

ATTACHMENT 2: TABLES OF RECOMMENDATIONS FROM THE MAYORAL HOUSING TASKFORCE REPORT

TABLE 1: RECOMMENDATIONS FOR THE COUNCIL TO LEAD (based on Housing Taskforce report 'requirements for delivery')

Recommendation	Requirements for delivery	Council to implement	Council to collaborate	Council to lobby	Key council departments / CCO to involve	Existing or planned work that could implement the recommendation
Tactical interventions						
<p>8 Implement the Housing Infrastructure Fund (Case study 4), ensuring a financial structure that can enable it to be expanded through time, enable participation of private capital, and remove the need for this funding to be secured against the Council's balance sheet.</p> <p>This would involve an appropriate equity underwrite and the ability to raise revenue streams, such as contributions from land owners in the areas that benefit from new infrastructure, targeted 'value capture' rates in the same areas, and service charges, all of which will also improve incentives to develop serviced land.</p>	Auckland Council to implement Housing Infrastructure Fund following central government decision				<p>Auckland Council – Finance, Investment Office, Development Programme Office</p> <p>Auckland Transport</p> <p>Watercare Services Limited</p>	<p>EXISTING WORK</p> <p>Continue discussions with Central Government and our current and future work on IFA's and other agreements for "funding areas".</p> <p>Work already being done at Drury South, Redhills and Wainui.</p> <p>Recent announcement of Special Purpose Vehicle is next step in increasing financial options</p>
<p>9 Publish and regularly update information on the magnitude of the funding gap for the Future Urban Land Supply Strategy, including information on how this may affect timing of development, in order to enable negotiation with developers and other parties for additional funding to progress development.</p>	Auckland Council to progress, with input from Watercare and Auckland Transport and in discussion with central government agencies and the development sector.				<p>Auckland Council – Finance, Auckland Plan Strategy & Research, Healthy Waters, Development Programme Office</p> <p>Auckland Transport</p> <p>Watercare Services</p>	<p>NEW WORK</p> <p>Use existing analysis and work being done for the Smart Growth Portal.</p>

Recommendation	Requirements for delivery	Council to implement	Council to collaborate	Council to lobby	Key council departments / CCO to involve	Existing or planned work that could implement the recommendation
					Limited	
Tactical interventions						
<p>10 Implement at least one infrastructure scheme that is self-funded from some combination of land owner contributions, targeted 'value capture' rates, and service charges, in order to accelerate an infrastructure project to enable housing delivery and internalise the costs of infrastructure with the party that benefits, i.e. the landowner. Capture learnings to enable this approach to be scaled up.</p>	<p>Auckland Council to progress in collaboration with Auckland Transport, Watercare, and/or central government</p>				<p>Auckland Council – Development Programme Office, Healthy Waters, Chief Economist Auckland Transport Watercare Services Limited</p>	<p>EXISTING WORK Focus through the existing development pipeline on the Development Programme Office's books Discuss targeted rates for infrastructure as part of the 2018-2028 Long-term Plan</p>
<p>11 Develop an infrastructure pricing policy and structured dispute resolution process for infrastructure funding negotiations with developers to signal the direction of pricing and improve confidence in future infrastructure funding arrangements.</p>	<p>Auckland Council to invite a response from Auckland Transport and Watercare</p>				<p>Auckland Council – Development Programme Office, Finance, Legal Services Auckland Transport Watercare Services Limited</p>	<p>NEW WORK</p>

Recommendation	Requirements for delivery	Council to implement	Council to collaborate	Council to lobby	Key council departments / CCO to involve	Existing or planned work that could implement the recommendation
<p>12 Progress route protection for future transport corridors in new urban areas through Auckland Transport's Supporting Growth Programme, in order to reduce the likelihood of delays to future housing delivery that are caused by slow infrastructure planning. Capture learnings to enable this approach to be scaled up to other areas, and identify the impact of the existing designation process on the project timeframe.</p>	<p>Auckland Transport to progress this programme</p>				<p>Auckland Council - Plans and Places, Auckland Plan Strategy & Research Auckland Transport</p>	<p>EXISTING WORK Programme set up and progressing Note: New Zealand Transport Agency is a major partner in this programme and protection of future corridors.</p>
<p>15 Further develop the Housing Infrastructure Fund, expanding it through time, securing participation of new private capital, and raising new revenue streams, such as contributions from land owners in the areas that benefit from new infrastructure, targeted 'value capture' rates in the same areas, and service charges.</p>	<p>Auckland Council to implement in collaboration with central government and the development sector</p>				<p>Auckland Council – Finance, Investment Office, Legal Services, Development Programme Office Auckland Transport Watercare Services Limited</p>	<p>EXISTING WORK Continue discussions with Central Government Recent announcement of Special Purpose Vehicle is next step in increasing financial options</p>
<p>16 Implement congestion pricing to manage peak demands on congested networks, which will mitigate the congestion effects of new development and hence potentially alleviate some of the funding gap for transport infrastructure. Ensure that public transport and cycling options are available as an alternative to congested routes where tolls are likely to be high.</p>	<p>Auckland Council to collaborate with central government to progress the work of the agreement</p>				<p>Auckland Council – Auckland Plan Strategy & Research, Finance, Mayor's Office Auckland Transport</p>	<p>EXISTING WORK Part of the Auckland Smarter Pricing Project</p>

Recommendation	Requirements for delivery	Council to implement	Council to collaborate	Council to lobby	Key council departments / CCO to involve	Existing or planned work that could implement the recommendation
<p>18 Explore the merits of basing ratings on land value, not capital value, to improve incentives to develop rather than hold land. If the benefits were seen to exceed the costs and risks, develop a plan to transition to land value rates over an appropriate time period.</p>	<p>Auckland Council to investigate costs, benefits, and risks of the different rating systems</p>				<p>Auckland Council – Finance, Chief Economist, Auckland Plan Strategy & Research, Legal Services</p>	<p>NEW WORK Use previous analysis as a starting point</p>
<p>20 Implement Consenting Made Easy service models (Custom, Streamline, Qualified Partner, Premium), with attention to the recommendations of the Challenge Panel. The key actions required for improvement are:</p> <ul style="list-style-type: none"> ensuring that applicants have a single point of contact with the ability to resolve views received from Auckland Council teams and council-controlled organisations; and ensuring appropriate leadership and human resources capacity to drive a culture change in consenting. <p>The Qualified Partner scheme would enable parallel consenting for developments subject to appropriate audited quality assurance.</p>	<p>Auckland Council to implement, seeking input and collaboration with development sector</p>				<p>Auckland Council - Regulatory Services, Healthy Waters, Auckland Design Office, Plans & Places, Development Programme Office Auckland Transport Watercare Services Limited</p>	<p>EXISTING WORK Regulatory Services already rolling out service models e.g. 20% of resource and building consents in central are processed as streamline; 13 companies have signed up for Qualified Partner scheme;</p>
<p>21 Ensure that experienced resource consent and building consent processing staff are used effectively through the Consenting Made Easy programme.</p>	<p>Auckland Council to progress</p>				<p>Auckland Council - Regulatory Services</p>	<p>EXISTING WORK Operating model is being changed to ensure more complex projects are processed in house rather than outsourced; dual career opportunities – all designed to retain and develop staff</p>

Recommendation	Requirements for delivery	Council to implement	Council to collaborate	Council to lobby	Key council departments / CCO to involve	Existing or planned work that could implement the recommendation
<p>23 Regularly report on consent and development outcomes that have been identified as data gaps, i.e. building completions and elapsed timeframes for consents (in addition to statutory timeframes), and improve data on an ongoing basis.</p>	<p>Auckland Council to progress</p>				<p>Auckland Council - Regulatory Services, Healthy Waters, Auckland Design Office, Plans & Places. Auckland Plan Strategy & Research, Development Programme Office Auckland Transport Watercare Services Limited</p>	<p>EXISTING WORK New performance monitoring framework developed and being implemented which will enable reporting on elapsed times, customer experience as well as outputs</p>
<p>29 Ensure plan change processes required to progress zoning changes (e.g. shifting from Future Urban zoning to live zoning) are well resourced and proceed with speed, and that these planning resources are targeted to areas with land owner commitment to fund infrastructure (potentially including community facilities and operating costs) and proceed to build homes.</p>	<p>Auckland Council to investigate, seeking input and collaboration with development sector</p>				<p>Auckland Council – Plans & Places, Healthy Waters, Development Programme Office Auckland Transport Watercare Services Limited</p>	<p>EXISTING WORK Recent experience in Whenuapai demonstrates that plan change process can be streamlined if all council family are available to give right inputs at right time. Supported by Smart Growth Portal and Infrastructure Funding Team as well as working with developers to get commitment to fund infrastructure</p>

Recommendation	Requirements for delivery	Council to implement	Council to collaborate	Council to lobby	Key council departments / CCO to involve	Existing or planned work that could implement the recommendation
30 In order to strike an appropriate balance between the benefits of urban design and the costs of achieving them, Council to work with the development community to: <ul style="list-style-type: none"> • Agree the importance of good urban design • Ensure that there is a single point of approval for designs and/or encourage the establishment of specific project design review panels for significant developments • Facilitate discussion between developers, planners, and design review panels about the value and cost implications of key amenity provisions. 	Auckland Council to progress in collaboration with development sector				Auckland Council – Auckland Design Office, Plans & Places, Regulatory Services Panuku Development Auckland	NEW PROJECT Use existing relationships with development sector to focus discussion and agreement Work with staff and development sector to improve and clarify urban design review as part of resource consents
Strategic interventions						
13 Invite Auckland Council's Governing Body to satisfy itself that the refresh of the Auckland Plan implements National Policy Statement requirements for a Future Development Strategy outlining how urban development capacity in brownfield and greenfield areas will be provided to meet future demands.	Auckland Council to progress, in collaboration with the Ministry for the Environment and development sector				Auckland Council – Auckland Plan Strategy & Research	EXISTING WORK Auckland Plan refresh project
14 Seek to quantify the extent of land banking and understand why it is happening, and then develop a set of policy responses to address it.	Auckland Council to investigate, inviting input from the development sector				Auckland Council – Auckland Plan Strategy & Research, Chief Economist, Plans & Places, Finance	NEW WORK Use existing analysis as a starting point

Recommendation	Requirements for delivery	Council to implement	Council to collaborate	Council to lobby	Key council departments / CCO to involve	Existing or planned work that could implement the recommendation
<p>26 Ensure that a single Council family Code of Practice, setting technical standards for infrastructure assets for new development, is agreed and understood by consent planners, development engineers, and the development industry. Any updates are to be well communicated to the industry.</p> <p>Ensure the Code of Practice defines customer satisfaction outcomes, including enabling housing delivery via efficient and certain processes.</p>	<p>Auckland Council to work with council-controlled organisations and development sector to implement</p>				<p>Auckland Council - Regulatory services, Engineering & Technical Services (Chief Engineer), Development Programme Office Auckland Transport Watercare Services Limited</p>	<p>EXISTING WORK Service Level Agreement for CCO's input into consenting process signed by all bar Watercare Services Limited – Watercare agreement close.</p> <p>One Code of Practice in development – agreement in principle from family asset owners</p>

TABLE 2: RECOMMENDATIONS FOR THE COUNCIL TO COLLABORATE ON AND/OR LOBBY GOVERNMENT (based on Housing Taskforce report 'requirements for delivery')

Recommendation	Requirements for delivery	Council to implement	Council to collaborate	Council to lobby	Key council dept. / CCO involved	Existing or planned work that could implement the recommendation
Tactical interventions						
<p>1 Establish, as soon as possible, a plan to scale up joint venture building programmes on publicly-owned land. Identify the quantity of development required and delivery mechanisms, such as partnerships between the private sector and Panuku Development Auckland or HLC (formerly Hobsonville Land Company) with appropriate sharing of risk and reward, and make this plan known in the market to provide certainty for home builders.</p>	<p>Auckland Council to collaborate with central government to implement</p>				<p>Auckland Council – Development Programme Office Panuku Development Auckland</p>	<p>NEW WORK Consider taking three case studies – Transform Manukau, Northcote, and Hobsonville Land Company - Mt Roskill. Capture learnings and innovate over time.</p>
<p>2 Encourage development partners that are undertaking large-scale urban redevelopment to engage with communities early in the process. Development can provide opportunities for both the existing community as well as the developer and new communities. Understanding and communicating these benefits can ensure that development proceeds more rapidly. Ensure that existing social housing tenants are rehoused in the community.</p>	<p>Auckland Council to invite development partners to respond</p>				<p>Auckland Council – Plans & Places, Development Programme Office, Community Empowerment</p>	<p>EXISTING WORK Specific focus and opportunity to use Community Empowerment team to assist development partners</p>

Recommendation	Requirements for delivery	Council to implement	Council to collaborate	Council to lobby	Key council dept. / CCO involved	Existing or planned work that could implement the recommendation
<p>3 Encourage the building industry to engage with the Building and Construction Industry Training Organisation's (BCITO) skills badging trial scheme (due to start in second half of 2017), which aims to be an alternative to multi-year apprenticeships.</p> <p>Encourage central government to scale up this scheme rapidly after the trial if it is deemed successful and there is demand for this approach.</p>	<p>Auckland Council to encourage central government to adopt a 'badging' system should trialing prove successful</p>				<p>Auckland Council - Regulatory Services</p>	<p>EXISTING WORK Already in discussions about capability of building industry and need to increase labour force training. Our Building Training School works closely with BCITO</p>
<p>4 Optimise the points system for work visas to increase the preference for skilled construction workers relative to other occupations when there are major workforce shortages that cannot be fulfilled through local training.</p>	<p>Auckland Council to invite a response from central government</p>				<p>Auckland Council – Mayor's Office</p>	
<p>17 Broaden sources of funding for major infrastructure and support the principle of revenue sharing, including an appropriate mix of the following new sources of funding for major infrastructure:</p> <ul style="list-style-type: none"> • Devolution of some taxing power to AC (e.g. regional fuel tax as an interim measure en route to full congestion pricing); • Additional revenue from congestion pricing, if any; • Rebating GST on rates, as is done in Australia; • Allocating a share of GST on construction to councils to strengthen incentives to enable development, and 	<p>Auckland Council to invite collaboration from central government</p>				<p>Auckland Council – Mayor's Office, Finance, Investment Office</p>	<p>EXISTING WORK Continue discussions with Central Government Recent announcement of Special Purpose Vehicle is next step in increasing financial options</p>

Recommendation	Requirements for delivery	Council to implement	Council to collaborate	Council to lobby	Key council dept. / CCO involved	Existing or planned work that could implement the recommendation
<ul style="list-style-type: none"> Creation of urban development authorities or special purpose vehicles to internalise major infrastructure costs for large developments. <p>Where appropriate, create new reporting requirements for new revenue sources and ensure that other revenues are subject to traditional Auditor-General requirements to ensure confidence in new revenue tools.</p>						
19	Investigate mechanisms to enable infrastructure providers to secure long term infrastructure corridors that do not require the level of detailed design and in-depth analysis of impacts that is currently required under the Resource Management Act.	Auckland Council to invite collaboration from central government			Auckland Council - Plans & Places, Legal Services Auckland Transport Watercare Services Limited	NEW WORK Use existing analysis of legal issues and how to address these Continue to advocate to Ministry officials for changes to the Resource Management Act
22	Work with tertiary providers and professional institutes to identify a pipeline of suitably qualified people to work in the construction professions to ensure future consenting requirements can be met by the industry.	Auckland Council to progress, in partnership with tertiary providers and professional bodies			Auckland Council - Regulatory Services	EXISTING WORK Already in discussions about capability of building industry and need to increase labour force training. Our Building Training School works closely with BCITO
24	Encourage the Ministry of Business, Innovation and Employment (MBIE) to publicly release its Manufactured Building Guidance to clarify requirements for the industry.	Auckland Council to invite a response from MBIE			Auckland Council - Regulatory Services	NEW WORK

Recommendation	Requirements for delivery	Council to implement	Council to collaborate	Council to lobby	Key council dept. / CCO involved	Existing or planned work that could implement the recommendation
<p>25 Develop new Acceptable Solutions under the Building Code for prefabricated products and medium density housing typologies that are not well addressed by existing Acceptable Solutions, and which are important for meeting Auckland's future housing needs</p>	<p>Auckland Council to invite a response from MBIE, in consultation with councils and developers</p>				<p>Auckland Council - Regulatory Services</p>	<p>NEW WORK Use existing analysis - already raised issue with MBIE. Will now look to gain support from other Councils.</p>
<p>27 Ensure that forthcoming national planning standards align with best practice elements of the Unitary Plan and reduce the need for further major plan changes.</p>	<p>Auckland Council to invite the Ministry for the Environment to progress in partnership</p>				<p>Auckland Council - Plans & Places</p>	<p>EXISTING WORK Auckland Council staff are part of review groups for the development of the National Planning Standards</p>
<p>28 Improve certainty and confidence in medium- and higher-density housing for buyers, through changes to the Unit Titles Act.</p>	<p>Auckland Council to invite a response from MBIE</p>				<p>Auckland Council – Regulatory Services, Legal Services, Auckland Plan Strategy & Research, Community & Social Policy, Mayor's Office</p>	<p>NEW WORK Use existing analysis as a starting point</p>

Recommendation	Requirements for delivery	Council to implement	Council to collaborate	Council to lobby	Key council dept. / CCO involved	Existing or planned work that could implement the recommendation
Strategic interventions						
<p>5</p> <p>Establish a credible long-term programme of housing development, including a commitment to maintain a higher baseline of overall housing delivery across boom-bust cycles. Sending a credible signal about the future pipeline of work would encourage investment in skill development and innovation. This would include:</p> <ul style="list-style-type: none"> identifying land requirements (including land that may need to be purchased in advance) planning mechanisms to enable delivery financing, funding, and ownership mechanisms to ensure delivery, including potential shared equity models for land a long-term construction workforce development plan. 	<p>Auckland Council to invite central government and major landowners and developers to progress</p>				<p>Auckland Council – Development Programme Office, Plans & Places, Finance, Auckland Plan Strategy & Research, Healthy Waters</p> <p>Auckland Transport Watercare Services Limited</p>	<p>NEW WORK</p>
<p>6</p> <p>Investigate other mechanisms to enable new tenure and ownership models that can fill gaps between social housing and market-rate housing. Identify whether and how these are feasible to implement to address affordability issues.</p>	<p>Auckland Council to collaborate with central government and housing sector groups</p>				<p>Auckland Council – Community & Social Policy, Auckland Plan Strategy & Research, Community Services</p>	<p>NEW WORK</p> <p>Use existing analysis as a starting point</p>
<p>7</p> <p>Investigate the potential for unintended consequences for residential development from new bank regulations (which are intended to manage risks for financial stability but may affect the availability and cost of finance), and identify whether there is a need for a public or private response.</p>	<p>Auckland Council to invite Treasury to progress a review, with input from the Reserve Bank, development and financial sectors</p>				<p>Auckland Council – Mayor’s Office, Finance, Chief Economist</p>	<p>NEW WORK</p>

Recommendation	Requirements for delivery	Council to implement	Council to collaborate	Council to lobby	Key council dept. / CCO involved	Existing or planned work that could implement the recommendation
<p>31 Investigate building warranty and insurance schemes as part of a quality assurance process that would facilitate and expedite the building consent process and construction sector innovation in exchange for reducing the liability that councils face for buildings.</p>	<p>Auckland Council to invite central government to lead, with broad engagement across the sector (construction industry, insurance and banking sectors) Legislative change or other market arrangements may be needed to progress</p>				<p>Auckland Council - Regulatory Services, Legal Services</p>	<p>EXISTING WORK Use existing analysis - initial discussions with Master Builders, Insurance industry Raised with MBIE and advised discussion paper on this</p>
<p>32 Review the Building Code and update it to ensure that it reflects and enables ongoing innovation, especially in prefabricated products and medium density housing typologies. Medium density housing face special issues, such as managing noise through common walls, are not well addressed by existing Building Code, and are important for meeting Auckland's future housing needs.</p>	<p>Auckland Council to invite response from MBIE, in consultation with councils and developers</p>				<p>Auckland Council - Regulatory Services, Legal Services, Community and Social Policy</p>	<p>NEW WORK Use existing analysis - constantly raised with MBIE for last 2-3 years – no real movement Consider staff focussing on drafting Building Act changes and then approach MBIE (similar to the approach taken to the Auckland Unitary Plan).</p>
<p>33 Undertake a holistic review of resource management legislation, including investigating the Productivity Commission's recent planning review's recommendations more broadly.</p>	<p>Auckland Council to invite a response from central government</p>				<p>Auckland Council - Plans & Places, Legal Services, Regulatory Services, Auckland Plan Strategy & Research</p>	<p>NEW WORK Use existing analysis as a starting point</p>