the following are considerations for the Board's general advocacy and the council's LTP review advocacy:</p> <ul style="list-style-type: none"> <li>• Lobbying Central Government for support of the proposal for a National Policy Statement based on the Treaty of Waitangi</li> <li>• Advocating for Māori values such as Manaakitanga to be driving <i>all</i> top level urban planning and design decisions for Tāmaki Makaurau</li> <li>• Targeted design on CRT barriers, public notices, buses, hoardings, pavements, temporary sites</li> <li>• Consistent use of customary names in key sites</li> <li>• Use of local coastal plants with more exuberance, such as on buildings, temporary sites, moveable planters to emphasize special sites, on the waterfront</li> <li>• Pervasive living presence: Te Reo for places, roads bridges, beaches, parks, cycle ways, and public places and buildings such</li> </ul>





		<p>as libraries and pools</p> <p>We will provide specific LTP funding recommendations to achieve the above in the November report to the Board.</p>		
Marae Development	Council's Māori Cultural Initiatives (MCI) Fund and Marae Development	No update since August report.		
Environment	Embed Māori Values in the Environment	<p>Council have confirmed their approach to Mana Whakahono a Rohe: Iwi Participation Agreements. Council considers the agreements as part of, or an extension to the relationship agreements they began developing prior to the RMA Amendments. They are currently progressing these in discussion with the Mana Kaitiaki Forum. Council's position does not prevent any iwi or hapū from initiating the negotiation of a Mana Whakahone a Rohe Agreement themselves.</p> <p>An invitation from iwi or hapū requires council to convene a hui to discuss processes and timing for the negotiation of an agreement under the Resource Legislation Amendment Act 2017.</p> <p>The key differences between the two agreements are summarised as follows;</p> <table border="0"> <tr> <td style="vertical-align: top;"> <p><b><u>Mana Whakahono a Rohe</u></b></p> <p>Scope is RMA specific Statutory document Completion of negotiations are time bound – 18 Months Initiated by iwi or Council</p> </td> <td style="vertical-align: top;"> <p><b><u>Council's Relationship Agreements</u></b></p> <p>Scope is wider than the RMA Non-statutory document Completion of negotiations are open Initiated by Council and then negotiated with iwi</p> </td> </tr> </table> <p>Mana Whenua have two opportunities and options to formalise engagement processes with council. There is no immediate urgency to initiate the Mana</p>	<p><b><u>Mana Whakahono a Rohe</u></b></p> <p>Scope is RMA specific Statutory document Completion of negotiations are time bound – 18 Months Initiated by iwi or Council</p>	<p><b><u>Council's Relationship Agreements</u></b></p> <p>Scope is wider than the RMA Non-statutory document Completion of negotiations are open Initiated by Council and then negotiated with iwi</p>
<p><b><u>Mana Whakahono a Rohe</u></b></p> <p>Scope is RMA specific Statutory document Completion of negotiations are time bound – 18 Months Initiated by iwi or Council</p>	<p><b><u>Council's Relationship Agreements</u></b></p> <p>Scope is wider than the RMA Non-statutory document Completion of negotiations are open Initiated by Council and then negotiated with iwi</p>			



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		<p>Whakahono a Rohe model however the board secretariat has identified items that could be included in a Mana Whakahono a Rohe. Over the next month, specific resource management matters that could be included in the agreement will be identified and reported.</p> <p>The board will continue to work with council to monitor progress and maintain oversight of the Council current programme of engagement with Māori to ensure that Mana Whenua and Māori resource management interests and rights are appropriately provided for and addressed. The board's CEO will monitor an oversight group of council Executive Leadership Team members responsible for addressing high level issues and resourcing matters. It will hold its first meeting in September.</p> <p><i>Māori and the Auckland Unitary Plan</i></p> <p>An analysis of the Auckland Unitary Plan is being undertaken to identify how Māori could optimise opportunities to fulfil development aspirations. Key findings so far include;</p> <ul style="list-style-type: none"> <li>• The 'discretionary activity status' and interpretations of what is deemed to be "integrated Māori development" are key barriers to small scale housing development on Māori purpose zones, Māori land and Treaty Settlement Land. This primarily affects whanau level development.</li> <li>• A Māori targeted programme of communications, education and training are needed to encourage utilisation of the Unitary Plan</li> <li>• Development of Council resources such as internal manuals, training programmes, public documents, videos, digital resources etc. need to address Māori resource management interests and rights and cater for Māori users.</li> </ul> <p>This work will be completed in September and a full report will be provided to the board.</p>
CCO Strategy	Council's Statement of Intent	On 15 August the Finance and Performance Committee approved the CCO



	and Reporting Cycle	<p>statements of Intent. All the changes that sought by the board in April were reflected in the document.</p> <p>Council's slow progress with Te Reo Implementation has partly resulted in Auckland Transport making no commitments to bilingual signage in its Statement of Intent.</p>
Housing for Māori		See Quality Affordable Housing report on this agenda
	Homelessness	See Homelessness report on this agenda
	Council's Māori Housing programme (including papakainga)	No update since August report.
Treaty Audit	Improving Council's Māori Capability and Capacity	<p><b>Māori Responsiveness Plans (MRPs)</b></p> <p>MRPs have presently been developed by ATEED, Parks Sports and Recreation, Libraries, Environment, RIMU, Civil Defence, Communication and Engagement, CFO and Auckland Transport. However they have been developed at different stages, some i.e. Libraries demonstrate a comprehensive approach to incorporating Māori values while others i.e. Auckland Transport show limited understanding demonstrating that they are already engaged in substantial Mana Whenua and Mataawaka engagement. Other documents such as the Auckland Transport Sustainability Framework show Māori values isolated from AT business as usual and consequently little or no implementation plan.</p> <p>On-going conversations and advocacy have resulted in a perceivable shift in Māori responsiveness (internal capability) in the Arts Culture and Events team. A recent email sent to a range of internal council staff provided a detailed analysis of the ways in which council's funding of the Auckland Housing First Collective will deliver Māori outcomes.</p> <p>The wide range of people included in the mailing list showed an intentional effort to help all those involved in the project to understand the subject in a more effective way, and get all the parties onto the same page.</p>



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		<p><b>Treaty Audit 2018</b></p> <p>In early August PwC completed the report on “Scoping the requirements for the Independent Māori Statutory Board’s Te Tiriti o Waitangi Audit”.</p> <p>The Te Tiriti o Waitangi Audit scope covers assessing three lines of defence:</p> <ul style="list-style-type: none"> <li>• the progress made to address prior audit recommendations</li> <li>• council’s own audit follow-up processes</li> <li>• Council’s Maori Responsiveness Plan (MRP) programme and review process conducted by teams including Internal Audit (including a deep dive of a number of MRPs).</li> </ul> <p>A request for proposal has been sent to number of the large consultancy firms with a proven review and audit capacity. An update and a recommendation on a preferred supplier will be reported at the October board meeting.</p>								
		<p><b>Council’s Treaty Audit Response Programme</b></p> <p>The Auckland Council Treaty Audit Report 2015 has 24 ‘action’ groups covering specific recommendations. The Waharoa, comprising representatives from Te Waka Anga Mua ki Uta, the Internal Audit department of council, and the Independent Māori Statutory Board, determines what actions can be closed. The table below summarises progress to date.</p> <table border="1" data-bbox="1055 995 2047 1369"> <thead> <tr> <th>Action Groups</th> <th>Open</th> <th>Closed</th> <th>Initiatives</th> </tr> </thead> <tbody> <tr> <td>24</td> <td>17</td> <td>7</td> <td>Department/CCO Māori Responsiveness Plans Treaty of Waitangi Settlements Implementation Hearings Policy Good Practice Benchmarking Effectiveness and Compliance Framework</td> </tr> </tbody> </table>	Action Groups	Open	Closed	Initiatives	24	17	7	Department/CCO Māori Responsiveness Plans Treaty of Waitangi Settlements Implementation Hearings Policy Good Practice Benchmarking Effectiveness and Compliance Framework
Action Groups	Open	Closed	Initiatives							
24	17	7	Department/CCO Māori Responsiveness Plans Treaty of Waitangi Settlements Implementation Hearings Policy Good Practice Benchmarking Effectiveness and Compliance Framework							



		<table border="1" data-bbox="1055 212 2056 312"> <tr> <td data-bbox="1055 212 1256 312"></td> <td data-bbox="1256 212 1361 312"></td> <td data-bbox="1361 212 1487 312"></td> <td data-bbox="1487 212 2056 312">                 Significance and Engagement policy Capacity building             </td> </tr> </table> <p>In response to an Audit and Risk Committee resolution the Audit and Risk team will advise on council works with CCOs to implement the Treaty Audit programme. They plan to put in place an approach having a focus on:</p> <ul style="list-style-type: none"> <li>• regular engagement with the respective CCO's by the Waharoa and the Head of Internal Audit (including review and real time advice to the CCO's as the plans are developed)</li> <li>• regular reporting on progress by myself to the Waharoa, Te Toa Takitini Executive Leadership Group and Audit and Risk Committee.</li> <li>• underpinned by support from Te Waka Angamua for the respective CCO's</li> </ul> <p>The Head of Internal Audit will be presenting to the board on the detail of this approach at the October board meeting.</p> <p>Secretariat staff plan to address risks for the response programme for 2017/18 at the Waharoa meeting end the end of August.</p>				Significance and Engagement policy Capacity building
			Significance and Engagement policy Capacity building			
Monitoring and Evaluation	Update/refresh of Issues of Significance and the Māori Plan (IOS/MP)	<p>The review of the Issues of Significance and the Māori Plan has addressed the duplication across the two documents and enhanced the clear status and role of the issues of significance. It also has updated the actions to assist the board with prioritisation over the term on the board.</p> <p>The board secretariat is currently reviewing draft documents (including the underpinning technical report). The documents will be available in October.</p> <p>An advocacy plan will be developed.</p>				
	Board's Data Strategy Implementation update	We have experienced delays with using the QLIK programme (the board's data visualisation tool for manipulating Māori datasets) due to the slowness from Statistics NZ forwarding the data requested by the board for rangatahi and the				



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		<p>Māori economy. We have now received some data and are chasing the final batch. We have completed a QLIK Proof of Concept (POC) with the STEM and Housing data. All other data is being loaded and visualised.</p> <p>The QLIK software is being upgraded on the Council system and due to the Council's IT capability requires QLIK expertise. Once this upgrade has been completed the QLIK POC will be transferred across to the Council system and available to the board. Dates will be coordinated for board members to use the programme in October.</p> <p>Following on from the Data Strategy Expert Panel's report we have been working on a Board Data Framework to provide guidance on how to implement a data-driven model of leadership and advocacy. We have also implemented a POC on another data visualisation platform named Takiwa to compliment QLIK where we are modelling Census, schooling and housing data and will soon be mapping and modelling water data provided by Watercare and council's Research Investigation and Monitoring Unit (RIMU).</p>
	<p>Auckland Housing First Collective Impact project - Invite to secretariat to participate in evaluation reference group</p>	<p>A Homelessness report on this agenda seeks approval to board agreement in principle to support research and evaluation undertaken by the Auckland Housing First Collective Impact project to achieve Māori outcomes.</p> <p>Secretariat staff attended the Housing First Collective evaluation reference group and we waiting for the dates of the next meeting.</p>
<p>Auckland Plan Refresh</p>	<p>All projects</p>	<p>Council continue to develop the content materials for the draft Auckland Plan. Workshops in August have covered the plan outline, formats for content for digital plan, consultation document and print version.</p> <p>Work is progressing on the Auckland Plan measures. We have provided some technical materials from the Māori Report to the council measures team.</p> <p>We will provide further advice to council on its content, measures development and prioritisation; and the Mana Whenua and Mataawaka engagement strategy.</p>



<p>Te Toa Takitini</p>	<p>All projects</p> <p>Independent assessment of the expenditure incurred on Te Toa Takitini projects for the period 1 July 2015 to 30 June 2016</p>	<p>On 15 August 2017 the end of year report to the Finance and Performance Committee on the Te Toa Takitini budget for the 2016/2017 financial year was \$8,812,000 with expenditure for the end of the financial year was \$7,022,000 which is 80 per cent of the annual budget.</p> <p>We have observed limitations in the Council's approach to allocating resources on Māori outcomes that have resulted in delays and unmet milestones. We have advised council that the board expects to see improvements in the delivery of these outcomes – to see better value for resources spent.</p> <p>Council is now prioritising the substantive or larger projects in the Te Toa Takitini (TTT) portfolio and is getting the council's Investment Group (a senior group of officers led by Finance Department) to review their business cases. The intention is that resources are reallocated more effectively within the Te Toa Takitini fixed budget envelope. Given the relatively low level of the TTT budget envelope we have argued that resources should also be reallocated to Te Toa Takitini across other budgets.</p> <p>In addition to council's General Manager Māori, the board's Chief Advisor will now attend Investment Group meeting when Te Toa Takitini business cases are being discussed.</p> <p>PwC has commenced their independent assessment of the expenditure incurred on Te Toa Takitini projects for the period 1 July 2015 to 30 June 2016 by the Council to accommodate projects and / or initiatives that would achieve Māori Outcomes, particularly focussing on Council Owned Organisations. The review will also focus on expenditure for part of 2016/17 and processes and systems to support effective leadership, planning, budgeting and reporting on the expenditure.</p> <p>They will take a "value for money" approach to the review of the reported expenditure to relevant records in the Council and also consideration of a maturity of the broader framework of the processes (leadership and tone, awareness of accountabilities and monitoring and oversight). Planning has started with meetings</p>
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		<p>and field work underway.</p> <p>There will be a report on high level findings at the October board meeting.</p> <p>As yet the Te Toa Takitini Executive Leadership has not developed any strategic priorities (other than some minor review and readjustment of the existing portfolio of projects). Since 2016 we have advocated for a robust strategic review and now are proposing to present to council - the board's findings on Independent assessment of the expenditure incurred on Te Toa Takitini projects for the period 1 July 2015 to 30 June 2016 and the revised business cases over the next month. This will inform the Mayoral proposal in the LTP and budget adjustments early in 2018.</p>
<p>Long-term Plan 2018-2028</p>	<p>All projects</p>	<p>The Long-term Plan 2018/28 (LTP) workshops with the Finance and Performance Committee are scheduled over July-October 2017, on topics associated with the LTP (e.g. infrastructure investment priorities, services reviews, rating policy). The number of political workshops has been down from 18 to seven prior to Mayor's Proposal in November 2017, reflecting the officers view that this LTP will not require intensive engagement with councillors (but that assumption may of course be challenged as the process gets underway).</p> <p>Current focus of the process at an internal officer level includes:</p> <ul style="list-style-type: none"> <li>• discussions around aligning infrastructure priorities with the Auckland Plan Refresh team</li> <li>• financial scenarios, both for large infrastructure initiatives (Central Rail Link, CI, mass transit) and place- based are being prepared</li> <li>• investigations on various targeted rate options</li> <li>• prepare qualitative analysis of rating policy issues (note 2018 will be a revaluation year so will have rating impacts beyond any actual rates rise)</li> <li>• finalising baseline budget model data for presentation to senior management</li> <li>• support council parent and CCOs preparing for budget change request</li> <li>• work with council parent and CCOs to identify potential consultation items</li> </ul>





		<p>It is too soon to identify whether one of the scheduled workshops with the Finance and Performance Committee will be a logical one for the board to advocate on the 'KPMG' business cases. An advocacy plan for the business cases will be prepared once they have been finalised, which will set out next steps for engagement both politically (with the mayor and committee) and the executive (eg. Te Toa Takitini Executive Leadership group).</p>
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Communications Report	
<b>Media</b>	<p>Positive Fairfax story on IMSB call for bilingual signage to be fast-tracked in Auckland Transport assets. Includes vox pops, highly supportive, and expert comment from Te Reo expert at AUT.</p> <p>Radio NZ has requested interviewed the Board Chairman regarding our position on affordable housing developments.</p> <p>Both of these articles got wide media coverage.</p>
<b>Website</b>	<p>The IMSB website will be renewed to manage the security and functionality issues that have caused problems. Once developed, the new website will also provide easier management of social media channels and changes to content. A shortlist has been completed, and an appointment is expected to be imminent, following an RFP process for procurement.</p>
<b>Twitter</b>	<p><i>Congrats to Housing Trust Partners – 150 homeless helped off street in four months – 10 August</i>  <i>Tautoko to Rotorua District Council on being first bilingual city – 11 August</i>  <i>Great to see green light for green link – can we have a customary Māori name to replace the uninspiring “Linear Park?” – 13 August</i></p> <p>Ludo Campbell-Reid from ADO responded to the Linear Park tweet, with an enthusiastic “Let’s do it!”</p> <p>Over the last month on Twitter the Board earned over 5,000 impressions and is currently trending at <b>179 impressions</b> per day.</p>



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	<p>The content for Twitter has moved more toward promoting Board issues and advocacy and less on retweeting other organisation's news.</p> <p>Where Twitter is linked to major stories placed on LinkedIn or in the News Media the activity on Twitter has been on its highest</p> <p>As we roll out the communication plans for more issues of significance we can build the frequency of Tweeting on issues to sustain and build that following.</p>
<b><i>LinkedIn &amp; Instagram</i></b>	There is no activity during August

Attachment A



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
August Report	Change of floor levels in the entrance to tenancy			Y	M	Hazard Sign posted at front door Report lodged on council system Vault 6/5/2016 ID18728 requested assessment & mitigation	Weekly	Sheri-Ann Atuahiva
	Change of floor levels from tiled area (outside kitchen) to carpeted area (resource / hallway)				M	Report lodged on council system Vault 6/5/2016 ID18728 requested assessment & mitigation	Weekly	Sheri-Ann Atuahiva
	Hotwater tap	Kitchen	Burns	Y	M	Hazard sign posted in kitchen above sink	Weekly	Sheri-Ann Atuahiva
	Doors to toilets – heavy to manage	Toilets	For small children / older folk – unable to get out				Weekly	Sheri-Ann Atuahiva
<b>Incident Injury Report</b>			<b>Office Status Update</b>					
Nil			All workstations assessments have now been completed.					
<b>New Hazards</b>			Nil					

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## Homelessness

File No.: CP2017/17286

### Recommendation/s

That the Independent Māori Statutory Board:

- a) recommend to the Auckland Council Governing Body to provide sustainable funding to support homelessness interventions to be sustained across the life of the 2018 – 2028 Long-Term Plan in accordance with Environment and Community Committee resolution 2017/118;
- b) recommend to the Auckland Council Governing Body that the Board is provided with an opportunity to participate in any political or other groups established to implement Auckland Council's response to the Environment and Community Committee resolution 2017/118;
- c) agree in principle to support research and evaluation undertaken by the Auckland Housing First Collective Impact project to achieve Māori outcomes;
- d) approve the Homelessness position paper – Attachment A;
- e) delegate the authority to the Board Chairman to approve any updates to the Homelessness position paper.

### Purpose

1. This report updates the Board on Auckland Council progress and activities relating to homelessness and the Board's advocacy, and seeks approval for a board position statement on homelessness to assist with easier communications and policy work to be completed as well as on-going support for the Auckland Housing First project.

### Executive summary

2. To date Auckland Council's activity regarding homelessness has been mandated by primarily ad hoc committee decision and ad hoc funding, which has not been guided by a formal policy.
3. In 2016 the Finance and Performance Committee decided (FIN 2016/145) to contribute \$2M to the refurbishment of James Liston Hostel (emergency housing), and \$1M to the Auckland Housing First Collective Impact project to address homelessness.
4. Both of these investments demonstrated strong alignment with internationally recognised best practice in regard to homelessness ('Housing First'), and signalled positive political direction and investment.
5. Māori are over-represented among identified rough sleepers, and are likely to be over-represented among the growing numbers sleeping in cars or experiencing over-crowding.
6. In February 2017 the Environment and Community Committee agreed (ENV 2017/18) to the development of policy work exploring options for Auckland Council's future approach. On 08 August 2017 this work was reported to the Environment and Community Committee which agreed inter alia a preferred Auckland Council position and role on homelessness including strategic leadership and planning, and sustainable funding (resolution 2017/118).
7. Progress addressing Auckland's housing deficit is likely to be slow and further increases in homelessness are likely before any increase in housing supply has an impact. It is unfortunately anticipated that current and future investment must aim to address



homelessness effectively, with the goal of making homelessness, if it does occur, *rare, brief, and non-recurrent* (as opposed to preventing it entirely).

8. The secretariat have consistently advocated to council staff for stronger policy direction within Auckland Council (reflecting the increased significance of this issue in Auckland), and interventions and investment which optimise outcomes for Māori through responsiveness and cultural capabilities, and through cultural appropriate engagement.
9. Auckland's housing crisis continues to limit housing choices for low income individuals and whānau, and an estimated 17,000 affordable houses are required in Auckland to meet demand in a market sector where many are facing over-crowding and the highest risk of rough sleeping.

## Comments

10. To date Auckland Council's activity regarding homelessness has been supported by ad hoc political decision making, the reallocation of funding to homelessness or ad hoc funding, and facilitation support to the Rough Sleepers Steering Group.
11. Auckland Council funding and activity has been undertaken primarily through the Arts Community and Events department in accordance with its mandate to support and contribute to the well-being of Aucklanders. However this work has not been guided by a formal policy and it has tended to be reactive rather than strategic.
12. Among this activity, however, Auckland Council in 2016 contributed \$2M to the refurbishment of James Liston Hostel (emergency housing), and \$1M to the Auckland Housing First Collective Impact project to address homelessness.
13. Both of these investments demonstrate strong alignment with internationally recognised best practice, significant political direction, and a significant investment in addressing homelessness.
14. The context however is that Auckland remains in severe housing deficit. In open market terms this has seen house sale prices and housing costs (rental) escalating to critical levels far beyond affordability of even medium-income households. In social terms, a growing proportion of Auckland's households are in an increasing struggle to find and/or retain housing of any quality, and in response to this the number of homeless individuals and households has increased.
15. Māori are vastly over-represented among identified rough sleepers. Also, anecdotal evidence suggests households sleeping in cars are becoming more prevalent in South Auckland in particular, where research also shows there is a significant level of over-crowding. The implication is that Māori whānau are likely to be over-represented among these groups too.
16. In February 2017 the Environment and Community Committee agreed to the development of policy work exploring options for Auckland Council's future approach.
17. On 08 August 2017 the Environment and Community Committee considered a report back setting out options, and agreed inter alia that Auckland Council's response to homelessness needed to demonstrate stronger leadership and strategic planning, and be supported with sustainable funding (resolution 2017/118).
18. The key questions which these issues raise are have the right things been invested in and at the right level of investment, are the responses sufficiently responsive or tailored to Māori, and is there sufficient medium and long-term strategic planning to support the expectation that homelessness will actually be addressed over time.

### *Mayoral Intent for the 10-year Budget (Long-term Plan) 2018–2028*

19. The Mayoral Intent for the 10-year Budget (Long-term Plan) 2018–2028 states that Auckland Council's commitment to the Housing First project specifically addresses homelessness and *needs to be built upon*. This is accompanied by an indication that advice will be sought from



officers on ‘options for a programme to build on the progress made through Housing First to work with central government to secure the reduction and elimination of homelessness.’

20. This report argues below that Housing First is an appropriate model for addressing homelessness in Tāmaki Makaurau, but that investment must match both the established need as well as the desire of the public to see this addressed.

*Are the right things being invested in?*

21. The Statistics New Zealand *New Zealand definition of homelessness* (2009, updated 2014) defines homelessness to include living situation where “people with no other options to acquire safe and secure housing are: without shelter, in temporary accommodation, sharing accommodation with a household, or living in uninhabitable housing.” This definition requires that housing shortages and those facing over-crowding are considered within the cohort requiring effective interventions.
22. The ‘Housing First’ approach to addressing homelessness over-turns the previous common practice of offering secure housing as a reward to those experiencing homelessness if they are able to achieve certain wellbeing outcomes first, such as dealing with an addiction.
23. Providing secure housing first, and then providing services, is a significant change. It has been highly successful in many cities including in many instances where indigenous populations are over-represented among the cohort. However, there is little research at this time exploring how and why the model is successful for indigenous communities or providing guidance on how it can be tailored for indigenous clients.
24. The secretariat has highlighted this to Auckland Council and the Auckland Housing First Collective, and sought to stimulate further engagement and thinking on this issue so that Housing First can be optimised for Māori experiencing homelessness in Tāmaki Makaurau. Housing First can and should be ‘tailored’ to the environment, and there is an opportunity for Auckland to deliver ground-breaking outcomes, and research and evaluation of the project in regard to outcomes for Māori.
25. Secretariat staff currently attend the meetings of the Auckland Housing First evaluation reference group, that is tasked with designing the project evaluation framework and approach.
26. As is also highlighted below, investing in Housing First requires available housing. The Housing First option selected by the government and Auckland Council therefore also requires a strategic, quick, and effective response in social and affordable housing, to ensure an on-going supply of housing options to enable the Housing First project to abide by its core principle of placing clients into a secure permanent housing option *first*. Otherwise, the investment in Housing First appears to be problematic with the collective unlikely to be able to secure sufficient housing supply.
27. The Mayor has acknowledged this on-going deficit of housing stock. The Salvation Army recently published a report calling for a vast increase in funding commitment to build affordable houses for Auckland households.
28. The housing crisis is a strong driver of homelessness. While market inflation has slowed in 2017, the critical reality of housing for low income families in Auckland has not changed.
29. Investment in a wide range of options – both construction, and equity building – are required to support low income families to remain housed and improve their housing options. This is covered further in the Quality Affordable Housing report on this agenda.
30. In regard to investment to address homelessness, Housing First is the right model and the Auckland Housing First Collective provides the operational opportunity to invest in service delivery.

*Is the investment sufficient?*

31. Government and charitable investment in addressing homelessness in Auckland is difficult to quantify, however the Auckland Housing First Collective Impact project is now a key



investment. The government and Auckland Council have invested \$3M and \$1M respectively in this project with a target of housing 472 people over 2 years.

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32. It is unlikely that any parties to the Housing First project will comment on the adequacy of the funding to the Housing First project for the purpose (ending homelessness for 472 people). However it is important to ask whether the funding appears to be sufficient and effectively reflects the nature of the problem, and in particular the public perception of the problem and the public desire to see it addressed.
33. The Environment and Community Committee resolution includes agreement that the Council will focus *inter alia* on the development of a sustainable funding base (2017/118).
34. This can only be achieved through the Long-term Plan currently in development, which must reflect the prioritisation indicated by the Mayor's priority for homelessness, the committee's decision, and the current level of public interest in seeing an end to homelessness, with a substantial increase over and above the \$1M investment over 2 years committed to date.
35. These influences are now further bolstered by comments in the Mayoral Intent for the 10-year Budget (Long-term Plan) 2018–2028 and sustainable funding through the Long-term Plan is now required.

*Are the responses sufficiently responsive or tailored to Māori?*

36. The Board's advocacy has led to a number of important milestones. Over 2 years, advocacy to Auckland Council has consistently reflected back to council a reporting approach which acknowledged the over-representation of Māori among Auckland's homeless, without indicating any specific operational ways in which activity was been tailored or planned to optimise Māori outcomes.
37. In July 2017, an email was circulated which highlighted for internal purposes the ways in which Auckland Council's approaches to homelessness would deliver outcomes for Māori. This was a very thoughtful and well-informed analysis which set a new benchmark for articulating the manner in which council activities impact on Māori and can be modelled to optimise outcomes. Provisions have also been included in one of the four delivery contracts making up the Collective Impact group, specifying a significant prioritisation of Māori experiencing homelessness as a service target.
38. During the March 2017 Auckland Conversations event featuring Housing First founder Dr Sam Tsemberis, there was considerable reflection on the application of Housing First in an indigenous context stimulated by questions prepared by the secretariat staff.
39. This provided a basis to approach the Housing First Collective to explore how the project could optimise outcomes for Māori. As with many Non-government organisations in New Zealand the Collective overall has a strong working understanding of kaupapa Māori issues, and one has demonstrated a strong capacity for working effectively with Māori individuals, whanau and Māori concepts via a presentation at the Community Housing Aotearoa conference in June.
40. An evaluation and monitoring programme is currently being developed for the Housing First project. Secretariat staff will monitor the development of the evaluation framework in order to continue to test the project's responsiveness to Māori and delivery of outcomes for Māori.

*Is there sufficient medium and long-term strategic planning to successfully address homelessness?*

41. The strategic planning required to successfully address homelessness must be expressed through Long-term Plan funding. If the 2018 – 2028 LTP does not adequately reflect the priority of this issue as expressed by Auckland Council and the Mayor, no effective medium or long term strategy is likely to arise.





## Implementation

42. Further leadership, a sector plan and sustainable funding have all been provided for by the August Environment and Community Committee resolution. It is imperative that the implementation of that resolution is strongly supported politically and closely monitored via committee agendas and officer to officer meetings.
43. The negotiation of the Long-term Plan offers the opportunity to hold the Mayor and Auckland Council to account for relevant statements and resolutions. Resourcing must be increased to this issue and the amount required should reflect a real sustained commitment in the context of Auckland Council's overall budget.
44. This may be supported by reference to the current Housing First project and its resourcing, and other sources such as the Salvation Army's *Taking Stock: The Demand for Social Housing in New Zealand* report and the Community Housing Aotearoa estimates of affordable housing demand. It can also be supported by statements in the Mayoral Intent for the 10-year Budget (Long-term Plan) 2018–2028.
45. The secretariat will continue to monitor the Housing First evaluation reference group with a view to exploring opportunities to ensure Māori outcomes are prioritised and delivered. This offers a unique opportunity to influence operational activity for Māori outcomes.
46. A Homelessness position paper has been prepared for board consideration with this report. This will provide an agreed basis for future advocacy.

## Attachments

No.	Title	Page
A	Homelessness Position Paper	35

## Signatories

Authors	Brennan Rigby - Principal Advisor Social Outcomes
Authorisers	Catherine Taylor - Manager Policy and Evaluation Brandi Hudson - Independent Maori Statutory Board CEO





INDEPENDENT MĀORI STATUTORY BOARD	POSITION PAPER
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AGREED STATEMENT OF POSITION ON:	<b>HOMELESSNESS</b>
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Date approved:	Resolution number:
Signed: [Board Chair]	Signed: [CEO]

<p><b>Background:</b></p> <p>The Board has undertaken strong advocacy work on homelessness.</p> <p>To date Auckland Council has applied residual (non-LTP) funding to measures relating to homelessness on an ad hoc basis. On 08 August 2017 the Environment and Community Committee approved recommendations which provide a proxy policy and operational framework.</p> <p>Auckland’s housing crisis, increases in homelessness, and council’s increased activity and adoption of policy settings lead toward on-going work in this area.</p>
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**POSITION**

Regarding HOMELESSNESS the Board has considered the available information and advice and agrees -

- a. That homelessness interventions in Tāmaki Makaurau are responsive and tailored to Māori individuals and whanau experiencing or at risk of homelessness;
- b. To adopt the *New Zealand definition of Homelessness*;<sup>i</sup>
- c. To support the target that homelessness is “rare, brief and non-recurrent”;<sup>ii</sup>
- d. That Housing First<sup>iii</sup> approaches are pursued, and no person experiencing homelessness be denied housing for any reason other than non-availability of housing;
- e. To acknowledge Community Housing Aotearoa’s vision “All New Zealanders well-housed”;<sup>iv</sup>
- f. That no person should be discharged<sup>v</sup> or liberated<sup>vi</sup> into circumstances of homelessness;
- g. That Auckland Council has a key role in leading action to address homelessness;<sup>vii</sup>
- h. That Auckland Council has a key role in ensuring the adequate housing supply;<sup>viii</sup>
- i. That Auckland Council has a key role in supporting both emergency housing and direct services/interventions for those experiencing homelessness;<sup>ix</sup>



- j. That Auckland Council policies, procedures and plans relating to homelessness and emergency housing and services demonstrate compliance with the Treaty of Waitangi, Council's obligations to Māori, and the ability to deliver outcomes with and for Māori;
- k. That the individual, whānau, community, and services cost of homelessness is appropriately assessed, communicated and weighed.<sup>x</sup>



## Key documents and commentary

1. The Schedule of Issues of Significance to Māori in Tāmaki Makaurau includes the goal that Māori are empowered, enabled, respected and recognised as requiring affordable, quality housing across the Auckland region, by a council that recognises that improved housing is a priority for increasing the standard of living and quality of life for Māori.
2. The Board's Strategic Priorities 2016 – 2019 states that Affordable Housing for Māori is a Board priority in the current term (as it has been in previous terms). This priority includes the following statements:
  - a. Take leadership and implement a strong communications strategy to advocate so that all sectors work together to address housing for Māori in Tāmaki
  - b. Support the establishment of a Māori Community Housing Provider of scale in Tāmaki Makaurau.
3. The Board's 2017 LTP Business Cases include a business case on Quality Affordable Housing to promote council investment. An increase in the availability of social and/or affordable housing may promote a wider range of options for addressing homelessness especially when using a Housing First approach.
4. The Board consistently advocates for services are fit for purpose and responsive to cultural and contextual expectations, and services and projects which are adequately supported for agreed measurable outcomes and successful interventions are promoted and reinforced.
5. The Mayoral Intent for the 10-year Budget (Long-term Plan) 2018–2028 has been reviewed in preparing this statement.

## Detailed context for this policy position

Homelessness is a growing concern across Auckland. Evidence is growing of the occurrence of both individuals and families rough sleeping, sleeping in cars, and living in uninhabitable structures and overcrowded houses, and Māori are over-represented.

The Auckland Housing First Collective Impact project is underway and is noting a relatively new prevalence of family homelessness.

Until August 2017, Auckland Council has applied residual and/or non-specified LTP funding on an ad hoc basis to measures relating to homelessness. This has however achieved some progress with substantial contributions to James Liston Hostel and initial funding to the Auckland Housing First project both approved in 2016. Auckland Council has also facilitated the 'Rough Sleepers Steering Group' which is a key sector activator.

On 8 August 2017 Auckland Council passed a resolution (ENV/2017/118) adopting an "aspirational approach where homelessness is rare, brief and non-recurring".



The resolution also established the council's role as – inter alia - strategic leadership, including a cross-sectoral homelessness plan, inter-sectoral coordination, systematic integration of homelessness into relevant policies and regulation, development of a sustainable funding base, and monitoring and evaluation.

The Mayoral Intent for the 10-year Budget (Long-term Plan) 2018–2028 further highlights the need to address homelessness and provide a strong basis for sustainable funding for interventions to be provided for in the next iteration.

### **Board activity to date**

The Board has undertaken considerable advocacy work on homelessness primarily focused on advocating for Māori outcomes, with some success.

The Board has led this work through its elevation of Quality Affordable Housing for Māori as a strategic priority, as well as through its commitment to addressing and advocating for social outcomes for Māori through Auckland Council. Homelessness is critical, negative and extreme social outcome, which also impacts on Māori disproportionately. Homelessness is negative reflection on any city, and therefore on any city's administration.

The Board secretariat has been consistently involved in meetings and conversations about progressing Auckland Council toward establishing itself in a clear leadership role in the issue of homelessness and interventions to address homelessness, and to adopt effective appropriate policies and operational approaches. This advocacy has relied heavily on the council's Māori responsiveness framework, which creates basic Auckland Council commitments to improving and delivering outcomes for Māori.

The secretariat has consistently queried and challenged Auckland Council where interventions or funding decisions have been reported on, but without adequate evidence of a strategic or operational activity to deliver optimal outcomes for Māori experiencing homelessness.

The Board strongly supported the Regional Strategy and Policy decisions in 2016 to fund refurbishment of James Liston Hostel, and to support the introduction of the Housing First approach to addressing homelessness in Auckland through part-funding the Auckland Housing First Collective Impact Project.

Housing First is clearly a best practice model internationally. It revises the traditional approach of providing housing to those experiencing homelessness when they have successfully addressed other issues such as addictions, and instead requires that secure permanent tenure housing is provided initially, with causal and other issues dealt with subsequently.

### *How will Housing First work for Māori?*

While there are many examples of Housing First being delivered in areas with high indigenous populations, there is scant reported evidence of the model's success within an indigenous context. For this reason, the secretariat has consistently sought for the model to be appropriately tailored and modelled to deliver outcomes for Māori in the Tāmaki Makaurau context.



Since the decision to support the Auckland Housing First Collective Impact Project, the secretariat have advocated for contracting mechanisms to be leveraged to secure Māori outcomes through this project. One of the four contracts agreed to deliver the project contains provisions requiring that provider to target Māori experiencing homelessness and that 75% of service recipients are Māori.

Since the initiation of the Auckland Housing First project, the secretariat has lobbied the project team to ensure Māori outcomes are optimised through responsive and innovative delivery, including through early engagement with Man Whenua. The secretariat has also been invited to participate on the project Evaluation Reference Group tasked with designing the evaluation model for the project, and in this capacity we have an on-going relationship with the project at a leadership level.

### **Rational for Position Paper**

The continual escalation of Auckland's housing crisis, continued increases in homelessness, and council's increased and improved activity the adoption of policy settings leads toward on-going work in this area including communications and more formal advocacy, and therefore calling for a formal policy position to be agreed.







## Quality Affordable Housing

File No.: CP2017/17508

### Recommendation/s

That the Independent Māori Statutory Board:

- a) recommends to Auckland Council that they agree to additional on-going work and specify the way in which the Council will provide for the increase in supply of affordable housing;
- b) recommends to Auckland Council that they establish an internal monitoring unit to ensure all affordable housing required under the Housing Accord is accounted for, and provide a basis for future monitoring;
- c) approve the Quality Affordable Housing position paper - Attachment A;
- d) delegate the authority to the Board Chairman to approve any updates to the Quality Affordable Housing position paper.

### Purpose

1. This report updates the Board on Auckland Council's progress and activities relating to Quality Affordable Housing and the Board's relevant advocacy, and seeks approval for a board position statement on Quality Affordable Housing to assist with easier communications and policy work to be completed and future advocacy activity.

### Executive summary

2. Quality affordable housing for Māori has been a strategic priority of the Board since 2011.
3. Auckland needs more houses. Treasury has estimated a current supply deficit of around 35,000 units.
4. Quality affordable housing is the crux of Auckland's housing crisis. Existing demand for new open market houses comes from households with greater means to explore other sustainable, safe, and appropriate housing choices than those in need for affordable housing.
5. Community Housing Aotearoa estimates the supply deficit of affordable housing - housing accessible to low to median income households and accessed through supported ownership mechanisms - is around 17,000 units.
6. The Housing Accord and Special Housing Areas Act targeted the supply of both open market and affordable housing via a trade-off between intensification and provision of affordable stock, establishing a future pipeline of quality affordable housing or land supply.
7. In 2016 the Auckland Housing Accord came to an end, the final tranche of Special Housing Areas was approved (notwithstanding a late extension), and the Auckland Unitary Plan was finalised.
8. Affordable housing provisions reflecting the Housing Accord regime were not included in the Unitary Plan. This forcefully constrained the pipeline of affordable housing and land.
9. Internationally, social (housing provided by the public sector) and affordable/community housing remain important market sectors. Lack of affordability for low and medium income earners is a critical condition in many markets. This sector has been fundamentally overlooked in Auckland.



10. The supply incentivised by current means (including the Mayor's taskforce report) is open market supply, and will not provide for a supply of affordable houses or land.
11. Auckland Council's (the Council) options for increasing or incentivising supply of affordable houses are very limited.
12. The Council can provide capital grants for development; use Council land for housing; Council can retain or transfer at cost to housing providers or to the open market, or re-invest in Council-owned housing stock for Aucklanders.
13. Council can also invest in supporting innovation across the supply chain including structural approaches, insert affordable housing provisions into the Unitary Plan via a plan change, or use regulatory measures to incentivise outcomes such as mixed-typology developments. Council could deliver further innovation in consenting efficiency in return to affordable housing provision. Council can also advocate to the government for legislative provisions.
14. Council should consider the Vancouver Affordable Housing Association (VAHA) with a mandate to expedite the delivery of affordable housing. **Finally, Auckland Council can establish an internal monitoring unit to ensure all affordable housing required under the Housing Accord is accounted for, and provide a basis for future monitoring.**

### Implementation of Board advice

15. In 2016 the Board supported the median-multiple affordability target of 1:5 and any interventions aiming to increase affordability, as a means to increase affordable housing options for Māori in Tāmaki Makaurau.
16. The Board advocated for Māori participation in the Mayoral taskforce, made a written submission to the taskforce, and has publicly advocated for affordable housing specifically. This report seeks approval of the draft Quality Affordable Housing position paper and the Board is also preparing a business case on Quality Affordable Housing for future advocacy.
17. Current Auckland Council and sector measures are not primed to deliver affordable housing in Auckland. A strong commitment is required from the Mayor and Council to the delivery of affordable housing via any means which are legitimately available and reasonable.
18. This report provides commentary on questions raised in the Mayoral Intent for the 10-year Budget (Long-term Plan) 2018–2028. In 2016 the Board supported the median-multiple affordability target of 1:5, and support for interventions aiming to increase affordability or the supply of affordable housing, as a means to increase affordable housing options for Māori in Tāmaki Makaurau. The Board also advocated for Māori participation in the Mayoral taskforce.
19. In 2017, the Board made a written submission to the taskforce, and has publicly advocated for further action to increase the supply of affordable housing specifically.
20. The Board is currently preparing a business case for the Long-term Plan on Quality Affordable Housing for future advocacy, and the secretariat has drafted specific analysis relating to more detailed elements of the housing situation (for example, the role of mixed typologies, and Urban Development Authorities)
21. While current measures may increase the supply of housing overtime, they are not primed or suitable to deliver any affordable housing in Auckland. A strong commitment is required from the Mayor and Council to the delivery of affordable housing via any means which are legitimately available and reasonable.
22. An Affordable Housing Unit will empower Auckland Council to fulfil its role in monitoring and planning affordable housing provision into the future.
23. A Quality Affordable Housing position paper has been prepared for Board consideration with this report. This will provide an agreed basis for future advocacy.



24. The Board Chair is on the Mayoral taskforce Implementation Steering Group, which enables the Board to participate in and influence the implementation of the taskforce recommendations. Briefings will be provided as meetings arise.
25. The Board has also appointed a member as the liaison for the Quality Affordable Housing portfolio to work with the Board secretariat. The portfolio holder will be regularly briefed on housing matters and future activity and provide advice and feedback easily.
26. The Board has published several communications on Quality Affordable Housing matters and recognises that alignment exists between the Board's interests and those of some other organisations. The fast moving nature of housing coverage also provides the opportunity to utilise social media in advocacy via communications channels.
27. Communications is a key strategic opportunity for advocacy in this areas and the communications approach to date will continue.

## Quality Affordable Housing - Background Information

### Comments

- Affordable housing - housing accessible to low to median income households and accessed through supported ownership mechanisms - is the crux of Auckland's housing crisis.
- While current interventions focus on new open market supply, the demand for these houses comes from households with means to explore other sustainable, safe, and appropriate housing choices. For those in need for affordable housing, those choices are severely limited. For those in need for *affordable housing*, those choices are severely limited and these constraints impact directly on social, education, health and economic outcomes.
- Affordable housing is also an enabler. Structured affordable housing enables lower income households to gather money and/or equity to enter the open market. It thereby increases the functionality of the open market and is the only market segment empowering households who have limited or no access to inter-generational equity. Affordable housing serves an important economic and social function and is under-utilised in New Zealand.

### ***Mayoral Intent for the 10-year Budget (Long-term Plan) 2018–2028***

- The Mayoral Intent for the 10-year Budget (Long-term Plan) 2018–2028 prioritises inter alia addressing housing shortages and unaffordability.
- In regard to housing shortages and unaffordability the Mayoral Intent poses the questions *how Council can further influence the supply of affordable housing including by employing regulatory tools, and how we can maximise the outcomes from Panuku Development Auckland's Transform, Unlock and Support programmes and work with central government on redevelopment of Housing New Zealand properties and what the budgetary implications are?*
- This report provides a non-exhaustive set of Auckland Council approaches to influencing affordable housing supply (see also *Options for Auckland Council to provide for Māori affordable housing outcomes* below), however the above questions are responded to in brief here.
- Auckland Council is currently engaged in two activities influencing the supply of affordable housing. The first is Panuku Development Auckland's Barrowcliffe pilot. This pilot aims to stimulate affordable supply through the disposal of council land to a collective of iwi and housing providers. The disposal price point will dictate the affordable housing outcomes.
- Using Auckland Council land for housing has been talked about for some time and this pilot provides the basis answering the Mayor's question with further action. The pricing element of this model must be resolved and the model scaled up urgently.



- The second model is the housing for the aged ‘Haumaru Housing’ partnership which is an excellent model of strategic and development partnership for housing. The model needs to be re-purposed and used to partner with community providers, iwi or others to support the supply of affordable housing far beyond housing for older persons.
- Auckland Council has a range of regulatory opportunities to influence the supply of affordable housing. A *Unitary Plan change* is required to insert affordable housing requirements, immediately reinstating the affordable land and housing pipeline in every major future development with capital costs lying primarily with developers, not Auckland Council.
- Large developments should also be required *by regulation* to include integrated mixed typologies. Mixed typologies catalyse variable price points in all major developments across Auckland rather than each unit pitched at the top price, with capital costs lying with developers without necessarily compromising profitability. Integration of this stock (non-amalgamation) ensures the affordable stock does not devalue.

### **Context**

- Historically between the government’s state housing programme and local government housing there was a consistent supply of fully assisted ‘social’ housing, and rental options in major cities in particular. These supply chains also fed relatively low cost housing into the open market at times, but this was not significant as housing generally was more affordable.
- More recently, the government’s state housing programme has suffered from deferred maintenance and development has not maintained pace with demand. Affordable housing demand drivers include core policy issues such as immigration, as well as more vexing issues with a particular impact on Māori including income growth being consistently out-paced by the housing market and the cost of living generally.
- Local Authorities in New Zealand have almost universally divested themselves of housing stock, with Wellington City Council among those to buck the trend with decisions in 2017 to increase affordable housing supply including through direct council investment.
- Auckland Council (via amalgamation in 2010) inherited legacy housing stock in aged-care housing only. Managing this stock has been politically charged and politicised with Council eventually electing to enter into a sector partnership for the management of the housing. This provided the opportunity to Council to neither dispose of the stock, nor invest in increasing the number of houses on the Council books.
- In 2016, a private sector initiative “The Homepage” was proposed. That proposal – to embark on a private sector led feasibility study for a Collective Impact project - was rejected by Mayor Goff, and the Mayor has also rejected an invitation to present to and support a second iteration of that project (“The Auckland Housing Summit”) in 2017.

### **Current interventions**

- The Housing Accord and Special Housing Areas Act targeted the supply of both open market and affordable housing through obligations placed on developers creating a trade-off between intensification and provision of affordable stock. This regime established a future pipeline of affordable housing or land supply.
- In 2016 the Auckland Housing Accord came to an end, the final tranche of Special Housing Areas was approved (notwithstanding a late decision to extend the SHA timeframes), and the Auckland Unitary Plan was finalised.
- Affordable housing provisions reflecting the Housing Accord regime were not included in the Unitary Plan. This has forcefully constrained the future supply pipeline of land for affordable housing or affordable housing. One explanation is that the intensification enabled by the Unitary Plan will have an impact on overall housing affordability.



- This potential ‘supply and demand’-led outcome is a long time away, and the Reserve Bank’s Loan to Value Ratio intervention has been much more successful in stemming inflation than the consenting of nearly 40,000 houses under the Housing Accord.
- Contrary to prevailing political aversion to investment in social and affordable housing, internationally social and affordable/community housing remain large and important market sectors. They are, however, often overlooked within larger demand and supply crises.
- Many core service workers’ incomes are insufficient to achieve sustainable housing in cities where housing costs have escalated in response to market pressures. At times social and affordable/community housing are overlooked in the supply ecosystem because of political and media focus on open market dynamics, investment and returns, and demand drivers.
- The recommendations from the Mayor’s taskforce on Housing report focus strongly on increasing open market housing supply via industry measures, land supply, planning (resource and strategic), and infrastructure funding. The report does not adequately address Auckland’s high demand for affordable housing.
- Fundamentally, no current interventions or measures provide for a supply of affordable houses or land for low and median income earners or the community housing sector. The supply currently incentivised is open market supply.

***Auckland Council options to provide for Māori affordable housing outcomes***

- Auckland Council’s options for increasing or incentivising supply of affordable houses and providing for affordable housing for Māori in Tāmaki Makaurau are limited. However in order to effectively address Auckland’s housing needs, and deliver affordable housing options for Māori and all Aucklanders it is necessary that those options which are available are properly assessed and decided.

	Option	Cost analysis	Land held	Stock held	Affordable housing supply impact
1	Capital grants to the community housing sector	Cost per decision making via prioritisation of capital expenditure	N/A	N/A	<b>Direct impact</b> Note: could be part of agreement over council land
2	Sell Council–owned land for development of affordable housing: <b>disposal of bare land</b>	Under market value sale has an impact on overall return from existing land rationalisation programme	N/A	<b>NO</b>	<b>Direct impact (Barrowcliffe pilot)</b> Operationalised by Panuku
3a	Use Council–owned land to develop housing: Council develop housing and <b>dispose of land &amp; housing</b>	Significant investment recouped by disposal to providers, or higher return achieved.	<b>NO</b>	<b>NO</b>	<b>Direct impact</b> <b>Follows Haumarū Housing model.</b> Operationalised by Panuku
3b	Use Council–owned land to develop housing: Council develop housing and <b>dispose housing stock only</b>	Significant investment recouped by disposal to providers, <b>land asset retained</b>	<b>YES</b>	<b>NO</b>	<b>Direct impact</b> Land rationalisation premised on desire to reduce council land holdings. Operationalised by Panuku
3c	Use Council–owned land to develop housing: <b>develop housing and manage</b>	Significant investment in housing outcome, higher risk but likely long term ROI	<b>YES</b>	<b>YES</b>	<b>Direct impact</b> Development operationalised by



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	<b>housing</b>				Panuku, management under Auckland Council
4	Investment in innovation	Cost per decision making	N/A	N/A	<b>Direct investment</b> but indirect impact. The impact however may be substantial if innovation makes a difference
5	Unitary Plan change	<b>No capital cost.</b> Process cost only	N/A	N/A	<b>Direct impact</b>
6	Regulatory measures for mixed typologies and integration	<b>No capital cost.</b> Process cost only	N/A	N/A	<b>Direct impact</b>
7	Council internal programme for improving consenting efficiency and certainty in return to affordable housing provision	Process development and capability	N/A	N/A	<b>Impact as an incentive</b> , constrained by legislative regime and demand
8	Advocacy	Auckland Council obligation	N/A	N/A	<b>Indirect impact</b> , level of influence a variable
9	Innovative development agency based on the VAHA model	Cost to be determined, <b>links with 3a, b and c.</b>	N/A	N/A	<b>Direct impact</b>
10	Support and participation in the Auckland Housing Summit	Cost to be determined			<b>Impact determined by participation</b>
11	Internal affordable housing monitoring unit (Affordable Housing Unit)	Council reports SHA affordable housing currently monitored. Additional resource required when affordable housing supply increases via regulation	N/A	N/A	<b>Indirect impact</b> on delivery <b>but enables Council to better measure success</b>

### ***Auckland Council capital grants***

- The Council can provide capital grants to the community housing sector to develop housing.
- While Council's capital is constrained, the reality is that a portion of council's capital expenditure is subject to prioritisation and it is therefore open and necessary for Council to consider this option in the context of further work to address the affordable housing supply part of Auckland's housing crisis.

### ***Using Auckland Council land for housing***

- Using council land for housing could be achieved by council disposing of bare land at a cost that makes space for (and requires) the provision of affordable housing.
- Selling undeveloped land assumes a purchaser in a financial position to make the purchase and finance significant development. This would be prohibitive for many community housing providers and iwi but not for all, and an appetite for partnership with a view to collective growth in this sector is self-evident.
- Panuku Development Auckland highlights in its current Statement of Intent (Sol) its role in enabling the development of housing on council land at various price points and enabling



Māori commercial development opportunities. These in turn can deliver on the Auckland Plan transformational shift to 'significantly lift Māori social and economic wellbeing.'

- The Panuku Sol also notes a pilot project involving the disposal of council land for the development of housing at Barrowcliffe in Manukau. This pilot tests the approach as a means to deliver on the direction that Panuku will 'partner with mana whenua, CHPs and HNZZ/HLC, private sector and other parts of the Council family to deliver Auckland outcomes.' These opportunities need to be scaled up and expedited in order to leverage Auckland Council's public land holdings and revenue.
- Council can also use council-owned land to develop housing. Land value, not 'improvements' in the form of structures, is the driving force in Auckland's housing crisis and hence council's land-holdings represent the most fundamental opportunity to deliver housing in an affordable bracket.
- In the case of council undertaking the development of housing on council land, council could either then sell the housing stock and land at cost (an affordable price point), sell the housing stock and retain the land, or retain ownership of the housing stock and land and either manage it in-house or contract for management services.
- Developing and then selling the housing stock either to community housing providers (which may include iwi or Māori groups) or to qualifying purchasers (which may include Māori purchasers) provides a direct supply of affordable housing. This model is being used by Auckland Council via Panuku in the Haumaru Housing 'Wilsher Village' development.
- In Auckland's case, selling the bare land or developing housing disposal or retention would be operationalised by Panuku Development Auckland (Panuku). There is debate about Panuku's mandate to use council land for affordable housing as this implies an under-value disposal of council land.
- The Haumaru Housing partnership between Auckland Council and the Selwyn Foundation involves Auckland Council using council land for housing and funding the development of housing for subsequent disposal to the partnership vehicle.
- This model illustrates that the relevant mandate for Panuku to use council land and develop housing are in place. Further, concern about the disposal being 'under-value' fails to take into account council's responsibilities in protecting the wellbeing of the community, the basic social return achieved, or a theoretical delivery against non-fiscal council drivers.
- Developing and then selling the stock requires substantial initial investment which would be largely recouped upon disposal. The degree of return may be largely controlled by the degree to which enabling the affordable housing outcome is prioritised. This option also serves to protect community housing providers (mostly charities) from the inherent risks of construction development, and thereby increases capacity in their core role.
- Developing and then retaining the housing stock for management by council requires significant reinvestment in related internal capabilities, and significant financial provisions for on-going maintenance. However, sustained ownership could provide for returns in the long term and provide an asset base delivering major affordable housing developments. Alternately, the management of the stock could be contracted out.
- Objectively, it is open and necessary for council to consider and expressly decide on using council land for affordable housing through either disposing of the land at a price that enables affordable housing provision, or developing affordable housing on council land as options in the context of further work on the affordable housing element of Auckland's housing crisis.

#### ***Auckland Council Investment in innovation***

- Construction innovation could provide efficiency and cost reductions which could in turn have an impact on affordability. As noted however, having an impact on Auckland's overall housing affordability is distinct from increasing the supply of *affordable housing*.



- Auckland Council, through ATEED is well placed to foster innovation in the construction industry, and the Board's Quality Affordable Housing draft LTP business case includes a proposition and analysis.

#### ***Auckland Council Unitary Plan change***

- The exclusion of affordable housing provisions from the Unitary Plan has vastly reduced the pipeline of affordable housing supply created under the Auckland Housing Accord.
- Further advice is required on this point but it is understood that while there is a general prohibition on plan changes for the first two years of the Unitary Plan's operation, Auckland Council's Governing Body can agree to consider a plan change at any time.
- Affordable housing provisions could reflect the Housing Accord trade off of greater intensification in return for the provision of affordable housing or land, for example. This would effectively stimulate affordable housing supply, while relocating the cost of affordable housing away from Auckland Council and onto developers and willing community housing providers.

#### ***Auckland Council Regulatory measures for mixed typologies and integration***

- While the Unitary Plan has provided for intensification, there is an important role for regulatory provisions which incentivise affordable housing through mixed typology developments, and promote the integration of affordable stock into developments.

#### ***Auckland Council Consenting efficiency and certainty in return to affordable housing provision***

- Consenting is a constraint on construction efficiency and for some developers a trade-off between increased certainty in consenting and delivering some units at an affordable price may be attractive. This is also an open market stimulus strategy noted in the Mayor's taskforce report.

#### ***Auckland Council advocacy***

- A core role of Local Authorities is advocacy to the government on behalf of Auckland.
- The government has made or announced significant investment in Auckland's housing solutions recently. However, this investment has been almost exclusively directed toward the funding of infrastructure. This indicates alignment with Auckland Council's focus on supporting the construction of new homes in green-field areas around the periphery of Auckland.
- The Unitary Plan provides for a great deal of intensification in Auckland's suburbs, and this intensification may provide scope for the emergence of some affordable stock on private brown-field in existing urban areas. The government's investment in infrastructure needs to also underpin the development of affordable housing and Auckland Council's advocacy should reflect this.
- The government has also recently made a number of ad hoc investments in emergency housing 'beds' in Auckland. This investment needs to be sustained and programmed in order to support the emergency housing sector to grow, plan and control their business and Auckland Council's advocacy should reflect this.
- The government's current state housing programme is substantial in Auckland. Housing New Zealand developments should to reflect Auckland's desire for new homes to be of a high quality, suitable design, and provide a basis for rejuvenated suburban areas in which residents love to live.
- A responsive relationship with the government is required to enable new matters to be addressed effectively.

#### ***Auckland learning from Vancouver's 'VAHA' model***





- Auckland Council in partnership with the crown and others could establish an Auckland institution similar to the Vancouver Affordable Housing Association (VAHA).
- VAHA has a primary mandate to create and expedite the delivery of affordable housing through the development of City-owned land. Vancouver Mayor Greg Robertson has said about his model 'At [council] we'll keep pursuing all options and tools available to build more affordable rental housing.'
- While there are similarities between the VAHA model and Panuku, the VAHA model differs in that it is a cross-sector body with a singular focus on affordable housing. Panuku's core role is much broader with affordable housing only one element in a bigger picture.
- An Auckland iteration of VAHA could also be empowered with either new compulsory acquisition powers, or a clear mandate to use the existing powers for housing.

*Auckland Council participation in the Auckland Housing Summit*

- Auckland Council must be a part of all Auckland housing solutions, whether those solutions come from the public or private sector.
- The Auckland Housing Summit is seeking to establish a Collective Impact response to this crisis, and while no party is indispensable the project will be at its most successful with the full support of public sector institutions including Auckland Council.

**Auckland Council Affordable Housing Unit**

- Recent media coverage has highlighted some confusion over the monitoring of affordable housing provisions being supplied through Special Housing Areas (SHA). The SHA regime will continue to deliver housing stock and some affordable housing for a number of years into the future due to the normal speed of construction.
- It is important that developers are held to account for delivering any affordable housing required by in each development, and that affordable provisions are effectively monitored and accounted for by a public monitoring body, in this case Auckland Council.
- Changes to further promote the delivery of affordable housing will increase affordable housing supply and therefore increase the required monitoring burden.
- A standalone unit within Auckland Council with the specific role of accounting for affordable housing supply will ensure that role is completed effectively, while also enabling related work in assessing outcomes, policy development, or strategic planning for example.

**Attachments**

No.	Title	Page
A	Quality Affordable Housing Position Paper	51

**Signatories**

Authors	Brennan Rigby - Principal Advisor Social Outcomes
Authorisers	Catherine Taylor - Manager Policy and Evaluation Brandi Hudson - Independent Maori Statutory Board CEO





INDEPENDENT MĀORI STATUTORY BOARD	POSITION PAPER
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AGREED STATEMENT OF POSITION ON:	<b>QUALITY AFFORDABLE HOUSING</b>
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Date approved:	Resolution number:
Signed: [Board Chair]	Signed: [CEO]

**Background:**

The Board has undertaken considerable advocacy on quality affordable housing for Māori.

The Board supports reasonable measures to increase housing affordability, and supports Auckland Council's proxy (un-official) target 'median multiple' ratio of 1:5.

Significant Crown and Council investment in public housing is required urgently to address the housing deficit and provide for anticipated future growth.

The Auckland Council Māori Cultural Initiatives fund provides some support for papakāinga as a form of affordable housing.

The Mayor's task force on housing focused on increasing housing supply, and not *affordable housing*. Households on a low or medium income include many core and essential services professions, and much of Auckland's younger workforce. They require housing at an affordable price, or housing accessed as emergency, social and affordable housing including through community providers.

Auckland Council is well placed and resourced to respond to this need. Auckland's housing crisis, the Mayor's task force recommendations, and the range of options for Auckland Council engagement lead toward on-going work, and the need for a statement of position.

**POSITION**

Regarding QUALITY AFFORDABLE HOUSING the Board has considered the available information and advice and agrees -

- a. That housing is a human right<sup>xi</sup> which must be provided for, including via taxes and rates;
- b. To acknowledge Community Housing Aotearoa's vision "*All New Zealanders well-housed*"<sup>xii</sup>;
- c. That the Unitary Plan is amended to include appropriate affordable housing provisions;<sup>xiii</sup>
- d. That development of affordable housing on Auckland Council land be accelerated through current or new pilots and models, and expressly mandated;
- e. To support and recommend increased Auckland Council investment in innovation;
- f. To recommend increased Auckland Council support with sector/private innovations or projects;
- g. To recommend support for Auckland Council regulatory change for affordable housing, and related advocacy to central government;
- h. That environmental protection remains a key imperative for the Board, and in that context major brownfield and infill development is prioritised over greenfield expansion.

**Key documents and commentary**



1. The Schedule of Issues of Significance to Māori in Tāmaki Makaurau includes the goal that Māori are empowered, enabled, respected and recognised as requiring affordable, quality housing across Auckland, by a council that recognises improved housing is a priority for increasing the standard of living and quality of life for Māori.
2. The Board's Strategic Priorities 2016 – 2019 states that Affordable Housing for Māori is a Board priority in the current term (as it has been in previous terms). This priority includes the following statements:
  - a. Take leadership and implement a strong communications strategy to advocate so that all sectors work together to address housing for Māori in Tāmaki
  - b. Support the establishment of a Māori Community Housing Provider of scale in Tāmaki Makaurau.
3. The Board's 2017 LTP Business Cases include a business case on Affordable Housing to promote council investment. It covers direct investment and other strategic approaches to achieving affordable housing in today's market. An increase in the availability of social and/or affordable housing may promote more options for addressing homelessness especially when using a Housing First approach.
4. The Board consistently advocates for services which are fit for purpose and responsive to cultural and contextual expectations, and services and projects which are adequately supported for agreed measurable outcomes and successful interventions are promoted and reinforced.
5. The Mayoral Intent for the 10-year Budget (Long-term Plan) 2018–2028 has also been reviewed prior to completion of this paper.

#### **Detailed context for this policy position**

The Board has undertaken considerable advocacy on quality affordable housing for Māori.

The Board considers that housing is a human right which should be provided for as a last resort through taxes and rates. This means that New Zealanders are able to access social, emergency or affordable housing as required. Both Crown and Auckland Council (including legacy councils) have reduced or withdrawn from housing provision over recent decades, and the Board considers that significant Crown and Council investment in public housing is required urgently.

The establishment of the Auckland Council Māori Cultural Initiatives has created an opportunity to Māori in Auckland wanting to develop papakāinga. This fund is due to increase substantially in year for of the current LTP.

The Board has also recognised the wider impact of the housing crisis and has expressed its support for any measures targeting an increase in housing affordability, and Auckland Council's proxy (un-official) target 'median multiple' price to household income ratio of 1:5.



Further, the Board has reviewed the Mayor's task force on housing and concluded that the recommendations lean too heavily toward increasing housing supply, with little if any consideration given to increasing the supply of affordable housing.

Increasing housing supply is a complex and long term activity which should have a cooling effect on Auckland's housing market by readjusting the imbalance of constrained supply against ever-increasing demand. However, the Auckland housing market is such that even a cooling period is unlikely to significantly house prices to the extent that would create a private market environment in which low and/or medium income households could afford .

The Auckland Housing Accord provided for Special Housing Areas which in turn provided for a supply of land for affordable housing or affordable housing itself. There was some anticipation that those affordable housing provisions were to be transposed into the Unitary Plan. These provisions were excluded from the Unitary Plan by the Independent Hearings Panel, and then then by Auckland Council. As such an important regulatory setting for the on-going supply of affordable housing has been switched off.

Affordable housing provisions in the Unitary Plan would uniquely place the onus for the provision of land for affordable housing or affordable housing itself on developers. This can be achieved by a plan change. The cost would fundamentally be met by commercial developers and/or partners. This would create a significant benefit for Auckland in the form of a secure on-going supply of affordable housing, increased security of tenure for low and medium income households, and increased housing stability across our workforce.

Inserting affordable housing provisions in the Unitary Plan would require a plan change. The rule that no plan changes can be made in the first two years of the plan's operational life can be over-ruled by the Governing Body deciding to consider a plan change.

Households on a low or medium income form an important and distinct subset of housing demand as these income brackets include many core and essential services professions, as well as much of Auckland's younger workforce whose income is constrained by their career stage and for whom leaving Auckland may be a more realistic option.

These households constitute a huge, unmet, and static need for housing which can either be transacted at an affordable price, or utilised in an emergency, social and affordable context including development and management by community housing providers.

The Mayoral Intent for the 10-year Budget (Long-term Plan) 2018–2028 in regard to affordable housing specifically asks:

- How Council can further influence the supply of affordable housing including by employing regulatory tools? And
- How we can maximise the outcomes from Panuku's Transform, Unlock and Support programmes and work with central government on redevelopment of Housing New Zealand properties and what the budgetary implications are?



Both of these questions are addressed in this position paper which highlights Panuku programmes of note, and regulatory approaches available to Auckland Council.

**Item 8**

**Attachment A**



## Consenting update

File No.: CP2017/17636

### Recommendation/s

That the Independent Māori Statutory Board:

- a) consider the attached presentation, which provides an update on various consent related matters, and seek further information as required.

### Purpose

1. To provide an update to the IMSB on various consent related matters.

### Executive summary

2. A presentation is attached which provides an update on various consent related areas, including:
  - iwi interactions with the Resource Management Act and the resource consent process
  - the Consenting Made Easy change programme
  - the approach to Māori responsiveness within Regulatory Services.

### Attachments

No.	Title	Page
A	Consenting process and engagement with Māori	57

### Signatories

Authors	Tanya Stocks - Programme Director
Authorisers	Ian Smallburn - General Manager Resource Consents





A large blue rectangular area with white text and graphics. The text is oriented vertically. The background has a subtle pattern of overlapping circles and a faint map of New Zealand.

**Consenting process and  
engagement with Māori**

IMSB

Sept 2017

BE THE HOW.

A small logo consisting of several red and green dots arranged in a circular pattern.



## Scope of today

1. Iwi interactions with the RMA and the resource consent process
2. Consenting Made Easy change programme
3. Māori responsiveness within Regulatory Services



BE THE HOW.



# 1. Iwi interactions with the RMA and the resource consent process with Auckland Council

# What we are covering....

## Resource consents

- Council interface with iwi, how the process works, iwi interface with applicants, statutory timeframes, decision-making and the role of the planner

## Applying RMA 101 to the consent process


- Role of reporting planner, requests for further information, infringements vs effects assessments

... And how Māori interface with the process





# Council interface with Iwi on consents

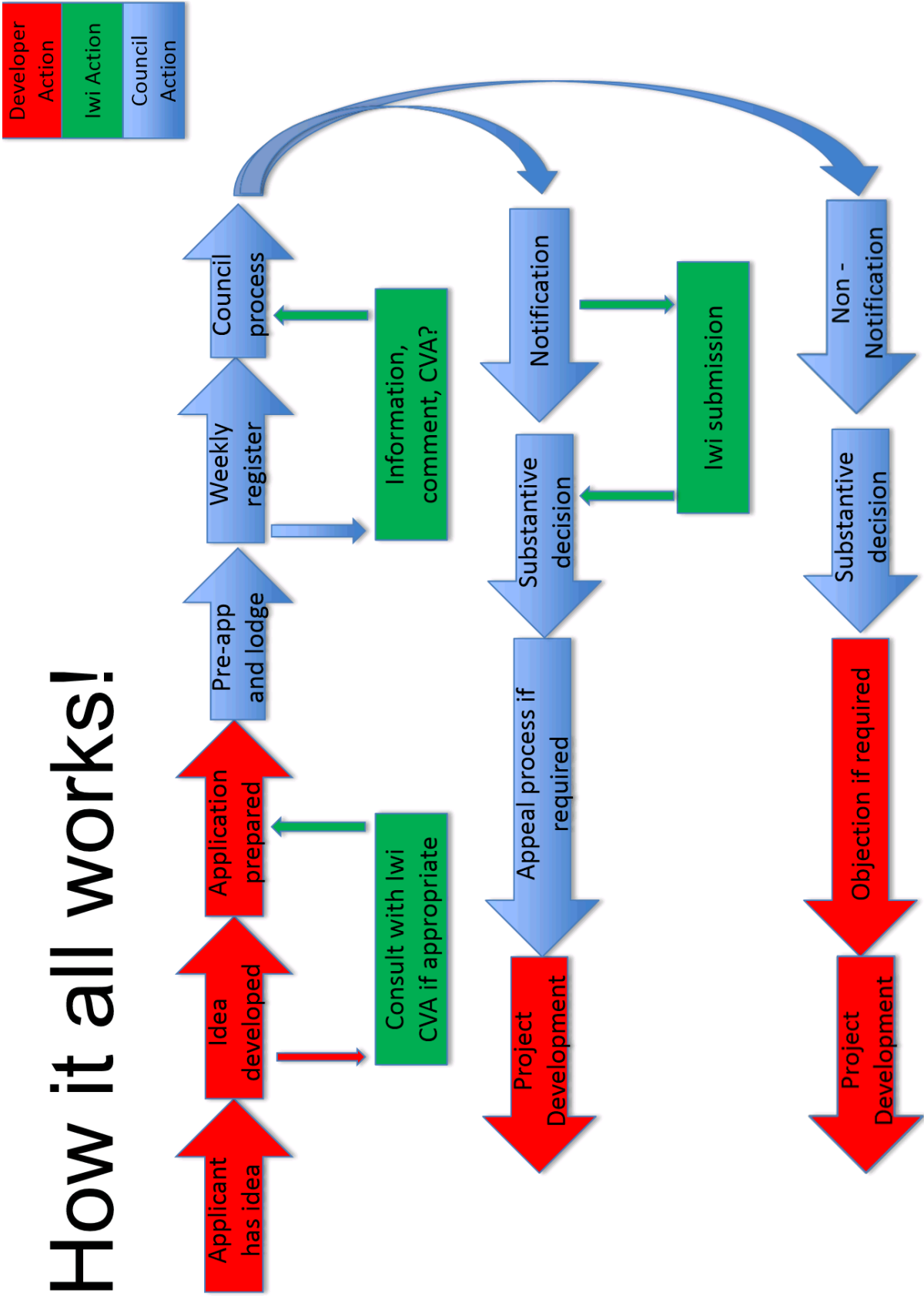
- 
- How do we get the information to Iwi?
    - Weekly register
      - All consents by Iwi areas of interest
      - Looking to provide this information in real time
    - Iwi review register and identify consents of interest
      - Can request application documentation
      - Can arrange visits (with applicant)
      - May result in CVA if appropriate
    - CVA facilitation service
      - Service offered by council to Iwi believe CVA is required or if applicant intends to engage
      - Makes the connections and introductions
    - Maunga Authority update
      - Separate fortnightly report to the Maunga Authority relating to applications around the 14 Maunga
    - Council needs to work on feedback to Iwi following the process



Item 9

Attachment A

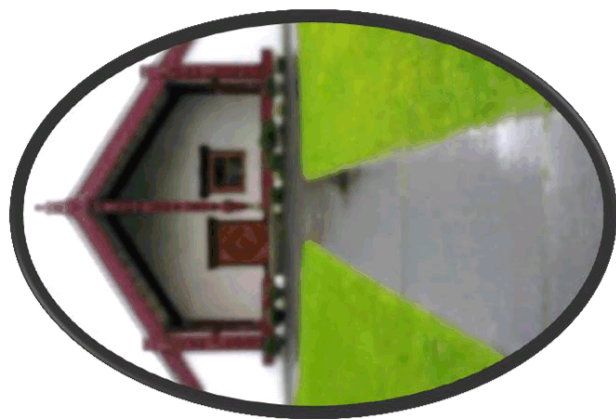
# How it all works!





# Iwi interface with applicants

- Ideally interface occurs before lodgement
  - Suggested and supported by planners during pre-application process
    - Consultations can occur early with applicant
    - Can result in CVA or other agreed outcome
    - Consultation does not mean agreement
- Following application
  - Iwi can express interest, information request, response (or not)
  - Can result in CVA following application



# Timeframes

- Non-Notified = 20 WD
- Limited notified (Hearing) = 100 WD
- Publicly notified (Hearing) = 130 WD
- Fast track (from 18 October 2017) = 10 WD







# Decision making process

Two decisions required:

- Notification
  - Non-notified
  - Limited notified
  - Publicly notified
- Substantive decision
  - Granted or refused
  - If granted, imposition of conditions





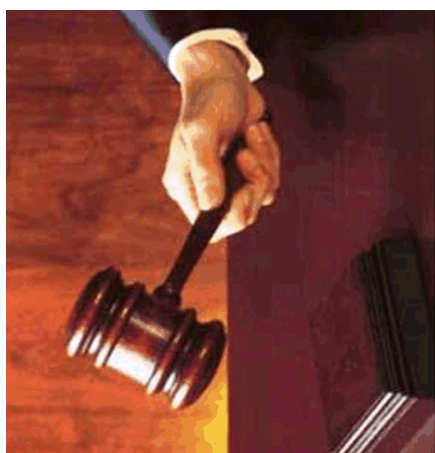
## Substantive decision

- Based on the activity status
- Consider all positive **and** adverse effects
- Consider all relevant documents / matters
- Other matters (e.g. Auckland Plan; Local Board Plan)
- Achieves sustainable management purpose
- If granted, impose conditions





# What happens next



## Appeals:

- right applies to applicant for resource consent and submitters to a notified or limited notified application
- Once an appeal is lodged, submitters can join the proceeding – become section 274 party who are fully involved in any settlement or hearing process



## Role of reporting planner

- Case manages the consent process
- Single point of contact with applicant
- Undertakes the assessment of effects to determine whether acceptable or not
- Takes all inputs into consideration to reach a balanced overall conclusion.
- Ensures that all conditions are effective, enforceable, and legal.
- Presents recommendations to decision maker





## CVA

- Review being undertaken by RIMU
- Assessing the effectiveness of Mana Whenua Cultural Value assessments
- Ensuring an effective process is in place





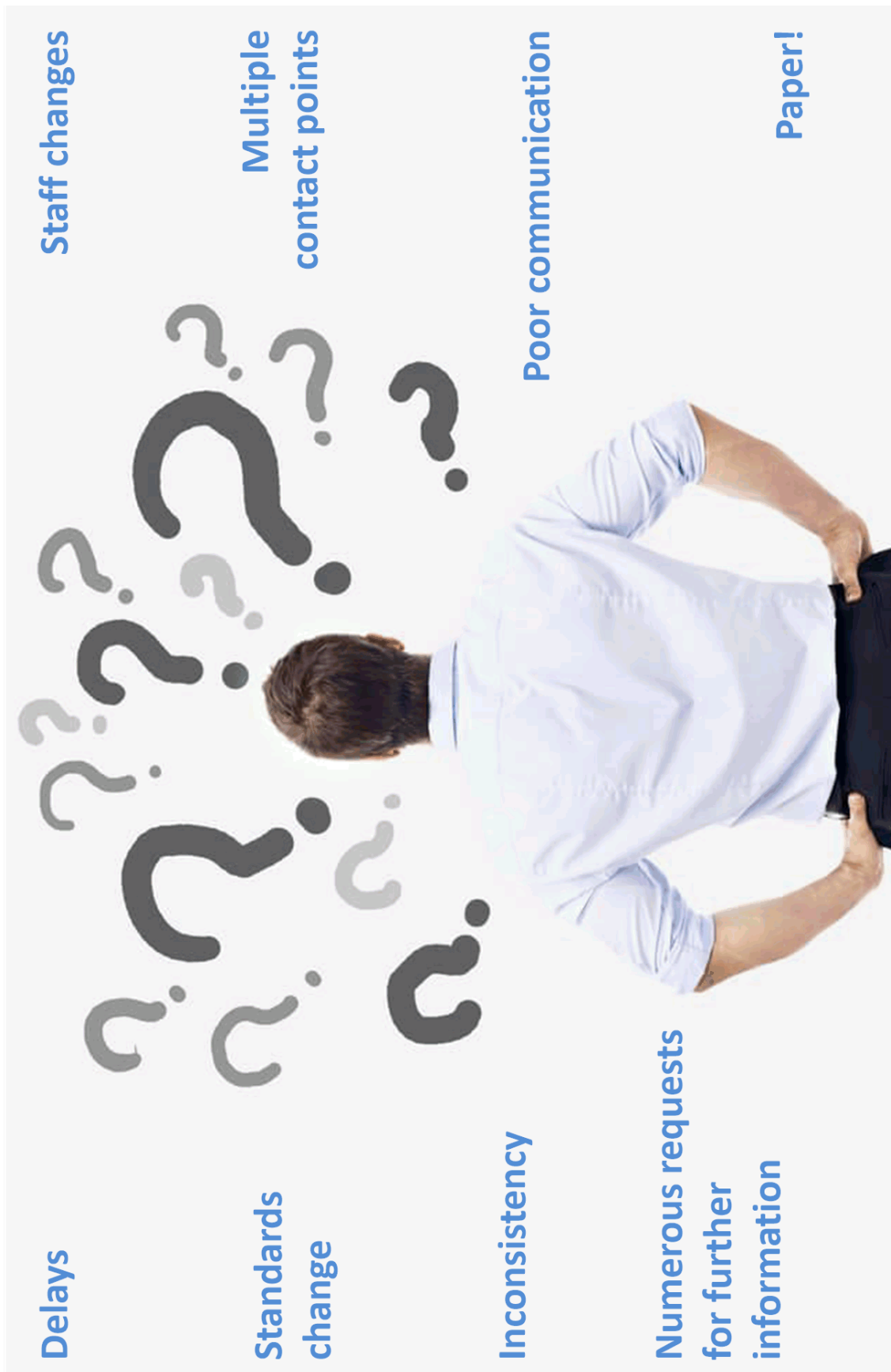
## 2. Consenting Made Easy

- Regulatory Services Change programme





## Common customer experience





## Current Council experience

- Generally early engagement and constructive pre-app phase
- **34,000** building and resource consents each year
- **49%** of resource consents require further information (s92)
- **72%** of building consents require further information
- **24%** of building inspections fail
- Over **4,000** consent-related phone calls per week





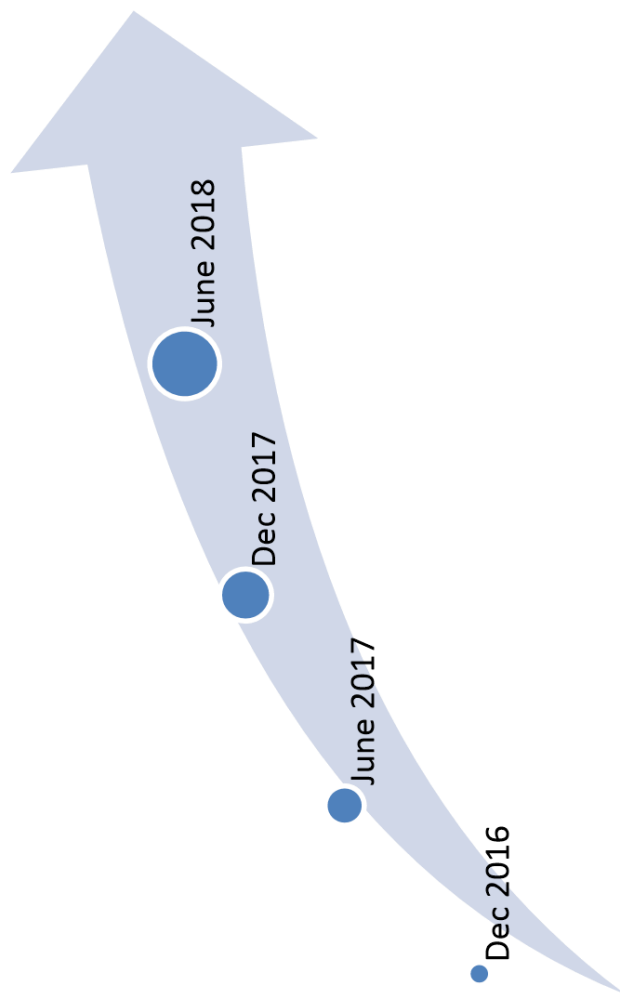


# Consenting Made Easy (CME)

Organisational change programme to **reshape the future of consenting** in Auckland

It includes:

- New tailored service offers
- Process redesign
- Technology investment
- People investment



**“An easy, efficient, consistent  
and integrated consenting experience”**



## A shift to four tailored services

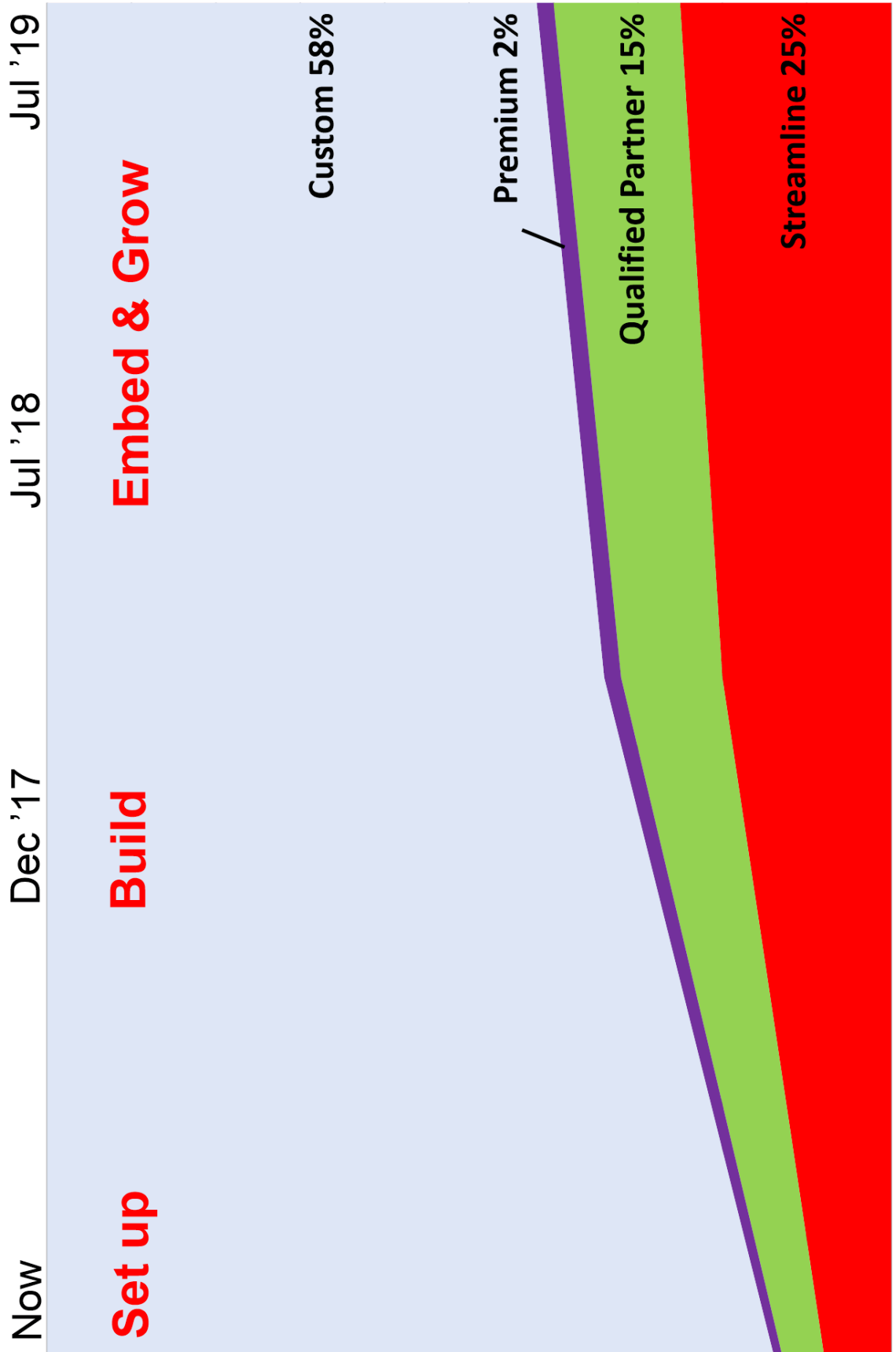
<p><b>Streamline</b></p>	<ul style="list-style-type: none"> <li>• Fast processing of consents for straight-forward projects</li> </ul>
<p><b>Qualified Partner</b></p>	<ul style="list-style-type: none"> <li>• Partnership approach - strong focus on quality</li> <li>• Suits programmes of work</li> <li>• Fast processing of building consents</li> </ul>
<p><b>Premium</b></p>	<ul style="list-style-type: none"> <li>• Complex projects</li> <li>• Lead contact actively manages consent process</li> <li>• Experienced and collaborative cross-council team work to resolve complexities early</li> </ul>
<p><b>Custom</b></p>	<ul style="list-style-type: none"> <li>• Medium to high-complexity projects</li> <li>• Pre-applications strongly advised</li> <li>• Statutory timeframes</li> </ul>

Grow low complexity channels to **free up capacity** for more complex projects

All services aim to meet the **end-to-end** regulatory approvals needed for the project

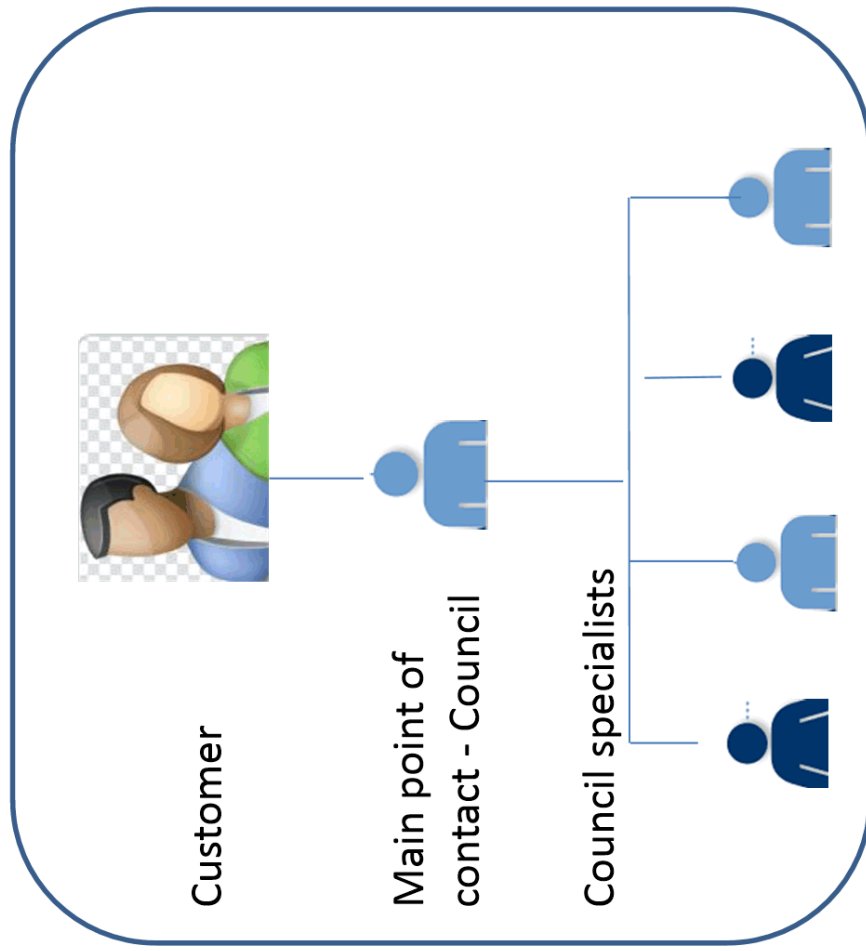


# New services will grow over next 3 years



# All services aim to provide a seamless experience

- ✓ One main point of contact
- ✓ Consistent advice
- ✓ No surprises
- ✓ Better communications
- ✓ Better management of outsourcing experience



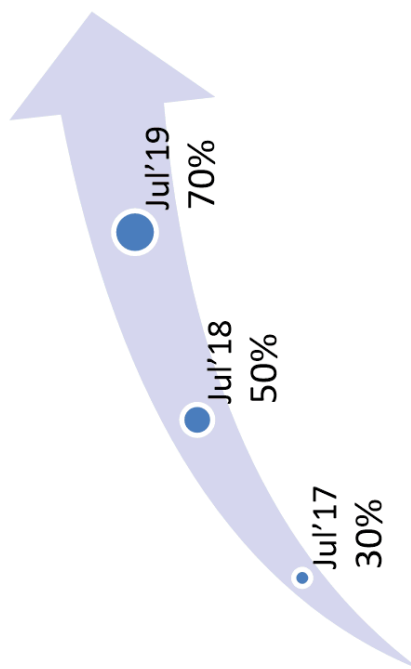


## All consenting services are moving online



- Improved website
- Pre-application guidance
- Calculate estimated costs
- Lodge, track and pay online
- Requests for further information
- CCC documentation
- Book inspections
- Share access
- View statutory and calendar days

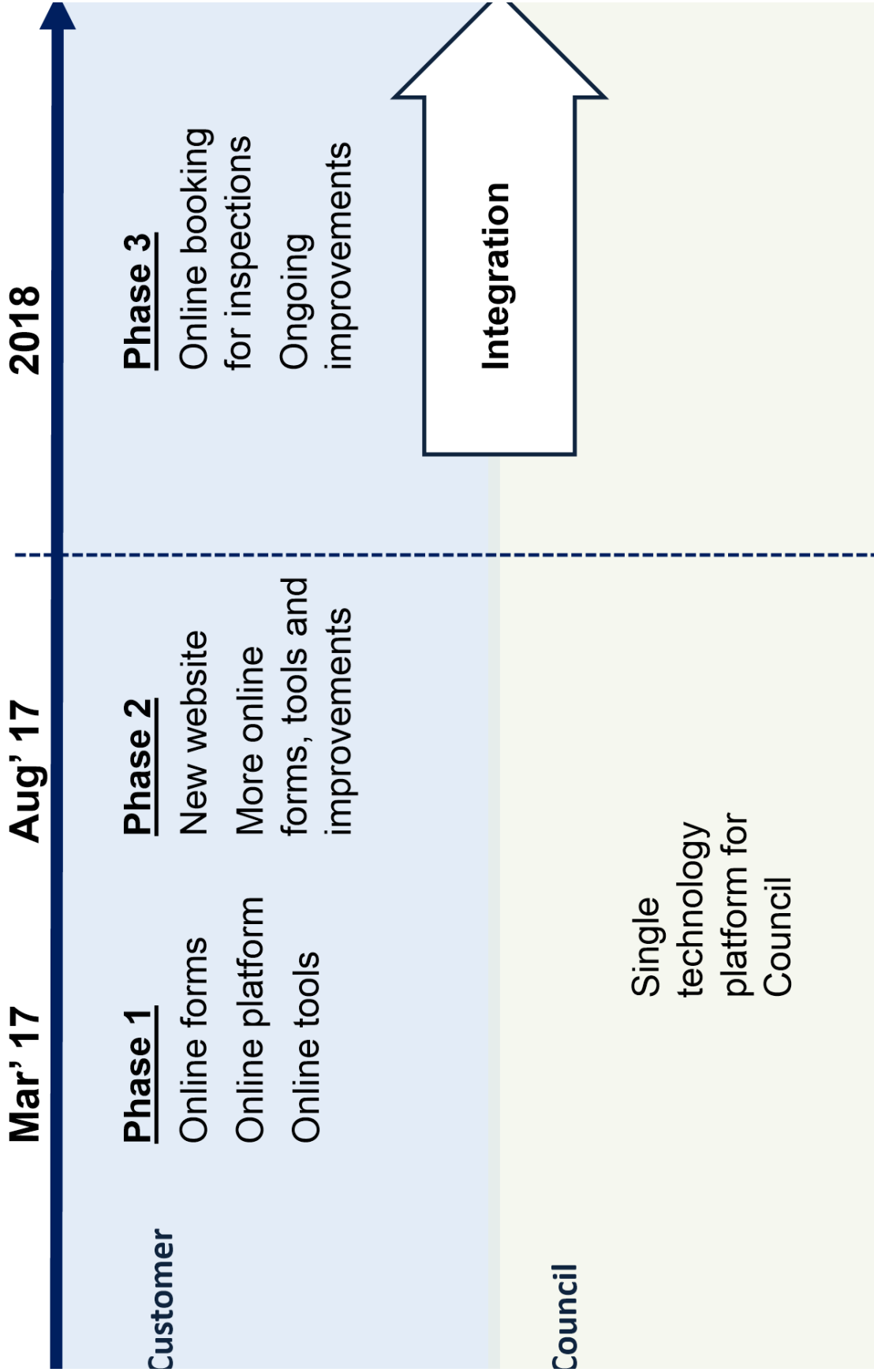
➤ **Faster, more transparent, more convenient**



**Online targets**



# Technology investment will take some time



## We are investing in a strong customer-focused culture

- New customer-focused performance framework
- Proactive staff empowered to solve problems and make decisions
- A more flexible and rewarding work environment
- Service culture training and development
- A stronger focus on industry engagement and partnership
- Future Shape



## The end game

- **Lift customer satisfaction**
  - A **faster** and **easier** service, with **online** capability
  - **Consistent** advice and decisions
  - An **integrated experience** across all consenting needs
- **Improve efficiency**
  - **Effectively manage increasing volumes** with timely delivery
  - **Faster, better and more flexible** allocation of resource
- **Lift staff satisfaction**
  - **Easier** and faster to get work done
  - A **flexible and rewarding** work environment, with improved career opportunities
  - **Retain** our staff
- **Lift council reputation**
  - Viewed as **reliable, professional, trustworthy and a single integrated entity**
- **Improve outcomes**
  - **Deliver quality outcomes** for Auckland
  - Respond positively to market growth pressures







# 3. Māori Responsiveness within Regulatory Services

Nā Phoebe Monk  
Kaiwhakaterere Āheinga Whakautu Take Māori mō Ngā Rātonga Whakarite Ture



## Engagement with Māori Communities

- What is our regular engagement?
  - Largely reactive engagement at the moment
  - Facilitation Service
  - CIA / CVA Hui
  - Plan to engage directly with iwi authorities
  
- What is our planned engagement with Mataawaka?
  - Engagement wānanga hosted by Principal Advisor Māori Engagement
  - Regulatory Roadshows
    - Information about Consenting Made Easy, Resource Consents, Building Consents and Licensing and Compliance matters
  - Also invite Māori Housing Unit



## Regular Engagement

- Very little 'regular' engagement
  - CVA / CIA Hui – want to change the focus of these hui
  - Engagement Wānanga – Principal Advisor Māori Engagement
- Reactive engagement
  - Direct contact from Māori communities e.g. Iwi Management Plans
  - Colleagues in Council e.g. Māori Housing Unit
  - Legislative Changes e.g. Food Act
- RIMU Research Project
  - Assessing the effectiveness of Mana Whenua Cultural Values Assessments



## Planned Engagement

- Roadshows
  - Consenting Made Easy
  - When Resource Consent & Building Consent required
  - Customer Enabled Compliance
  - Proactive Compliance
  - Māori Housing Unit
- Meet with Iwi Authorities & Māori Community groups
- Co-design new CVA process
- Iwi Management Plan reviews



## **Futureshape**

- **Creation of Senior Advisor Māori Responsiveness**
  - Sits in new Service, Strategy and Integration Department
- **Key Responsibilities included in job descriptions for People Leaders**
  - Specific Māori Responsiveness KPIs to be developed
- **Māori Technical Specialists**
  - Identify technical experts who will be ‘go to’ people on Māori technical issues
  - Create a Community of Practice





## 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:

### C1 Māori Economic Development - Auckland Tourism, Events and Economic Development (ATEED) Update Report

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)(b)(ii) - The withholding of the information is necessary to protect information where the making available of the information would be likely unreasonably to prejudice the commercial position of the person who supplied or who is the subject of the information.  In particular, the report contains	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.

### C2 NZIER Report; The Māori Economy of Tāmaki Makaurau, Improving performance and measurement, July 2017 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)(b)(ii) - The withholding of the information is necessary to protect information where the making available of the information would be likely unreasonably to prejudice the commercial position of the person who supplied or who is the subject of the information.  In particular, the report contains	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.

<sup>i</sup> Statistics New Zealand 2009: "Homelessness is defined as a living situation where people with no other options to acquire safe and secure housing are: without shelter, in temporary accommodation, sharing accommodation with a household, or living in uninhabitable housing."

<sup>ii</sup> The target of homelessness being 'rare, brief, and non-recurrent' reflects a recognition that eradicating homelessness is probably not achievable. It has been widely adopted internationally and was reference in Auckland Council's relevant Environment and Community Committee meeting resolution on 08 August 2017 (resolution number ENV/2017/118).



<sup>iii</sup> Founded by Sam Tsemberis, Housing First approaches are those that remove rather than implement barriers to accessing housing, in addressing homelessness.

<sup>iv</sup> Community Housing Aotearoa, 2017.

<sup>v</sup> 'Discharged' means discharge from any health, care or other authority or provider.

<sup>vi</sup> 'Liberated' means liberation or release from any incarceration, or from the care or custody of Department of Corrections, Police, Ministry of Justice, Oranga Tamariki, or other authority or provider.

<sup>vii</sup> Environment and Community Committee resolution, 08 Aug 2017 (res ENV/2017/118).

<sup>viii</sup> The role of local authorities is defined by legislation including providing necessary infrastructure in particular.

<sup>ix</sup> The role of local authorities is defined by legislation including providing for the wellbeing of individuals and community.

<sup>x</sup> Australian research has highlighted the direct high cost of rough sleeping to the health sector which illustrates the need to potentially re-direct funding to address homelessness and the potential multi-sector outcomes for doing so, above and beyond the individual outcomes.

<sup>xi</sup> Universal Declaration of Human Rights, 1948.

<sup>xii</sup> Community Housing Aotearoa, 2017.

<sup>xiii</sup> See discussion under heading 'Detailed context for this policy position'.