



I hereby give notice that an ordinary meeting of the Finance and Performance Committee will be held on:

Date: Thursday, 12 December 2013
Time: 9:30am
Meeting Room: Reception Lounge, Level 2
Venue: Auckland Town Hall
301-305 Queen Street
Auckland

Finance and Performance Committee OPEN ADDENDUM AGENDA

MEMBERSHIP

Chairperson	Cr Penny Webster	
Deputy Chairperson	Cr Ross Clow	
Members	Cr Anae Arthur Anae	Cr Calum Penrose
	Cr Cameron Brewer	Cr Dick Quax
	Mayor Len Brown, JP	Cr Sharon Stewart, QSM
	Cr Dr Cathy Casey	Member David Taipari
	Cr Bill Cashmore	Member John Tamihere
	Cr Linda Cooper, JP	Cr Sir John Walker, KNZM, CBE
	Cr Chris Darby	Cr Wayne Walker
	Cr Alf Filipaina	Cr John Watson
	Cr Hon Chris Fletcher, QSO	Cr George Wood, CNZM
	Cr Penny Hulse	
	Cr Denise Krum	
	Cr Mike Lee	

(Quorum 11 members)

Crispian Franklin
Democracy Advisor

10 December 2013

Contact Telephone: (09) 373 6205
Email: crispian.franklin@aucklandcouncil.govt.nz
Website: www.aucklandcouncil.govt.nz

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Resource Consent & Building Control Activity and Performance Update

File No.: CP2013/27898

Purpose

1. This report provides the Committee with an update on Resource Consent and Building Control activity, performance levels and operational excellence approaches being taken to manage higher consenting demands.

Executive Summary

2. The Auckland economy is improving, and with it, consenting volumes are increasing. Current trends are expected to continue in 2014. Volumes for resource consents and building consents over the last 3 years are shown in Attachment A.
3. Decisions are being delivered in good time. The Building Control and Resource Consent teams are achieving levels of 95% of non-notified consents within timeframe for Resource Consenting and 98% for Building Control (for the 12 months to October 2013)
4. There are also extensive quality assurance practices operating in the Building and Resource consenting areas. The current practices have been reviewed by Audit NZ, IANZ for Building Accreditation and MfE for Resource Consents. The Office of the Auditor General (OAG) will carry out a review of the Building Control department in early 2014. The OAG is required through the Auckland Council legislation to carry out periodic audits on operational performance.
5. Both Departments are positioning to meet increased demand through increased resourcing, coupled with business innovation e.g. fast-track and risk-based application processes for straightforward consents. Additional demand has resulted from the notification of the Unitary Plan, and as market competition for skilled professionals heats up. Both Departments have developed supplier panels to provide overflow capacity where needed.
6. The two Departments will continue to review and forecast consenting demand. Further updates will be provided to the Committee as required setting out projections and any financial implications due to the additional demands.

Recommendation/s

That the Finance and Performance Committee:

- a) That the report be received.

Discussion

7. Building and Resource Consenting Service Delivery

The Building and Resource Consenting departments deliver customer facing services from all service centres. The two teams have a total staff of over 1,100, with additional external consultants utilised to manage overflow work during peak periods. The table below highlights the services and activities undertaken by Building Control and Resource Consent departments

Services	Building Control	Resource Consents
Service centres	All service centres	All centres (Excluding Great Barrier)

Number of Staff	546	588
Customer Activities	Building consents Building inspections Compliance Weather tightness Swimming pool fencing compliance LIMs and property information	Resource Consent assessment Engineering Approvals Monitoring & Compliance Enforcement Front of House Advisory Services Assessment of Development Contributions
Management Units	Building Control (North, West, South, Central) Manukau Building Consultants Policy, Training and Resolutions Claims Building Support Business and Customer Services	Natural Resource & Specialist Input Resource Consent & Compliance (North, West, South, Central) Projects , Practices and Resolutions Business Support and Customer Service and Engagement
Annual Consent Volumes	16,000-18,000	13, 000-14,000

* Building Control are currently consulting with staff on a proposal to change from a geographically based management team structure to a functional structure

8. Consenting Volumes

Consent volumes have increased significantly over the last 16 months for both Building and Resource Consents received. Resource Consents numbers increased by 15% in 2012/13 and have increased a further 25% for the first quarter of 2013/14 compared to prior year comparatives. Building consent volumes have increased, but not at the same rate. The time lag between the issue of a resource consent and construction can be up to 3-5 years for the larger developments that involve subdivision and infrastructure development. The higher volumes have been driven by a number of factors, including the general upswing in the economy, the notification of the unitary plan and a backlog in residential development.

Consents Received Comparatives			
Period	Building Consents		Resource Consents
	Total	Residential	Total
Year to 30 June 13 compared to same period prior year	+5%	+8%	+15%
Four months to Oct (Jul –Oct 13) compared to same period prior year	+9%	+12%	+ 25%

The 25% increase in resource consent activity over the last four months is most notable in the North 41%, Central 22% and South 17%. The nature of consent applications has also changed in the last 6 -12 months. During 2011/12, a significant portion of consents were for alterations and additions to existing dwellings or buildings or for smaller subdivisions. Volumes for these consents remain high, but Council is seeing an increase in the number of applications for

apartments, large green-field developments, and a greater number of infrastructure projects e.g. Waterview extension, Watercare central interceptor.

9. Operational Excellence

The Building and Resource Consenting teams have active programmes to enhance operational performance. These initiatives ensure better management of consent demands and timeframes, enable implementation of legislative changes, improve the customer experience and achieve quality development outcomes aligned to the Auckland Plan. For both Resource and Building control, key performance measures are the delivery of good decisions, in good time, and at reasonable cost. Set out below are the time, and cost parameters, and a description of three recent projects demonstrating the quality outcomes delivered.

Timeframe Performance

Period	Building Control	Resource Consents	
		Non Notified	Notified
Prior to 1 November (Legacy Councils)	92%	89%	Not available
Year to 30 June 2013	96%	95%	84%
Four months to Oct. 2013	99%	94%	78%

Auckland Council is managing consenting volumes with performance levels which remain steady at 95% for non-notified resource consents and near 100% for Building Control.

The notified resource consents account for around 2% (227 in 2012/13) of the total number of resource consents processed. The timeframes for these applications are harder to manage due to their complexity and the number of parties involved.

The performance levels for legacy councils prior to 1 November 2010 were 89% for non-notified Resource Consents and 92% for Building Control.

Notification of the Unitary Plan in September has increased consent numbers, as a number of rules have immediate effect. There has also been an increase in the number of customer and professional planning enquiries. There will be added complexity with assessment processes until the plan is fully operative in two – three years and fully replaces legacy plans. This is because, when assessing an application, staff need to review and consider the existing District Plans as well as the proposed Unitary Plan.

Both Building and Resource consent departments have “fast track” application processes established. The fast track processes target streamlined lower risk applications which can be managed with shorter assessments and templates. These services have provided a real focus for the teams on delivering services within 5 and 10 working days. Currently 11% of resource consents are processed within 10 working days.

Consenting Charges

The average consent cost for an applicant is currently \$3,200 for a Resource Consent and between \$3,600 and \$6,390 for a Building consent dependent on the project value.

Average consent charges for Resource and Building Consent charges are as follows:-

Type	Building Control	Resource Consents Non Notified
Project Value (\$100k - \$200k)	3,600	
Project Value (\$200k - \$300k)	4,300	
Project Value (\$300k - \$400k)	5,400	
Project Value (\$400k - \$500k)	6,390	
Subdivision consent		3,300
Land Use Consent		3,250
Joint Land use & Subdivision		6,240

Consent charges are largely driven by the hours of input from the consenting officers and specialists. There can be significant variability on the complexity of applications and therefore the number of hours of input from staff and specialists. Both departments have introduced improvements that have led to lower consent charges and higher revenue through improved levels of productivity.

Operational Excellence Initiatives

Building and Resource Consents have had active improvement programmes operating since the inception of Auckland Council. Examples of initiatives that have been implemented are fast track consenting, quality assurance practices (Building Accreditation programme), performance reporting, key account management and case management for large developments, condition setting, piloting field technology and customer pre applications meetings.

The current practices have been reviewed by Audit NZ, IANZ for Building Accreditation and MfE for Resource Consents. The Office of the Auditor General (OAG) will carry out a review of the Building Control department in early 2014. The OAG is required through the Auckland Council legislation to carry out periodic audits on operational performance.

The case management approach has been very successful for large and/or complex developments. The approach ensures the applicant is dealing with the many professional staff across the Council in a coordinated manner right through the consenting process. Noted below are some recent examples where this approach has been particularly successfully.

a) Manukau Golf Course and the Ardmore Golf course development

The Manukau Golf course application (479 vacant lots over 7 stages) and the Ardmore Golf course development (golf course, clubhouse and driving range) were managed as parallel consents. The two applications involved more than 30 officers and consultants for the consent processing. The team of council officers included Watercare, Auckland Transport, Urban Design and a number of others.

The applicant (Fletcher Residential) was complimentary about the collaborative approach undertaken and the significant benefits of having a coordinated approach through the case management of the applications. The consent was granted within the applicants requested timeline.

Key features of the process included:-

- A senior project manager nominated as the key customer liaison

- A coordinated team of more than 30 Council officers (Including CCO's) attending pre application meetings
- Parties included representatives from Building Control, Engineering, Parks, Urban Design, Auckland Transport, Local Board and others
- Initial discussions occurred 1 year before the pre application meetings
- 9 pre applications meetings were held over a 5 month period
- Both applications were non – notified
- Formal application was lodged in June and approved within 33 working days

b) University of Auckland (UoA) Khyber Pass Road campus development

The consent application pertained to the establishment of a research/ laboratory facility. The consent application was lodged 25 February 2013, with the consent granted 22 March 2013. A senior staff member case managed the application and coordinated activities across the Council.

c) Housing New Zealand Developments

Housing NZ have a number of significant projects underway across the region which are being case managed. The projects include:

- Creating Communities (on behalf of HNZN- Glenn Innes Scale: Construction of approximately 300 dwellings on 156 existing sites. Timeframe of 3-5 years.
- Project Right Size (HNZN), includes 2,000 bedroom additions to existing dwellings over 3 years; construction of 500 new 2 bedroom dwellings on rear lots over 2 years.

These projects are being successfully managed to coordinate activities from pre application, lodgement through to consent monitoring

10. Residential Housing Forecast

Resource consents currently in progress or that have been issued in the last five months will permit over 20,000 new residential dwellings/lots/units/apartments. Much of this volume is being driven by a relatively small number of large scale applications- approximately 250 applications where the development is adding an additional five or more units and/or lots. In addition to this there are another 10,000 units/lots that are in discussion at pre application stage, prior to lodgement of applications.

The large scale resource consent applications have a 5-7 year lifespan, during which construction will occur, with associated building consents approved during this time. There is a reasonably even distribution of development across the region as shown below, with somewhat higher numbers for the North.

Residential Developments (No. of Units/Lots)			
Area	Applications in progress or approved (June- Oct 13)	Pre Applications (June –Oct 13)	Total
North	10,441	2,690	13,131
West	3,284	2,216	5,500
Central	3,379	3,001	6,380
South	3,984	2,317	6,301
Total	21,088	10,224	31,312

11. Auckland Housing Accord

The Auckland Housing Accord established ambitious targets for the development of new residential lots and dwellings. As indicated above, Council is already delivering significant capacity to the Auckland market through resource consents, with building construction expected to flow through over the next three to five years. In addition, the new Housing Project Office (HPO) will accelerate the supply side by facilitating plan changes and undertaking consenting activity for new green-field and large brown-field residential developments within identified Special Housing Areas (SHAs). Currently the SHAs are being defined across the city.

It is envisaged the Office will work closely with the Building and Resource consenting teams along with the other Auckland Council departments and CCO's.

12. Managing Higher Consenting Demand

The ability to forecast consent demand and ensure appropriate capacity across the two Departments is monitored through a range of reporting measures based on volume indicators, the nature of the applications, outsourced levels, and reviewing productivity (staffing capacity). This monitoring provides the ability to understand current and to predict future capacity levels. The higher volumes have resulted in the need for additional staff and a range of other measures that enable workloads to be managed more efficiently. The changes implemented include:-

- a. Resource Consents are in the process of increasing FTE by an additional 35 staff. The staff are in the planning, engineering and administration areas. The Department has recruited a significant number of the staff, but is experiencing difficulty with recruiting staff in senior roles due to limited availability of skilled experienced people in the Auckland region. The Department will continue to broaden the recruitment campaign to fill these roles. Ten top planning and engineering graduates will join the department in the New Year. This initiative will ensure well trained and highly productive resources are developed from within the business. The Department will look to extend and enhance the graduate programme next year.
- b. Building Control have twelve new building inspectors and ten new building consent processing roles which are currently being recruited. Once appointed, it is typically a two month training and induction period before the staff are fully productive.
- c. A consultant panel has been established for both Building and Resource consents functions. The panel ensures appropriate consultants are on hand to manage additional outsourced consenting activity along with the specialist input that is required.

The Departments will continue to assess volumes and resourcing demands to determine the additional resource required. The increase experienced over the prior 6 months is expected to continue through 2014.

Consideration

Local Board Views

13. Information only report.

Maori Impact Statement

14. Information only report.

General

15. Information only report.

Implementation Issues

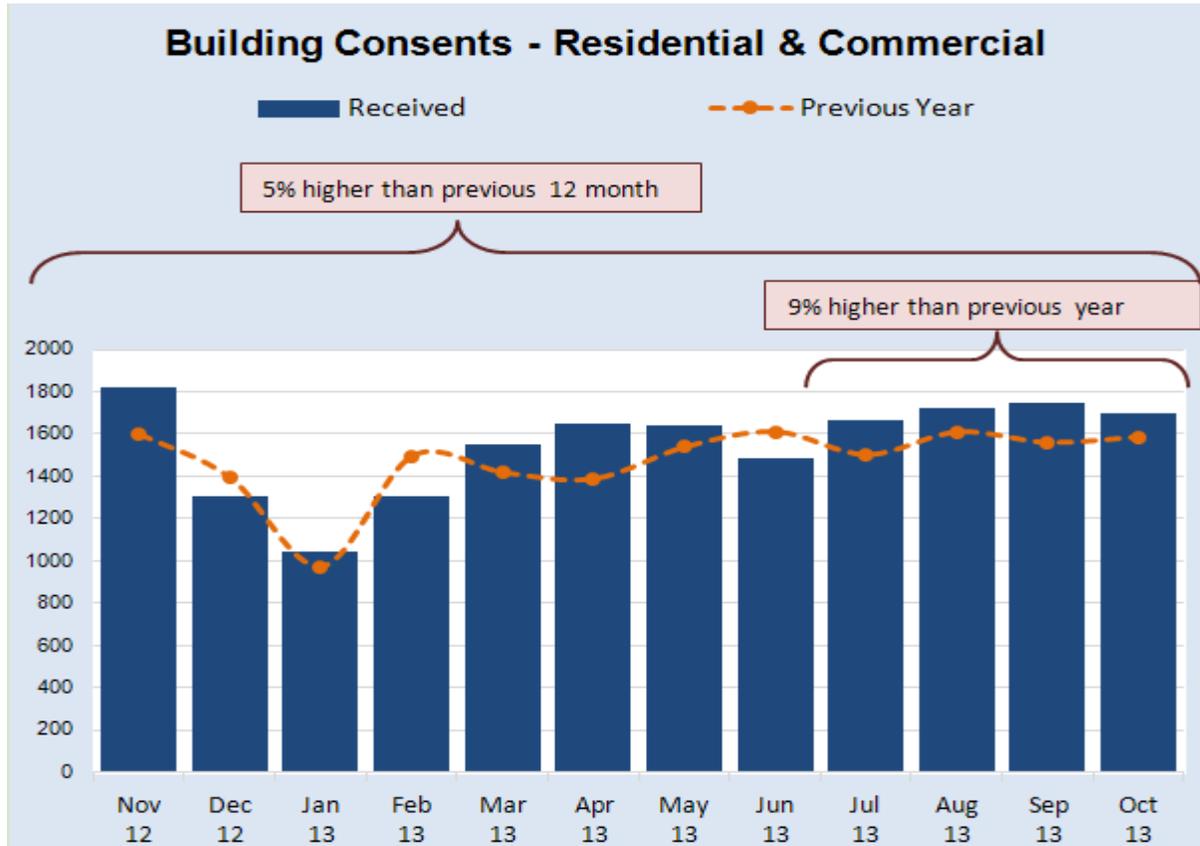
16. Information only report.

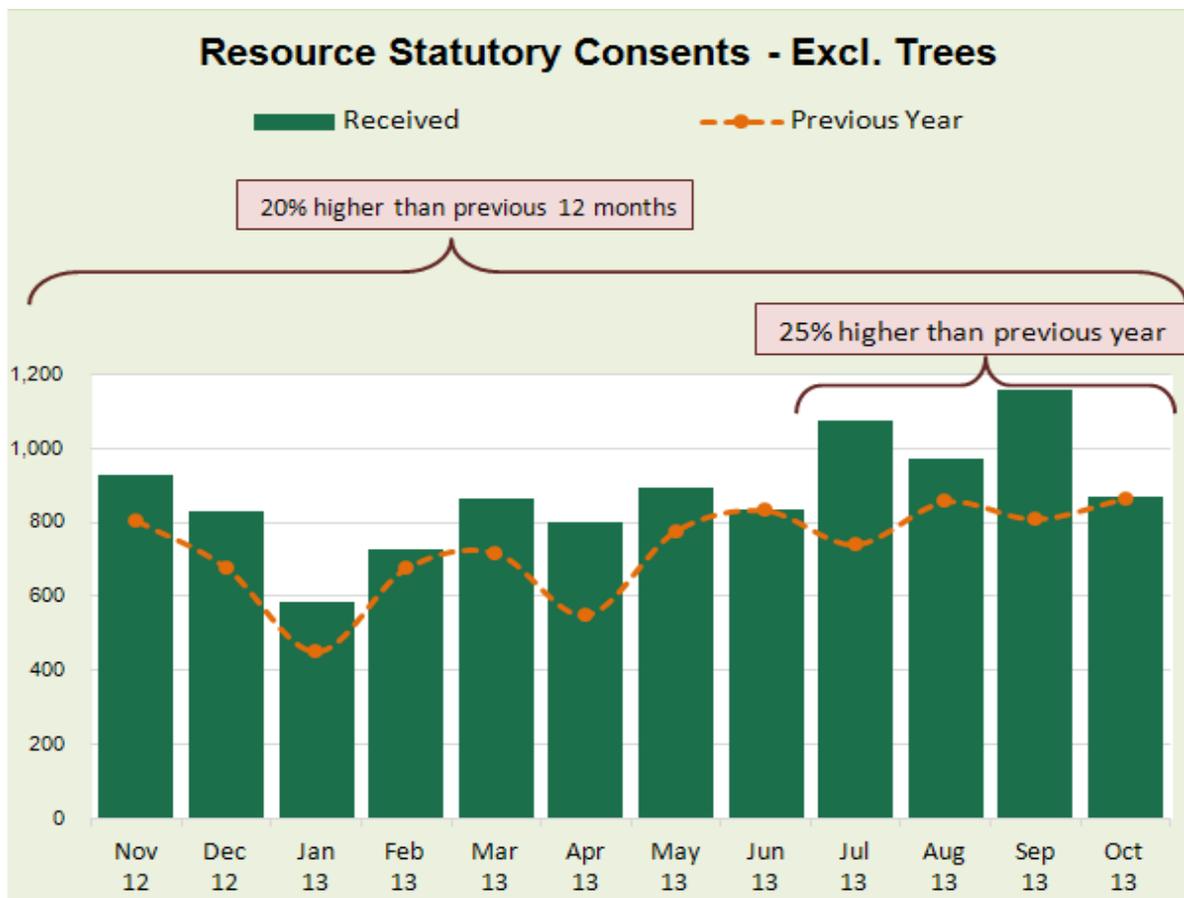
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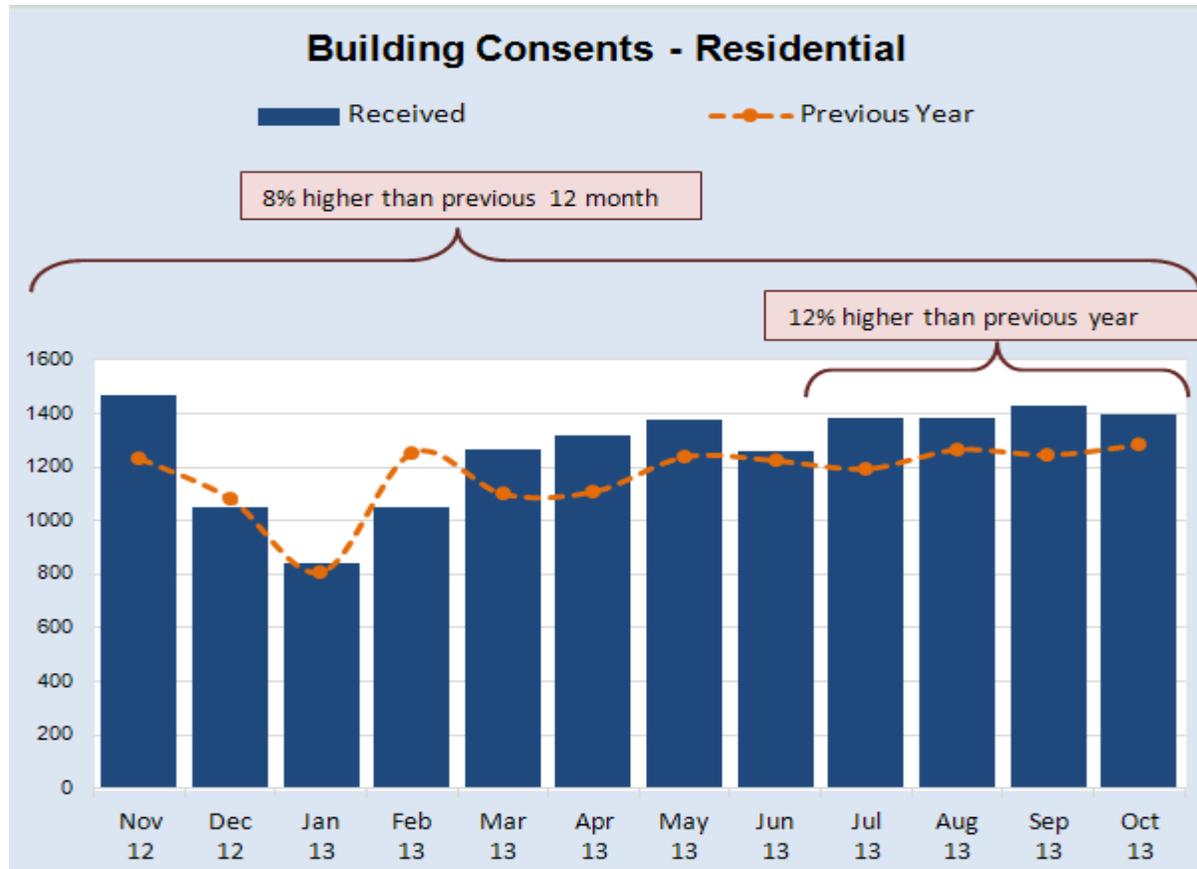
No.	Title	Page
A	BC&RC Volumes Received	13

Signatories

Authors	Kevin Jackson - Team Leader Resolutions
Authorisers	Ian McCormick - Manager Building Control Heather Harris - Manager Resource Consents Dean Kimpton - Chief Operating Officer Andrew McKenzie - Chief Finance Officer







Quarterly Update: Business Improvements to identify Auckland Council contributions to Maori outcomes

File No.: CP2013/27633

Purpose

1. This report updates the Committee on progress with making improvements to the Council's Long-Term Plan/Annual Plan, planning, budgeting and reporting processes to capture information on contributions by the council and Council Controlled Organisations (CCOs) to Māori outcomes.
2. Information is provided on process improvements to date, actual expenditure against indicative budget allocations for the first quarter of the 2013/14 Annual Plan (July-September 2013) and future internal organisational improvements.

Executive Summary

3. In May 2012, the Strategy and Finance Committee endorsed the implementation and roll-out of a range of improvements to the Long-term Plan planning, budgeting and reporting processes to better capture how activities, programs or projects contribute to Māori outcomes. See appendix 1.
4. In May 2013 it was reported that an indicative \$7.33 million budget expenditure will be included in the council's Annual Plan 2013/14 to fund Māori specific and generic projects/programmes provided by the council and CCOs. Staff resource and general overhead costs towards Māori outcomes were not included in the \$7.33 million budget.
5. The committee resolved that Māori outcomes be reported regularly in the performance report to the Accountability and Performance Committee. This approach was endorsed for CCOs by the Accountability and Performance Committee on 13 September 2012 and reconfirmed in May 2013. Quarterly reporting was agreed and was to commence from September 2013. Council election prevented this from occurring. This is the first report on actuals.
6. In August 2013 the CCO Strategy Review Sub-committee agreed that CCOs should continue to work on their Māori contribution reporting with improvements being included in their first quarter and subsequent performance reports to a level acceptable to the Auckland Council Governance Director. The sub-committee's resolution was associated with a report to the sub-committee on CCOs draft Statements of Intent for 2013-16, and is consistent with comments raised in the report to the Accountability and Performance Committee in May 2013.
7. Expenditure recorded by the council and CCOs for the first quarter of 2013/14 totals \$1.05 million against a year to date budget of \$0.93 million.
8. The methodology used to capture the council's financial contribution to Māori outcomes understates the council's total contribution because it excludes staff and overhead costs and only includes projects for which at least 80% of the expenditure is judged to contribute directly to Māori outcomes. This tends to exclude many council projects and most CCO expenditure.
9. Departments and CCOs are therefore encouraged to record in narrative form initiatives which are contributing to Māori outcomes. Thus this report highlights some initiatives to build the organisation's knowledge and capability to contribute to Māori outcomes, and other initiatives.

10. Preparations for the 2015/16 Long-term Plan, which begin early in the New Year provide an opportunity to further review and improve the manner in which the council's contributions to Māori outcomes are recorded.

Recommendation/s

That the Finance and Performance Committee:

- a) note the progress report on contributions to Māori outcomes as recorded in financial and non-financial terms.

Discussion

Process Improvements

11. In response to the committee resolutions improvements have been made to the Annual Plan, budgeting and reporting processes to focus consideration of Māori interests and values as part of business as usual activities. The improvements made to planning and budgeting focused initially on processes for the 2013/14 Annual Plan and they have continued for the 2014/15 process. Progress to date is summarised below.

Planning Document	Status
Activity statements	Activity statements for the draft Annual Plan 2014/15 include projects that contribute to Māori outcomes. New changes to the draft Annual Plan 14/15 have resulted in the entry of 75 projects that contribute to Māori outcomes.
Service profiles	Service profiles do not currently include a section on outcomes and are used for managing performance measures. The focus of these for Annual plan 2014/2015 is continuous improvement of the quality of measures. An audit has been undertaken resulting in an overall reduction of the total number of measures. Changes were made to two Māori outcome measures and 17 regional Maori targets. The revised profile will inform the preparation for Long-term Plan 2015-2025.
Investment proposals	Investment proposal templates include a section for commentary on alignment to Māori outcomes.
Asset Management Plans (AMP's)	AMP's and plan summaries include a section on Māori outcomes. The full AMP review in 2014 will seek ways to better reflect Māori outcomes in capital planning.
Project business cases, project management	The council's Project Management Framework has been reviewed and amended to improve consideration of Māori outcomes in the application of project management tools.
Budget and business plan process	The 2013/2014 business plans include specific sections to capture contributions to the council's Māori Responsiveness Framework. For quality assurance business plans are reviewed by Te Waka Angamua. Three departments are working with Te Waka Angamua to develop Māori responsiveness plans.
Procurement plan	The Procurement Strategy contains six principles to guide procurement decisions. One of the six principles is "Value Te Ao Māori". The strategy applies across the Auckland Council group. Work is underway to refresh the Procurement Manual to take the

	six principles into account.
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Building organisation and knowledge and capability

12. The following example showcases an internal learning and development initiative that assists the organisational understanding of Te Ao Māori and Māori Responsiveness.

Ngā Kete Akoranga

13. The Ngā Kete Akoranga, Māori Responsiveness Learning and Development Programme (NKA) assists staff to learn more about the relationship between Te Tiriti o Waitangi, the Māori world and the interaction with local government.
14. Key achievements of NKA programme for the first quarter 2013/14
- working with three CCOs – Waterfront Auckland, Auckland Tourism, Events and Economic Development Limited (ATEED) and Auckland Council Investments Limited (ACIL) to provide Māori responsiveness training for staff and directors
 - this quarter the following groups have requested and received presentations to assist them with promoting and planning Māori Responsiveness training for Personal Development Plans - Licensing and Compliance, Financial Systems and Processes and Rates Team, and Libraries
 - five foundation courses offered this quarter have had the following numbers successfully complete courses.

Course name	Registered	Attended
Legislation, Local Government and Māori by Paul Beverley	86	86
Te Reo Pronunciation for Local Government	74	74
Treaty of Waitangi - Historical Overview presented by Paul Moon	68	68
Treaty of Waitangi - Application by Christine Herzog	31	31
Total registered participants	259	259

Māori Responsiveness

15. As part of council’s commitment to the Māori Responsiveness Framework (MRF) Māori Responsiveness Plans (MRP’s) are to be completed by each department and CCOs. Three pilot programmes are currently underway with Environmental Strategy and Policy and Auckland Libraries and Auckland Council Properties Limited and two other high priority departments have commenced their own plans. The roll out to the wider council family is staged with priority given to the type of department and CCO services delivered and their relevance to Māori outcomes. This will be on-going over 2014-16. The learnings from the pilots will assist the development of guidance for the others. It is anticipated that the action plans sitting under MRP’s will inform the departmental and CCO business planning process going forward.

Update on Māori Responsiveness Planning

Auckland Libraries	Assessment reported to lead team. The assessment report evaluates what the department is currently doing and aspirations for how it can deliver on the goals of the MRF
Auckland Council Properties Limited (ACPL)	Complete assessment report by end November 2013. ACPL working with the team developing our Māori economic development programme to ensure alignment
Environmental Strategy and Policy	MRF project manager selected and currently establishing a project team
Parks	Developing MRP and are conducting staff workshops to collect data to inform the assessment report
CDAC	Initiated discussions with their wider leadership group to frame how Māori responsiveness at the project and process level will work in their department

Conversation with Leaders

16. Conversations with leaders is a program where members of the executive and senior leadership team engage with staff across the region. There is a topic each quarter and over the June/August period the topic was Māori Responsiveness. There were 52 meetings involving over 1800 staff.
17. Seventy percent of attendees found the sessions informative and useful, commenting that their understanding of council’s obligations to Māori has improved after attending a session. There was an uplift in the number of staff wanting to attend Ngā Kete Akoranga sessions as a result.

Auckland Plan implementation and reporting process

18. Annual reporting on implementation of priorities and measures and targets relating to Māori outcomes in the Auckland Plan will complement financial reporting associated with Māori outcomes in the Annual Plan. The annual implementation update (AIU) will report progress on the strategic direction, priorities, actions and projects listed in Chapter 2 – Auckland’s Māori and other Māori related priorities. The AIU is due to be reported January-February 2014.

Summary of expenditure contributing to Māori outcomes

19. The table below summarises council and CCO expenditure currently budgeted in the Annual Plan 2013/14 and the actuals spent against the identified budget lines for this quarter. This shows year to date expenditure for the first quarter of \$1.05 million against a year to date budget of \$0.93 million.

Council activities	September YTD			Full Year
OPEX	Actuals	Budget	Variance	Budget
Specific Māori projects	\$65,000	\$50,000	\$15,000	\$1,763,730
Generic projects/activities	\$107,741	\$309,294	(\$201,553)	\$1,112,000
COUNCIL OPEX TOTAL	\$172,741	\$359,294	(\$186,553)	\$2,875,730
CAPEX	Actuals	Budget	Variance	Budget
Specific Māori projects	\$607,179	\$506,157	\$101,022	\$3,362,433
Generic projects/activities	\$0	\$0	\$0	\$205,000
COUNCIL CAPEX TOTAL	\$607,179	\$506,157	\$101,022	\$3,567,433

CCOs activities	September YTD			Full Year
OPEX	Actuals	Budget	Variance	Budget
Specific Māori projects	\$13,200	\$0	\$13,200	\$131,000
Generic projects/activities	\$109,181	\$63,061	\$46,120	\$71,000
CCOs OPEX TOTAL	\$122,381	\$63,061	\$59,320	\$202,000
CAPEX	Actuals	Budget	Variance	Budget
Specific Māori projects	\$140,500	\$0	\$140,500	\$184,000
Generic projects/activities	\$3,743	\$0	\$3,743	\$504,000
CCOs CAPEX TOTAL	\$144,243	\$0	\$144,243	\$688,000

Council and CCOs activities	September YTD			Full Year
TOTAL OPEX	\$295,122	\$422,355	(\$127,233)	\$3,077,730
TOTAL CAPEX	\$751,422	\$506,157	\$245,265	\$4,255,433
TOTAL COUNCIL AND CCOs	\$1,046,544	\$928,512	\$118,032	\$7,333,163

Annual Plan and Long-term Plan 2015-25 Update

20. The Annual Plan 2013/14 identified council's commitment to Māori by way of six priority project areas contributing to Māori outcomes. Relevant council departments and CCO's have provided a progress update on the status of these projects. These were reported to the Budget Committee on 21 November 2013 (see appendix 3). The committee requested a further update on March 27 2014 on progress with more of a forward implementation focus including milestones, timelines and budget allocations to cover the remainder of 2013/14 and 2014/15. The draft 2014/15 Annual Plan has approximately 75 financial and non-financial projects that contribute to Māori outcomes.

21. In early 2014 Auckland Council will prepare for the LTP. It will include scene and direction setting, changes to structure and process; and evaluation of activities and options. There will be an opportunity to review the learnings to date on the planning, budgeting and reporting for Māori outcomes that will helpfully inform the LTP development. The Independent Māori Statutory Board is undertaking an independent assessment of expenditure incurred by Auckland Council to achieve Māori outcomes and the conclusions of this work will also assist the development of the LTP.

CCO Quarterly Update

22. CCOs first-quarter reports for 2013/14 were reported to the CCO Governance and Monitoring Committee on December 3, 2013. It is noted here that:
- Regional Facilities Auckland (RFA), Waterfront Auckland (WA), Auckland Tourism Events and Economic Development (ATEED), Auckland Council Investments Limited (ACIL) and Auckland Council Property Limited (ACPL) provided non-financial information on their activities relating to Māori in their first quarter reports
 - Auckland Transport (AT) did not include any commentary on its performance in relation to Māori in its first-quarter report. However, AT provided narrative information on five projects relevant to Māori in a report to the Budget Committee on September 21 2013
 - Watercare Services included reference to the operation of the Kaitiaki Forum but did not comment on its performance in relation to Māori in its first-quarter report
 - Waterfront Auckland was the only CCO to include financial information on its performance in relation to Māori in its first-quarter report
 - The CCOs reporting on Māori performance is summarized in appendix 5
 - The 80% expenditure threshold for a project to qualify as contributing to Māori outcomes tends to exclude most CCO projects.

Other projects

23. Auckland Council and CCOs also contribute to Māori outcomes in a non-monetary context. Appendix 3, 4, and 5 provide examples of the type of projects and programmes that fit in this category. It is important to acknowledge the contribution these initiatives make to support Māori outcomes.

Multi stakeholder initiatives

Auckland's Housing Accord - NZ Government and Auckland Council

24. Mana Whenua and Mataawaka of Tāmaki Makaurau have voiced concerns regarding homeownership, housing affordability and aspirations to develop papakainga.¹
25. To address the issue of housing affordability in Auckland more than 2000 new homes and sites will be developed in the next three years in the first batch of ten Special Housing Areas (SHAs) announced by our council and the government.
26. Weymouth, the first SHA announced by Ngā Mana Whenua o Tāmaki Makaurau - Tāmaki Makaurau Community Housing Ltd is a joint venture with Housing New Zealand, will produce around 280 new homes and sites be created over the next four years. Similarly, Ngāti Whatua o Orakei are looking to establish 75 homes at Orakei. It is noted that three papakainga developments have been designated as Special Housing Areas.²
27. Auckland Council is working with the owners of land identified in the first group of SHAs to ensure that the land can be rapidly developed. SHA's provide good opportunities for Māori to determine housing choice and purchase safe, healthy, affordable housing.

¹ Māori submissions to Auckland Plan, Long-term Plan, 2011 and IMSB Māori Plan

² Auckland Plan Implementation Report

Consideration

Local Board Views

28. Local boards were not involved in the preparation of this report. It is noted that several projects and programmes identified as making contributions to Māori outcomes (eg. parks projects, events) will require separate engagement processes with local boards.

Maori Impact Statement

29. This work is internally focused and is part of the suite of organisational changes to improve responsiveness to Māori.

General

30. The improvements made to the council's internal business planning process to capture better information on contributions to Māori outcomes requires on-going reinforcement through communication and provision of guidance material to managers and staff. This type of change process is a significant shift in council thinking
31. Initiatives underway to build organisation understanding and capability in respect to Māori (eg. Māori Responsiveness), will help departments to better identify potential contributions to Māori outcomes at an early stage in their business and project planning and raise the organisation's capability to consider Māori outcomes in the context of planning processes.
32. The following areas of focus will continue to be subject to improvement efforts to promote awareness and to capture better information on the council's operations in respect to Māori Outcomes and overall Treaty of Waitangi awareness:

Next steps

33. Over the coming six months the following areas of work will be progressed:
 - Liaising with CCOs to improve the level and quality of financial reporting on Māori outcomes
 - Providing learnings and inputs to the Long-term Plan 2015-25 preparation
 - Making some further adjustments to key planning and reporting processes
 - Further increasing the capacity of council and CCOs to plan, budget and report on contribution to Māori outcomes
 - Providing learning and development; and further guidance to improve organisational understanding
 - Building on the Māori Responsiveness Plan pilots and future business planning to embed consideration of Māori outcomes (as business as usual).

Implementation Issues

34. The improvements made to the council's internal business planning process to capture better information on contributions to Māori outcomes will require on-going reinforcement.
35. Initiatives underway to build organisation understanding and capability in respect to Māori (eg. the three pilot programmes to implement the Maori Responsiveness Framework) will also help departments to better identify potential contributions to Māori outcomes at an early stage in their business and project planning and raise the organisation's capability to consider Māori outcomes in the context of the 2014/15 Draft Annual Plan process.
36. Regular reporting over the 2013/14 year will also provide a foundation for departments and CCOs to review their expenditure contributions to Māori outcomes in preparation for the 2015-25 LTP.

Item 16

Attachments

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A	Attachment one. Improvement Summary	25
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Signatories

Authors	Joy Hames - Contractor
Authorisers	Grant Taylor - Governance Director Andrew McKenzie - Chief Finance Officer

Appendix One:

Improvement Summary

i) Finalise guidance and directional material to capture better engagement and responsiveness to Māori outcomes to the following policy, budget, project and reporting processes by July 2012 for use in the next budget planning cycle:

- Activity Statements in the LTP
- Service Profile
- Investment Proposals
- Asset Management Plans and Business Cases
- Business Plans
- Procurement Plans

ii) Make the necessary changes to financial systems and processes to align activities, programs and projects to Māori outcomes cross all Council departments and CCO's by July 2012

iii) Develop and implement the necessary changes to financial systems and processes to enable a monetary assessment of contribution to Māori outcomes activities, programs or projects across Council's and CCO's and implement these as part of the next budget planning cycle

iv) Up-skill staff on the importance of Māori outcomes and provide training so they can better identify how projects and programmes contribute to outcomes

v) Capture, where practicable, non-monetary contributions to Māori outcomes and provide narrative context of the background to policy, programme and project responses to Māori as part of the next planning cycle

vi) Incorporate within the existing monitoring and reporting framework, mechanisms to measure and monitor the contribution of activities, programs and projects to Māori outcomes.

Appendix 2

Table 1.3: Range of projects/programmes contributing to Māori outcomes

	Council	CCOs
Specific Māori projects	<ul style="list-style-type: none"> Stormwater daylighting projects restoring streams to their natural state, including removal of piped waterways Bastion point Whenua Rangatira Engagement with Māori on major policies and plans, development of open space/parks, and heritage issues Co governance arrangements around Auckland's volcanic cones Marae development assistance Tikanga guidelines Papakainga housing assistance Nga Kete Akoranga 	<ul style="list-style-type: none"> ATEED committed to working with Auckland Council to develop a signature Māori event for Auckland. Waterfront Auckland's role in the Matariki festival and Māori artwork at entrance of Queens Wharf Cruise Terminal ATEED's Māori Tourism Development programme for Māori tourism operators Araparera Joint Venture forestry between ACPL and the Māori Trustee
Generic projects/activities	<ul style="list-style-type: none"> Consultation and advice on management plans and development of open space, parks, and esplanade areas Implementing the Māori Wellbeing Objective of the Biodiversity Strategy Environment & Heritage, and Arts and Culture funding programmes Māori engagement on the notified Unitary Plan Tāmaki Transformation Project The Southern Initiative Auckland Housing Accord 	<ul style="list-style-type: none"> Consultation and advice on land-use and development of buildings/structures Commissioning of artworks, and cultural elements included in events Watercare's wastewater reticulation and treatment plant upgrade projects (eg. Central Interceptor) Regional Facilities Auckland provision of events and programmes with a Māori dimension

Appendix 3

2013/14 Priority areas for identifying contributions to Māori Outcomes:

Priority area	Status
Event– explore a Māori event	<p>ATEED – ATEED and Community Development Arts and Culture (CDAC) have held a joint workshop to agree on the process and parameters of what a Māori Signature Event could look like. The options considered included developing a Māori version of an international event, growing of an existing event with a Māori dimension, or the development of a new event. The workshop agreed mana whenua consultation was required at the start of the process to understand Tāmaki Makaurau iwi perspectives on what a Māori signature event means to them. The outcome of the consultation will be used to inform a recommendation which will then be taken through a robust feasibility process. This is expected by date</p> <p>CDAC – CDAC Regional Events Fund:</p> <p>Proposals for the allocation of \$100,000 from the regional events fund are being developed and are expected to be reported to the ACE Sub-committee this year.</p> <ul style="list-style-type: none"> In September, council contributed \$45,000 to Atamira in the City.
Tāmaki Transformation Programme - opportunities for affordable housing, Marae and associated education and cultural facilities	<ul style="list-style-type: none"> Tāmaki Redevelopment Company (TRC) has developed its Strategic Framework, endorsed by Auckland Plan Committee 18th September 2013. The Strategic Framework identifies potential to contribute to Māori outcomes. <p>TRC is investing in key areas of Education, Health and Wellbeing and Community Safety and the focus continues to be on building local capacity. A small number of community initiatives are underway with partners. Some of the specific projects include:</p> <ul style="list-style-type: none"> Partnering with iwi to strengthen the role of marae for the Tāmaki community. Work with local iwi, heritage groups and libraries to identify and protect cultural landmarks, heritage items and historic places through a cultural mapping exercise to increase people's understanding of the area. TRC is supporting the Manaiakalani Education Trust in its programme aimed at mentoring every young person coming out of Tāmaki College into work, skills development or education. Tāmaki CadetMax, which is a skills and training initiative in partnership with Auckland Chamber of Commerce and Ngāti Whatua o Orakei. The Tāmaki specific programme was run between 7 Oct - 18 Oct for twenty 17–24 year olds who are seeking employment but not currently in training or employment. The programme is based on the successful CadetMax Programme which has been operated by the Auckland Chamber in Manukau for approximately 5 years. Ngāti Whatua o Orakei will provide the cadets 'wrap around' services for up to one year. This includes ensuring transport to interviews or jobs, the environment at home is conducive to working mainly shift work, and providing a mentoring service through Ngāti Whatua elders. TRC is meeting frequently with Ngā Iwi Katoa (a local Glen Innes community group) to discuss issues around involvement of community leaders in the decision making process and approaches to be taken to delivering affordable housing options in Tāmaki.
The Southern Initiative (TSI) –	<p>TSI has incorporated Māori Outcomes in the prioritised action plans for each work stream;</p>

Priority area	Status
<p>scope a project to address Māori interests</p>	<p>Mataawaka representation on the TSI JSG (The Southern Initiative Joint Steering Group) is under active consideration by the Steering Group.</p> <p>Reference to the Treaty of Waitangi principles are included in the slightly revised Terms of Reference to be confirmed at the next Steering Group meeting in December 2013.</p> <p>The Two (2) Māori housing projects which TSI advocated for were included within the first tranche of the Special Housing Areas. They were Weymouth/Waimahia social, affordable and mixed housing development of 282 houses, with the dawn blessing and sod turning taken place last week. The Papakainga development by Te Kokiri Rahuitanga Charitable Trust at Otara (148 dwellings) is currently being considered by the Social Housing Unit (SHU) in Government for assistance.</p>
<p>Transport walking and cycling infrastructure – Te Reo signage/narrative, Māori design and public artworks</p>	<p>No budget has been identified specifically to deliver Te Reo Signage or Māori art in cycle and walking projects in 2013/2014. The cycleways capital development programme is yet to be finalised.</p> <p>More generally, through its Māori Engagement Framework, Auckland Transport has engaged with Mana Whenua on a number of projects using Te Aranga Māori Urban Design Principles. This includes:</p> <p>The AMETI project, where Māori Urban Design Principles were applied in the design of the Panmure Railway precinct;</p> <p>The Dominion Road Upgrade, where mana whenua with interests in the area collectively informed the project design and the development of a cultural landscape plan based on Māori values. This includes Mana Whenua stories and values, and the interpretation of these through public art;</p> <p>Mana Whenua were involved in the process to procure artists for the concept design for Mt Albert Railway Station, including input into the design brief, selection of the artist and final design and of the panels;</p> <p>As part of the City Rail Link project and engagement with Mana Whenua, each Mana Whenua submitted a Cultural Values Assessment which included Māori Urban Design Principles;</p> <p>A te reo Māori option on ticket machines at all train stations.</p> <p>The Auckland Design Manual which was released by Auckland Council in September 2013 includes a number of Auckland Transport examples of good practice in Māori Urban Design.</p>
<p>Stormwater - incorporate Matauranga Māori.</p>	<p>Final flood hazard maps have been produced and have been supplied to the Tāmaki Redevelopment Company. A Watercourse Management Plan which identifies ecological and engineering assets and identifies restoration opportunities through the catchment has now been completed. Projects from the Watercourse Management Plan, which may include projects relevant to Māori outcomes, will be identified for inclusion in the 2014/15 Annual Plan. A concept design for the treatment of wetland will also have commenced.</p> <p>There are three relevant stream restoration and daylighting projects. Their status is:</p> <ul style="list-style-type: none"> • La Rosa Daylighting project. The daylighting of the stream will be celebrated with an official opening by the Mayor and manawhenua scheduled for the 16th November 2013. Signage incorporating a matauranga Māori component and Māori urban design principles has been installed and Ngāi Whatua have been involved in the design and planting of a pa harakeke. They are also involved in community workshops and education about the stream and pa harakeke and will continue to be actively involved in the ongoing care of the place. • Te Auaungā [Oakley Creek] Restoration. A request for expression of interest for the detailed design is currently out for tender and is expected to be completed by September 2015.

Priority area	Status
	<ul style="list-style-type: none"> Portland Road Daylighting/Wetland . The contract has just been let for detailed design for the Waitaramoa wetland restoration as part of the Portland Road Flood Alleviation and Water Quality project. It is expected that the preliminary design will be delivered by the end of the financial year and it will be used for the resource consent application which is to be submitted in the 2014/15 year.
<p>Unitary Plan - funding of mana whenua engagement, use of iwi management plans, sites of significance and other Māori provisions</p>	<p>A workshop was held with the Auckland Plan Committee in August 2013 to consider the extensive feedback received from Mana Whenua on the March 2013 draft of the Auckland Unitary Plan. The workshop considered a range of topics including:</p> <ul style="list-style-type: none"> Protecting the natural environment Developing Māori land Recognising Treaty settlements Developing Treaty settlement land Joint management and transfer of powers Protecting Māori Cultural Heritage <p>A series of meetings were held with the Independent Māori Statutory Board prior to the Auckland Plan Committee workshop. The workshop was followed up by formal meetings of the Auckland Plan Committee to agree amendments to the draft Auckland Unitary Plan prior to public notification. The Proposed Auckland Unitary Plan (PAUP) was notified on 30 September 2013. It includes an extensive suite of provisions that give effect to the Treaty of Waitangi reference in section 8 of the Resource Management Act, and other RMA provisions of relevance to Mana Whenua (including provisions relating to Iwi Management Plans).</p> <p>Four rounds of hui are proposed and funding is available for Mana Whenua engagement in the current phase of the PAUP project. It is expected that these will have been undertaken by the end of the current financial year, with good representation from Mana Whenua.</p>

Item 10

Attachment C

Attachment 4. Examples of Non-financial projects contributing to Māori Outcomes

Description	Department	Status
Development of protocols over identification of sites of significance.	Regional & Local Planning	Protocols are being developed.
Develop marine spatial plans for Tikapa Moana and Kaipara Harbour that specifically incorporate Mana Whenua involvement at all levels	Environment Strategy & Policy (27)	The Hauraki Gulf Marine Spatial Plan project launched 9th September 2013. Structure is designed to provide for mana whenua partnership and involvement at all levels (PSG, PB, SWG, and PMT). Kaipara Marine spatial planning is being developed within an iwi-initiated IKHMG structure explicitly providing for mana whenua partnership.
Provisions in Unitary plan for Māori land overlay, Māori Purpose Zones and Māori Housing (Papakainga).	Regional & Local Planning	The Proposed Auckland Unitary Plan contains a range of regional and district objectives and policies which enable these provisions
Contribute to Auckland Council's commitment to Māori by building local board capability to respond effectively to Māori	Local Board Services	Planning for embedding the Māori responsiveness framework into the next set of local board plans is underway to identify support locals boards need to build capability.
Initiate the development of a Māori responsiveness plan in 2013/14.	Regional & Local Planning	Māori Engagement training sessions have been held within the department. Initial department wide communication about the implications of the Māori Responsiveness framework has been sent

Source: OPAL database

Attachment 5. Summary on commentary in CCO first Quarter

CCO	Summary on commentary in CCO first Quarter(Q
RFA	<p>The Q1 report states that RFA’s Māori Engagement Strategy aims to enhance existing relationships with iwi and enter into business relationships in order to create meaningful engagement. This may create employment, and be either cost neutral or generate a profit, while positively increasing the visibility of iwi and enhancing the RFA brand.</p> <p>The increased visibility of iwi in terms of a business, tourism and reputational perspective is consistent with the focus of the Independent Māori Statutory Board. RFA is committed to continuing to develop programmes to support Māori visibility at regional facilities, support Māori businesses to engage with RFA and support Māori cultural expression.</p> <p>The Q1 report provides informative narrative on progress made on this strategy in relation to particular facilities:</p> <p>Auckland Zoo has established an iwi reference group, comprising representatives from Ngati Whatua, Kaerau O Maki, and Te Wai Ohua. The reference group provides advice, and is involved in the planning and delivery of powhiri for significant events such as openings. Te Wao Nui, the Zoo’s major New Zealand natural environment which opened in 2011, has developed Māori stories and is continuing to enhance this significant component of the experience which is also being actively promoted to international visitors.</p> <p>The Auckland Art Gallery Māori advisory group, Haerewa, was established in 1994 to assist with the implementation of those aspects of the gallery strategic plan relevant to Māori, and to be an advisory and support group to the gallery management. Haerewa advocates strongly for increased Māori programming and representation within exhibitions and collections.</p> <p>Negotiations are underway between the Crown and Auckland iwi collective entities to settle outstanding Treaty of Waitangi claims on the Auckland isthmus. Mt Smart is captured in these negotiations and is in the midst of a treaty claim with the Tāmaki Collective. Mt Smart Stadium provides Māori cultural experiences at major events and continues to actively seek iwi events.</p> <p>THE EDGE engages with the Matariki Festival each year through public programmes, and has an ongoing relationship with Ngati Whatua including powhiri with incoming companies. It is also developing programmes of Māori public performance in Aotea Square and elsewhere.</p> <p>Auckland Conventions is working with Ngati Whatua and Auckland Museum to develop authentic Māori welcome/powhiri experiences as added value to Conventions and event packages.</p>
ATEED Draft Q1 report	<p>Sol includes a KPI with target to be set for: Number of economic initiatives with Māori</p> <p>Q1 report provides informative narrative(para 3.3):</p> <p>Māori Economic Forum</p> <p>The Māori Economic Forum initially scheduled to take place in quarter 1 has been deferred until early 2014. The purpose of the forum is to enable greater business</p>

	<p>connectivity and capability building to enhance Māori economic prosperity. The forum will involve linking Northland and Auckland iwi in a special summit to be held at the Te Hana Marae and Exhibition Centre in March 2014.</p> <p>Māori Tourism Development Programme</p> <p>ATEED partnered with Air NZ, Te Puni Kokiri, Qualmark and Tourism NZ to deliver the Māori Tourism Development Programme – an incubator style programme aimed at developing small and medium sized Māori tourism operators to ‘trade-ready’ status and preparing them to exhibit at the 2013 Māori Tourism Trade Day. Eight operators nationwide were selected to be a part of the programme, including three from the Auckland region (Hike Bike Ako, Tāmaki Hiko, and Potiki Adventures).</p> <p>Māori Tourism Trade Day</p> <p>The 2013 Māori Tourism Trade Day (MTTD) was successfully held at the Auckland Museum on September 12. The event attracted 28 Māori businesses from around the country, including seven from Auckland. MTTD is fast becoming an important event on the NZ tourism trade calendar.</p> <p>Auckland Investment Office</p> <p>ATEED met with Whatua, Wahatua and Whatua O Kaipara to discuss long term aspirations for growth, including investment and land development options. This will be integrated into the pipeline planning of the Auckland Investment Office.</p> <p>America’s Cup</p> <p>ATEED worked with Te Puni Kokiri (TPK) on the America’s Cup project which resulted in the Ngati Whatua Waka Māori being installed on the Emirates Team New Zealand (ETNZ) base as their hospitality venue. ATEED with NZTE also supported TPK to deliver a Māori event in the Waka on August 31. The event involved Minister Pita Sharples and members of the NZTE-organised Māori Leaders Stanford University boot camp.</p> <p>Signature Māori Event</p> <p>Through ATEED’S Statement of Intent, the IMSB has mandated that ATEED undertake a detailed feasibility assessment of a Signature Māori Event for Auckland (working with Auckland Council). Scoping work is underway and iwi engagement is planned to commence in November.</p> <p>Te wiki o te Reo Māori</p> <p>To celebrate Te wiki o te Reo Māori (Māori Language Week 2013), ATEED joined NZTE and Callaghan Innovation to host Dr Pita Sharples for a powhiri and lecture on July 4.</p>
Auckland Transport	No content relating to Māori
Watercare	<p>Q1 report includes a Māori Well-being paragraph:</p> <p>The focus for the quarter was on the preparation of the [Kaitiaki] Forum’s Annual Report and standardising procedures and processes to enable the working relationship between Mana Whenua and Watercare to operate more efficiently. The Annual Report was presented by the Forum Chairman Tame Te Rangi at the Watercare Board meeting on 24</p>

	<p>October 2013.</p> <p>The next meeting of the Forum is scheduled for 14 November 2013.</p> <p>Q1 report does not identify projects particularly relevant to Māori</p>
Waterfront Auckland	<p>Includes a performance measure: “stakeholder relationship plans developed to ensure Local Board engagement, recognition of the IMSB’s Māori Wellbeing Plan and the opportunity for Māori/iwi involvement in waterfront investment and development”. Progress to Sept. 2013 is noted as: “A Māori Action Plan is being developed”.</p> <p>Relevant activities include:</p> <p>A group of iwi representatives meet monthly with Waterfront Auckland to consider opportunities and issues in regard to waterfront specific projects</p> <p>Māori carvings have been incorporated in the arrival hall of Shed 10 and other opportunities to tell our history and stories are being investigated</p> <p>Iwi input to the design of Daldy Linear Park will see the incorporation of a range of native planting and plants needed for waterfront projects will be procured from Ngati Whatua nursery</p> <p>The Westhaven Promenade will include a cultural heritage trail</p> <p>The Urban Design Guidelines prepared to guide the development of Wynyard Central identified under Mana Whenua partnership an objective to acknowledge and celebrate the rich history of Māori settlement in the area pre and post European contact and the requirement to have regard to Māori design principles</p> <p>Expenditure YTD recorded under GL codes = \$104,500 against budget of \$63,061.</p>
ACIL	<p>Q1 report includes paragraph:</p> <p>ACIL's management of strategic assets provides financial returns to the Auckland Council which can be used by the council to deliver services and programmes, including services and programmes of particular benefit to Māori. Directors and management identified opportunities to enhance their awareness of Māori customs and issues following the publication by the council of the Māori responsiveness framework. A program is being developed by Auckland Council to respond to these opportunities in 2014.</p>
ACPL	<p>Q1 report includes statements:</p> <p>ACPL continues to undertake thorough engagement with mana whenua as part of the portfolio Rationalisation Process, particularly around properties that are under review for potential sale and those that are in ACPL’s property development work stream. Opportunities for input from Māori include raising any property specific cultural significance considerations that should be taken into account as part of any disposal or development process, along with the opportunity to become involved as a potential developer or development partner. ACPL is currently in discussions with iwi around several commercial and housing development opportunities across the region.</p> <p>As part of our engagement enhancement work (since July this year), ACPL also now engages with local mana whenua around development outcomes for ACPL led projects. Recent engagements include preliminary discussions around potential input into a town centre re-development in Pukekohe and initial evaluation of mana whenua environmental considerations in a car park development.</p>

	<p>ACPL is continuing its involvement in Council’s Māori Responsiveness Framework Pilot Programme. ACPL is currently evaluating and documenting the findings of the business-wide current state assessment undertaken during Q4. The key output of ACPL’s involvement is formalising a Māori Responsiveness Plan detailing at an operational level how ACPL will contribute to delivering on Council’s strategic and operational commitments to Māori.</p> <p>Performance measure:</p> <p>Clear record of input from relevant Local Boards, Iwi, Council Departments and CCO’s, being sought and responses being considered.</p> <p>Result:</p> <p>All properties recommended to Council at the end of Q1 have gone through the property rationalisation / clearance process and have clear record of input from relevant stakeholders.</p>
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Exclusion of the Public: Local Government Official Information and Meetings Act 1987

That the Finance and Performance Committee:

- 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 Monthly budget 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)(i) - The withholding of the information is necessary to enable the local authority to carry on, without prejudice or disadvantage, negotiations (including commercial and industrial negotiations). In particular, the report contains commercially sensitive information, the disclosure of which could disadvantage the council in negotiation..	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.