



Auckland Council

Manukau Harbour Forum Governance and Management Support Review

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Executive Summary

This Review was commissioned to evaluate the performance, structure and governance of the Manukau Harbour Forum. Information to support the Review was obtained from desk top analysis, comparison of other Auckland Council related entities, interviewing Forum members, Councillors, and Council staff, and from a facilitated Manukau Harbour Forum workshop.

Summary of Key Findings

The Manukau Harbour Forum is failing to achieve its Vision and will not do so without significant change and additional resourcing. This does not mean that the Forum should be disestablished; but it must be strengthened and appropriately resourced to deliver on its Vision:

“The Manukau Harbour is recognised and valued as a significant cultural, ecological and economic asset, and through integrated management has a rich and diverse marine and terrestrial environment that is able to be enjoyed by all”

The failure is a combination of several factors, and no single problem has been at the heart of the failure to promote the objectives of the Forum:

- Inadequate resourcing through the current funding model, which undermines the long-term delivery capability of the Forum;
- A lack of baseline understanding of the health of the Catchment and Harbour, coupled with an absence of either long-term integrated strategic planning, or an annual work plan limits the ability of the MHF to establish (or execute) a long-term, outcome focused vision;
- The Forum is the only Harbour-related entity in Auckland without a paid staff role to coordinate and deliver the Forum’s work programme;
- There is inadequate allocation of staff time from within Council, in particular Healthy Waters;
- There is no clear value proposition for mana whenua to be involved, resourcing for mana whenua involvement or articulation of mana whenua perspectives or representation in the Forum;
- The work programme is currently Local Board-centric (in terms of type of activity) and fails to directly address larger scale strategic issues within the Catchment or Harbour; and
- Inadequate integration across local board boundaries makes it difficult for the Forum to develop a strategic, integrated whole-of-catchment approach to influence and direct future work programmes.

Despite this, there have been some notable successes through a mix of advocacy and practical efforts that have served to promote outcomes for the Manukau Harbour as well as to increase the visibility of the Forum’s role as a champion for the Catchment and Harbour. It is important that these types of activities continue as part of future work plans for the Forum.

Recommendations

Although there are 18 short term and long-term recommendations, many could be implemented in parallel.

Continuity of the Manukau Harbour Forum:

<p><i>Rec1. We do <u>not</u> recommend that the Manukau Harbour Forum be disestablished.</i></p>

Mana whenua Relationships:

- MW1. A plan for mana whenua engagement should be co-developed with willing tribal entities.***
- MW2. The Forum should ensure funding is allocated to compensate mana whenua for their time and effort in working on Forum-related issues.***

Stocktake of Activities:

- ST1: To continue the stocktake as a database for the Forum to identify all the initiatives that are occurring within the Manukau Harbour.***
- ST2: To incorporate a stocktake of activity within a State of the Harbour report.***
- ST3: Look into the possibility for including a section in work programme reporting, for Council staff to highlight if the initiative they are leading has any benefits to the Manukau.***

Resourcing & Operational Support:

- R&OS1. Establish a paid position for a project manager / co-ordinator to deliver the Forum's work programme (8 – 16hrs per week).***
- R&OS2. Provide dedicated council officer (Healthy Waters) time to align with project manager and ensure maximum value from Council work programmes (especially important once hydrodynamic model etc are completed).***
- R&OS3. Align with other Harbour initiatives (Tamaki Estuary, Hauraki Gulf, Kaipara) in the Auckland Region. Identify and implement shared learnings and resources that could be adopted.***

Structure and Governance:

It is necessary to fundamentally re-evaluate governance with a view to creating a fit-for-purpose entity that can achieve the Vision and address the failings above. An alternative governance structure could expand the Forum

membership to better align with the governing body, whilst increasing resourcing and direct interaction with Council staff through the Healthy Waters programme.

S&G1. Immediately invite Governing body involvement via two Councillor representatives on the Forum, including co-chair. Retain Local Board membership as-is; thus increasing membership to 11.

S&G2. Amend the Forum Terms of Reference to include Councillor representation and seek inclusion of them into the overall list of Terms of Reference of the Governing Body.

S&G3. Further develop options to establish greater status, resourcing and accountability for the Forum, including consideration of:

- ***Costs and benefits of adding additional representation onto Forum beyond elected members – e.g. community, industry, mana whenua.***
- ***Developing new reporting lines & accountability, and status for the Forum within the Auckland Council structure, for example***
- ***Having the Forum as a Subcommittee of Environment and Community Committee, or***
- ***Having the Forum as a Joint Committee of Council, or***
- ***An alternative structure using examples such as the Rural Advisory Panel, Kaitiaki Forum, Tupuna Maunga Authority.***

S&G4. Seek input to potential long term structural and governance options from the Joint Governance Working Group.

State of the Harbour Recommendations:

SOH1. Source funding for an integrated State of the Harbour Report to provide baseline understanding of the Catchment and Harbour.

SOH2. Prepare a State of the Harbour Report to provide baseline understanding of health & wellbeing of catchment, harbour and people living within it.

SOH3. Prepare an integrated, outcomes focused Strategic Plan to address issues identified in the State of the Harbour Report. Prioritise changes and outcomes via a programme of works.

SOH4. Long Term Plan - funding and resources need to be allocated through the LTP.

SOH5. Use Healthy Waters Hydrodynamic Model and other relevant tools to inform Forum focus areas and implications of future land use changes for the Harbour.

Introduction and Context

The Manukau Harbour Forum

The Manukau Harbour Forum was created by Auckland Council in 2010 in response to concern about the deteriorating state of the Manukau Harbour, and the urgent need for a collaborative response to improve its condition. The Manukau Harbour Forum meets six times a year and is comprised of representatives of the nine local boards that border the Manukau Catchment and Harbour:

Franklin Local Board

Papakura Local Board

Maungakiekie-Tāmaki Local Board

Puketāpapa Local Board

Māngere-Ōtāhuhu Local Board

Waitākere Ranges Local Board

Manurewa Local Board

Whau Local Board.

Ōtara-Papatoetoe Local Board

The purpose of the Forum is to provide for a means of collective Local Board advocacy on issues affecting the Manukau Harbour and the adjacent foreshore, and to champion the sustainable management of the Manukau Harbour on behalf of the communities they represent. This collective also recognises and values the special relationship that Mana Whenua have in relation to the Harbour^{1,2}.

Manukau Harbour Forum Vision:

“The Manukau Harbour is recognised and valued as a significant cultural, ecological and economic asset, and through integrated management has a rich and diverse marine and terrestrial environment that is able to be enjoyed by all”

Member local boards have ecological outcomes as well as community wellbeing focuses within their respective local board plans (some of which directly enhance the Manukau Catchment and Harbour), and all members contribute funds toward to a shared annual Forum work programme.

¹ Manukau Harbour Forum. (2013). *Vision and Strategy*.

² <https://www.aucklandcouncil.govt.nz/about-auckland-council/how-auckland-council-works/harbour-forums/Pages/manukau-harbour-forum.aspx>

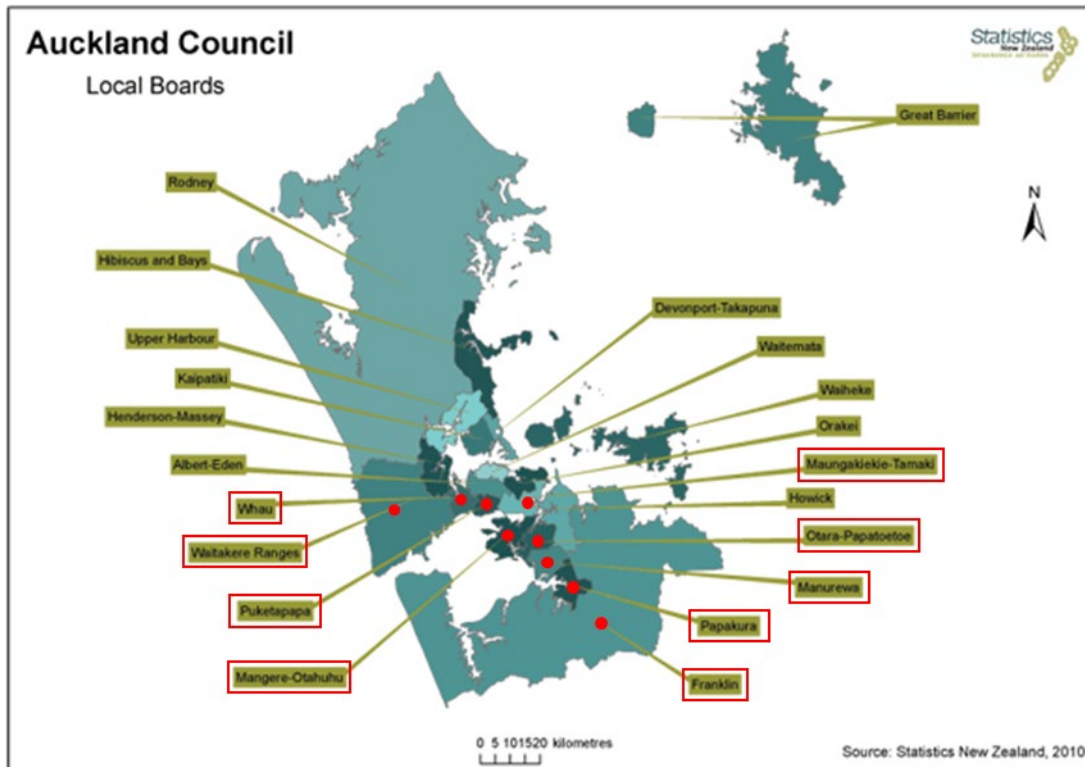


Figure 1. Map of the Auckland Council Local Board Wards.



Figure 2. Manukau Harbour catchment.

Independent Review of the Manukau Harbour Forum

This Independent Review was commissioned by Auckland Council and considers the current governance, functions, priorities and work programme. It considers the current level of advocacy effectiveness and whether the Forum is meeting the expectations of Forum members and relevant stakeholders.

The scope of the Review provided in the Terms of Reference includes:

- *reviewing the strategic objectives of the Forum*
- *confirming the continued need for a Forum*
- *how to maximise influence of the forum*
- *relationship with Governing Body*
- *relationship with wider community stakeholders and understanding their interests and views*
- *establishing effective relationships with mana whenua iwi*
- *reflection on current and potential governance structures*
- *identify related operational support models (specific support and wider organisational commitment) – include looking at Hauraki Gulf Forum, WHRA, Maunga Authority etc.*
- *review of advocacy and activity to date – forum initiated, Local Board initiated, regional*
- *information currently held, under development and known gaps*

Each of these is considered separately in this Report, although many are interlinked and both findings and recommendations are often relevant to more than one topic.

Approach

The Review was conducted over the period May to August 2019. The review has been based on:

- An examination of background material including Forum meeting minutes, a strategic action plan (2013-2015) and local board plans.
- Semi-structured interviews conducted with all Forum members, two Auckland Councillors, and five staff from within Auckland Council.
- Analysis of other Council-associated entities within the Auckland Region to identify possible structural and governance options for the future.
- A facilitated workshop of initial findings and recommendations with the Forum, with an opportunity for members to provide feedback.

Interviews

All interviewees were provided with a range of topics for discussion but not a structured set of questions. The specific focus of each interview was tailored depending on the perspective of the interviewee. Interview notes were qualitatively analysed, with a focus on identifying trends and consistent themes arising from the interviews. No attempt was made to undertake quantitative analysis from the interviews because the semi-structured nature of the interviews does not lend itself to quantitative analysis. Through these interviews, we sought to understand the issues impacting the Forum to date, factors impacting ongoing performance, and opportunities for improvement.

The qualitative analysis of both individual interviews and the full range of interviewees allowed clear and very consistent themes to develop, which comprise much of the findings provided in this Review. The list of people interviewed is provided in [Appendix One](#). No direct attribution of comments made during interviews has been made to any individual to respect confidentiality.

Analysis of other Council-Enabled Entities

The following entities were assessed to provide comparison with the Forum and to identify lessons for future change. There are multiple additional entities within Auckland, and outside the Region that could have been assessed; this list is not intended to be exhaustive. It does however provide a starting point for considering governance and structural options based on Auckland Council experience. The list of entities was drawn from interviews with Forum members, Council staff and Councillors; all were asked whether any other entities provided useful comparison for the purposes of this Review. This analysis was desk-top only and interviews were not conducted with members of any of the entities.

List of Council-enabled entities:

- Rural Advisory Panel
- Tūpuna Maunga o Tāmaki Makaurau Authority (Maunga Authority)
- Kaitiaki Forum
- Auckland Domain Committee
- Tamaki Estuary Environmental Forum
- Hauraki Gulf Forum
- Integrated Kaipara Harbour Management Group

Findings & Recommendations

Although our findings and recommendations are presented in discrete sections based on the Terms of Reference, several overlap and influence others. For the benefit of the reader, we have interspersed the recommendations throughout the text where there is a clear narrative regarding a particular issue. The recommendations are collectively presented in the [Executive Summary](#). Where relevant, we have included quotes (not attributed to individuals) from people interviewed. These help to reinforce and inform the findings and recommendations of the Review.

1. Continued Need for the Manukau Harbour Forum

A fundamental question we asked all interviewees was whether they feel the Forum should continue to exist. All interviewees agree that the Forum **should** continue to exist, but that it should not persist under the existing arrangements. Nobody considers that the Forum is achieving its intended Vision, or that it will do so under the current funding, structure and governance models. Equally, interviewees felt very strongly that with changes to funding, structure and governance, the Forum could provide a very strong ‘voice for the Manukau’ that is otherwise lacking. A very consistent theme of interviews was that the Manukau is ‘the forgotten harbour’; much more attention is given by the Governing Body, interest groups and the general public to other coastal and harbour areas within Auckland and that without an entity focused solely on the Catchment and Harbour, this will continue. Our first recommendation reflects this:

“I would recommend that the Manukau Harbour Forum is retained if some changes can be implemented.”

“I would not advocate dissolving the Forum, but change must occur. It is the only group dedicated to improving the entire Manukau Harbour.”

Recommendation:

Rec1. We do not recommend that the Manukau Harbour Forum be disestablished.

2. Influence of the Forum

There is universal frustration regarding the general lack of influence of the Forum; articulated by several members as a ‘lack of teeth’.

This limitation has handicapped the Forum in its ability to effectively advocate for the Catchment and Harbour, leading to frustration from the Forum members (and outside the Forum) and contributing to an overall perception that the MHF is not leading change or influencing decision makers.

The relative lack of influence is seen by some as a function of the structure and governance; 9 local boards, each with their own priorities and areas of geographic interest can result in piecemeal decisions based on specific context rather than the entire Forum advocating for the Manukau Catchment and Harbour. The structure may be part of the reason for lack of influence but we also identified other reasons; in particular the lack of an overarching integrated ‘master plan’ based on strong understanding of current state, trends and risks across the entire Catchment and Harbour. We provide recommendations regarding this later in the Review.

“The Manukau Harbour Forum needs mandated ability to act.”

“My main concern is that the Forum has no teeth and is unable to enforce regulations.”

“I am frustrated with how very little progress is happening. Questioning why we are here.”

“Forum is only providing feedback on consents, but doesn’t have any real ability to influence those.”

“The MHF should have input in new subdivisions and to building inspectors; we need to enforce restrictions on construction if environmental conditions are not being sustained.”

In terms of influence, we disagree with some interviewees that the Forum should be able to enforce regulations or the like (see quotes above for examples) given this is clearly the role of Council. It could however advocate for particular policy outcomes or become more involved in making submissions and seeking to influence decisions of Council and CCOs. There are some examples where the Forum has been able to

influence decisions of Council, and these were clearly identified as examples of success from the Forum by both Council staff and Forum members.

3. Relationship with Governing Body

Currently there is no reporting line, or accountability to the Governing Body, and this is recognised both by Forum members and those councillors interviewed as a weakness and constraint on the Forum seeking to be more influential. Members are of the view that in future, the Forum work programme needs to be included as a stand-alone 'line item' in the Long-Term Plan, to ensure appropriate long term funding, recognition of the regional significance of the Manukau and also to ensure accountability of Council work programmes through LTP and annual plan reporting.

Interviewees also expressed a shared view that the ongoing existence of the Forum should be recognised by the Governing Body as regionally significant, and with long term funding allocated. There are a number of ways in which this could occur, which we examine in more detail in section 7 below; which reflects on possible governance structures.

Overall, there was a high degree of alignment between existing Forum member's views for the need to have Governing Body representation on the MHF and to increase accountability and strengthen relationships with the Governing Body.

"We have no teeth and will never have any influence unless the Governing Body provides us with resourcing and better links into the System."

"The Forum needs political buy in from Auckland Council, otherwise it is impossible to get momentum."

"We really need to have the resources, staff support, link back into Council and regulatory standing to get stuck into the big issues that are affecting the Manukau Harbour."

"There needs to be political investment, or a champion for the Forum. A blend of councillor & local board representation, with multiple arms of governance at local and regional level."

In terms of staff engagement and interaction with the Forum and its work programme, there is insufficient interaction at present between the Forum and Council staff. In particular, Healthy Waters should have stronger links to the Forum and should be assisting it with developing State of the Harbour reporting, longer term planning and aligning Healthy Waters initiatives with Forum priorities. This was agreed by staff we interviewed, and we understand Healthy Waters staff have committed to including dedicated staff resources to work more closely with the Forum. On a positive note, Forum members and Healthy Waters staff reflected on the significant contribution the Forum made to the Council Water Strategy, and in helping ensure LongTerm Pan funding for a hydro-dynamic contaminant model for the Manukau. The model, once completed, will provide a much improved ability for the Forum to understand the interaction between contaminants and the coastal and marine environment.

4. Relationship with Wider Community Stakeholders

All members expressed a desire for the Forum to have a stronger relationship with other Council Controlled Organisations (CCOs) and greater visibility and influence over their respective work programmes throughout the Catchment. Some interviewees suggested that representatives of the CCOs should sit on the Forum.

There has been successful community and stakeholder engagement through locally focused initiatives as well as the regular Harbour Symposium. By comparison with other Council-related entities however, there is relatively little depth in the relationship with the wider communities.

Examples elsewhere include the Tamaki Estuary Environmental Forum, which has a range of community stakeholders as members, or specific groups created for particular issues such as the Rural Advisory Panel which has representatives from across the primary sector as well as mana whenua and the Governing Body.

With additional funding and dedicated capacity, a much stronger relationship could be built between the Forum and stakeholders.

"Attribution is lacking – lots of things being done by Local Boards and Auckland Council that could have been aligned"

"WaterCare is doing lots in the area but is disconnected from the MHF."

"We have never had the fishing industry involved with the MHF; this sector is adapting and changing and should be incorporated somehow."

"The Forum would be more effective if the forum had key players at the table."

5. Relationships with Mana Whenua

The Forum does not include mana whenua as members. Views on (the lack of) mana whenua participation in Forum activities were consistent across the local boards, with all members recognising that despite mana whenua involvement being critical, it is notably absent in any meaningful capacity.

Reasons may include:

- There is an expectation from members that mana whenua could be participating in Forum activities, however mana whenua have not been resourced to contribute more meaningfully.
- In an era where there are extremely high demands on mana whenua time, and in particular where pre-Settlement tribes have very limited resource availability or budget, the absence of resourcing, a clear value proposition for mana whenua or strategic alignment between mana whenua aspirations for the Catchment and Harbour, and the Forum has led to very limited relationships or interest in engaging with the Forum.
- Manukau Harbour Treaty Settlement negotiations are not yet under way, and may influence future willingness to be involved in Harbour Governance and work programmes.
- The Forum has no strategy for mana whenua engagement and despite some involvement through events such as the Symposium, most interaction appears ad hoc and/or through local boards rather than the Forum per se.

“A Treaty Settlement for the Harbour will occur in coming years. An opportunity exists now for MHF to engage more fully with mana whenua in short term to be better prepared for the post-settlement era.”

“There is no clear ‘value proposition’ for mana whenua to engage; so when considering priorities for how best to engage with the many issues and opportunities, mana whenua probably don’t bother engaging with

However, an opportunity exists now for MHF to engage more fully with mana whenua in the short term to be better prepared for the post-settlement era. The emergence of governance structures that better reflect the Crown – Iwi partnership as well as significantly greater capacity and capability of mana whenua have been influenced by Treaty settlements. It is important that a detailed assessment of governance recommended by this Review considers how best to incorporate mana whenua perspectives and priorities.

In the short term, other recommendations within this Review (assuming they are implemented) would provide impetus for improving relationships and relevance of the Forum to mana whenua, and we suggest advantage should be taken of the opportunity to work with mana whenua to co-develop a more aligned work programme that is valued by all parties.

This will include leveraging the project manager and Healthy Waters staff roles, additional funding to create the State of the Harbour report, and subsequent strategic work plan. Any future strategic plan for MHF needs to significantly increase mana whenua involvement and offer greater incentive to participate – this could include roles in governance, determining work programmes and priorities, and properly resourcing mana whenua to engage.

All of these should have mana whenua fully involved as co-developers and partners rather than simply stakeholders being consulted. Useful insights could perhaps be gained from the Integrated Kaipara Harbour Management Group, or the Maunga Authority, both of which are iwi-led and within the broader Auckland Region.

Mana Whenua Recommendations:

MW1. A plan for mana whenua engagement should be co-developed with willing tribal entities.

MW2. The Forum should ensure funding is allocated to compensate mana whenua for their time and effort in working on Forum-related issues.

6. Reflection on Current and Potential Governance Structures

All interviewees agreed that current governance arrangements of the Forum are not effective and that this is one of the most significant factors contributing to the failure of the Forum to achieve its Vision. This is despite members of the Forum being highly motivated to create positive change. Reasons provided during interviews include:

- The relative infrequency of meetings (six times per year) hinders effective governance and slows progression of the work programme.
- Continuity of Local Board representation is a key ongoing issue for the Forum. The occurrence of Local Board elections severely impacts upon the ability of the Forum to maintain momentum, and disrupts the stability of individual Local Board membership / leadership.
- Lack of clarity of roles and expectations. Several member comments were reflective of a lack of understanding of the roles of individual Local Boards and the expectations around reporting to back to Local Boards or to other divisions of Council. Some members felt that there is little value-add either from the Forum to their respective Boards and noted opportunity costs associated with sitting on the Forum.
- Lack of interaction with, or participation by, Auckland Councillors, despite the fact that the majority of Council wards are partially located within the Manukau Catchment boundaries.
- Lack of Council Controlled Organisation representation on the Forum; CCOs with significant work programmes in the catchment are not given the opportunity to contribute more meaningfully at a governance level.

Further analysis of potential governance changes should occur; this could be reviewed by the Governance Review Committee of Council. [Appendix Four](#) provides a high-level summary of potential governance structures that could be considered, including Standing Committee of the Environment & Community Committee, Co-Governance, or a Joint Committee. Additional membership should be considered to provide a broader peer group of politically aware and strong leaders across Council and CCO's committed to promoting the objectives of the Forum. In the immediate term, the Forum could increase its relationship with the Governing Body by inviting it to nominate Councillors to participate in the Forum alongside current members. This would increase both the visibility and alignment of the Forum within Council.

Forum members all expressed concern regarding the lack of attendance and how the infrequency of meetings is not conducive to sustaining momentum.

There is wide support for an increase in the number of meetings to be held each year (increase from six to nine), and for rotating hosting responsibilities by each of the Local Boards involved with the MHF.

Structure & Governance Recommendations:

S&G1. Immediately invite Governing body involvement via two Councillor representatives on the Forum, including co-chair. Retain Local Board membership as-is; thus increasing total membership to 11.

S&G2. Amend the Forum Terms of Reference to include Councillor representation.

S&G3. Further develop options to establish greater status, resourcing and accountability for the Forum, including consideration of:

- ***Costs and benefits of adding additional representation onto Forum beyond elected members – e.g. community, industry, mana whenua.***
- ***Developing new reporting lines & accountability, and status for the Forum within the Auckland Council structure, for example***
 - ***Having the Forum as a Subcommittee of the Environment and Community Committee, or***
 - ***Having the Forum as a Joint Committee of Council, or***

- **An alternative structure using examples such as the Rural Advisory Panel, Kaitiaki Forum, Tupuna Maunga Authority.**

S&G4. Seek input to potential long term structural and governance options from the Joint Governance Working Group.

7. Identify Resourcing & Operational Support Models

Local board resourcing is currently inadequate to fully deliver on the potential of the Forum. Tensions around the funding model have been created through misaligned priorities of local boards, leading to the Forum risking becoming underfunded if the work programme does not align with the views of all constituent local boards. The disjointed approach to funding introduces significant risk to the Forum being able to deliver upon its Vision and the ability to develop longer term work programmes.

Although some visible and positive actions have been undertaken in the past there is a general sense from members that with greater resourcing the Forum could accomplish significantly more, thereby more effectively promoting its Vision. As part of the Review we compared the MHF with other council-aligned across Auckland to identify opportunities for improved operational support and governance (Table One and Two). The key findings / differences between MHF and other organisations are noted below:

- Most have a paid staff member.
- Most have a stand-alone budget.
- Other organisations have an annual work programme and long-term outlook.
- Most have some form of mana whenua representation
- None have only Local Board representation.
- There is huge variety in function, status, and relationship with Governing Body.
- There is no direct comparison with MHF, however there are useful learnings to be taken from other models.

An important difference between the MHF and other organisations we considered is the lack of a paid staff role to assist with planning a work programme, project identification, management, co-ordination, administration – and ensuring the delivery of Forum work programmes. [Appendix Three](#) provides reflections on the benefits and outcomes of having a paid staff role for TEEF.

We believe that this underpins the failings of the MHF. In addition, there are shared learnings and opportunities to collaborate with other harbour related entities in Auckland (i.e. Hauraki Gulf Forum, Tamaki Estuary Environmental Forum, Integrated Kaipara Harbour Management Group).

Although they cover different geographic areas and have different issues to deal with, all cover the land-sea boundary, are regionally important and share at least some common problems.

Case Study: Resourcing for Tamaki Estuary Environmental Forum

Although TEEF does not share the same structure or governance arrangement as the MHF, there are many parallels between the two Forums that make comparison useful. Challenges such as Local Board alignment and continuity, connectivity with Council organisations, effective advocacy, and the design and delivery of a work programme are shared by both TEEF and the MHF. For TEEF, overcoming or navigating these challenges has been simplified by having a paid staff role.

Having a paid staff role and a direct officer relationship to assist with planning a work programme, project identification, management, co-ordination, administration, and ensuring the delivery of Forum work programmes has enabled TEEF to become far more effective in its role overall as an advocate for the health of the Tamaki Estuary.

Table One. Comparisons between the Manukau Harbour Forum and other similar entities around Auckland.

Organisation	Paid Staff Member(s)	Governing Body Representation	Local Board Representation	Mana Whenua Representation	Community Representation	Supported by legislation?	Governing Body Contribution to Annual Budget	Annual Work Plan?
Manukau Harbour Forum	X	X	✓	X	X	X	X	X
Tamaki Estuary Environmental Forum	✓	X	✓	X	✓	X	X	✓
Hauraki Gulf Forum	✓	✓	X	✓	X	✓	✓	✓
Integrated Kaipara Harbour Management Group	✓	✓	X	✓	X	X	✓	✓

Table Two. Governance and structure comparisons between the Manukau Harbour Forum and other model organisations within Auckland.

Organisation	Type of Organisation	Paid Staff Member(s)	Auckland Councillor Representation	Local Board Representation	Mana Whenua Representation	Community Representation	Industry Representation	Supported by legislation?	Allocated Annual Budget	Annual Work Plan?
Manukau Harbour Forum	Local Board Forum	X	X	✓	X	X	X	X	✓	X
Rural Advisory Group	Standing Committee (panel)	✓	✓	✓	✓	✓	✓	X	✓	✓
Kaitiaki Forum	Hapū and iwi authority collective (panel)	✓	✓	X	✓	X	X	✓	✓	✓
Auckland Domain Committee	Joint Committee	✓	✓	X	✓	X	X	X	✓	✓
Tupuna Maunga Authority	Co-Governance Body	✓	✓	✓	✓	X	X	✓	✓	✓

Resourcing & Operational Support Recommendations:

R&OS1. Establish a paid position for a project manager / co-ordinator to deliver the Forum's work programme (8 – 16hrs per week).

R&OS2. Provide dedicated council officer (Healthy Waters) time to align with project manager and ensure maximum value from Council work programmes (especially important once hydrodynamic model etc are completed).

R&OS3. Align with other Harbour initiatives (Tamaki Estuary, Hauraki Gulf, Kaipara) in the Auckland Region. Identify and implement shared learnings and resources that could be adopted.

8. Strategic Objectives

Although the Forum has articulated a Vision, there is an absence of regularly updated strategic objectives, that in turn drive an outcome focused work programme.

This means the Forum has relatively little influence over the work undertaken by Council, CCOs or private entities within the Catchment or Harbour. A consistent concern held by interviewees was the absence of an overarching strategy or 'master plan' for the catchment. This has restricted the Forum to funding relatively small-scale projects through the respective local boards without any clearly alignment to long term priorities or outcomes underpinning the work.

"The MHF needs to have a broader interest than just environmental issues; social, economic and cultural factors should be considered within the scope of the forum's work."

"They (Council) should be viewing the MHF as part of an overall harbour strategy."

"The Forum realistically needs over a million dollars to start implementing real change."

By way of comparison, both the Integrated Kaipara Harbour Management Group and Hauraki Gulf Forum have invested considerable time and resource into defining their objectives, outcomes and baseline conditions. In the case of the Hauraki Gulf Forum, Sea Change Tai Timu Tai Pari was NZ's first marine spatial plan, and was initiated by the Forum to address declining health of the Gulf. In Kaipara a stakeholder-led plan has been developed with specific outcomes in mind, and has been broadly accepted by the community. Both examples in turn drive future investment and work programmes by providing a strategic framework and set of objectives to achieve desired outcomes.

9. Review of Advocacy and Activity to Date

There have been a number of examples of successful initiatives from the Manukau Forum since its inception. Examples include:

- Submissions to the Long-Term Plan process to commission a hydrodynamic model for the Manukau Harbour.
- Flagship Initiatives with environmentally responsible organisations such as Mainfreight and Villa Maria to promote corporate leadership on environmental issues.
- Supporting the Young Leaders programme.
- A variety of public amenity creation projects and native planting initiatives across the nine Local Board Wards.
- Creation of a promotional video to aid in communications.
- Annual symposium (open to the community to attend) to identify key issues and outcomes that will impact and restore the mauri of the Manukau.

The Forum's past work programme has included a mix of advocacy and practical efforts that have served to promote outcomes for the Manukau Harbour. It is important that these types of activities continue as part of future work plans for the Forum.

Stocktake of Existing Activities

As part of this review we were asked to prepare a high level stocktake of past and current initiatives led by CCOs, Central Government, and other large developers that have directly or indirectly benefitted (or negatively affected) the Manukau Harbour. This summary sits alongside an earlier piece of work completed in October 2018 that provided a list of past and current Local Board initiatives in the catchment. This stocktake served to address the gap in visibility and identify potential opportunities for the Forum to collaborate / influence practices or projects across a range of other organisations throughout the entire catchment. The full breakdown of activities throughout the catchment can be found in [Appendix Two](#).

The work programme descriptions do not clearly identify whether initiatives have positive effects on the Manukau Harbour. In future it would be useful include a section in Council and CCO work programme reporting detailing the effects each initiative will have on the Manukau Catchment and Harbour.

The work programme is currently Local Board-centric (in terms of type of activity); an opportunity exists to transition to a more integrated strategic approach without losing the important local initiatives (integration of activities should cross Local Board boundaries and the land-sea interface). An excel sheet is a clear and easy way for the Manukau Harbour Forum to keep track of the current initiatives that are benefitting the Manukau Harbour. Continuing to add to this database would enable the forum to identify the initiatives being delivered in each local board area, and visualise the potential gaps

An opportunity exists for the Manukau Harbour Forum to create clear outcome-based priorities. With these, staff can easily identify what priority their project falls under and reflect this in their reporting to the individual local boards and shared with the Manukau Harbour Forum.

Limitations of Stocktake

- Limited past information—Council storage only contains work programmes from the 2016/2017 Financial Year onward. Additionally, staff turn-over limits the amount of background knowledge that new staff are aware of.
- Subjective selection—The selection of initiatives was reliant on the clarity of work programme descriptions and our interpretation of the information provided.
- Subjective categories – the category breakdown is not clearly defined, and categorisation was subjective to individual interpretation of the information provided.
- Visibility and detail of CCO-led projects was low (especially regarding the scale of the project – size, cost etc) through publicly available web portals; the same applied to projects led by private developers and central government agencies such as Housing New Zealand.
- Little understanding between Council departments of the types of projects happening across the catchment.

Stocktake Recommendations:

ST1: To continue the stocktake as a database for the Forum to identify all the initiatives that are benefitting the Manukau Harbour. This will enable the Forum to identify where local boards can collaborate with each other and / or CCOs or Council to deliver initiatives with similar objectives.

ST2: To incorporate a stocktake of activity within a State of the Harbour report.

ST3: Look into the possibility for including a section in work programme reporting, for staff to highlight if the initiative they are leading has any benefits to the Manukau.

10. Information Currently Held, Under Development and Known Gaps

There is no clear understanding of the current state of the Harbour, therefore it is difficult to base future priorities and a work programme on priority actions that could add most value. In the absence of shared understanding of current state, causes and sources of problems, it is impossible to develop long term, strategic objectives, or to attract the scale of funding necessary to effect significant change in the harbour. In both the

Hauraki Gulf and Kaipara examples described above, investment into understanding baseline conditions and causes allowed much more strategic approaches to future change to occur.

We do not believe it will be possible to transform the Manukau Harbour Forum from local-issue based to the more strategically focused and influential organisation members aspire to without investment from the Governing Body in the research and analysis needed for both a State of the Harbour baseline report, and a subsequent strategic and integrated Harbour management plan. A plan of this nature should then be supported by targeted allocation of funds for implementation through a line item in the Long-Term Plan. In addition, the Forum should take full advantage of the support from Healthy Waters that the forthcoming hydro dynamic model will provide in order to understand the implications of future land use change on contaminants within the Catchment and Harbour.

State of the Harbour Recommendations:

SOH1. Source funding for an integrated State of the Harbour Report to provide baseline understanding of the Catchment and Harbour.

SOH2. Prepare a State of the Harbour Report to provide baseline understanding of health & wellbeing of catchment, harbour and people living within it.

SOH3. Prepare an integrated, outcomes focused Strategic Plan to address issues identified in the State of the Harbour Report. Prioritise changes and outcomes via a programme of works.

SOH4. Long Term Plan - funding and resources need to be allocated through the LTP.

SOH5. Use Healthy Waters Hydrodynamic Model and other relevant tools to inform Forum focus areas and implications of future land use changes for the Harbour.

Workshop Feedback

On August 11, Forum members participated in a facilitated workshop to discuss initial findings and draft recommendations of the Review. The following summarises the feedback obtained at the workshop:

- Forum members agreed with all recommendations made in the presentation. No objections were noted. Some additional recommendations were made; in particular
 - The Forum should invite two Auckland Councillors to sit on the Forum immediately following the election.
- Commissioning a State of the Harbour Report is a top priority for the MHF. A Strategic Plan needs to be developed that prioritises solutions to issues presented in the State of the Harbour Report.
- Unanimous agreement on the creation of a paid staff role and the need for greater interaction with Healthy Waters staff.
- Unanimous agreement on the need for greater alignment and accountability to/from the Governing Body

Summary

The Manukau Harbour Forum is failing to achieve its Vision and will not do so without significant change. This view was expressed unanimously by all interviewees. Equally, all interviewees feel that an entity that has the ability and mandate to cross geographic and sectoral boundaries, and to advocate for, monitor and provide leadership in the Manukau Harbour is important.

We have made 18 recommendations that if adopted would improve the way the Forum is structured and governed, resourced and able to influence the future health and wellbeing of the Manukau Catchment and Harbour. Some of these recommendations are relatively simple to implement and should be put in place immediately, which would have significant beneficial impact on the work of the Forum. Others, whilst more complex and challenging to implement, have the potential to transform the functioning and effectiveness of the Forum to achieve its Vision. It is important that the additional detailed assessment of governance recommended in this review includes consideration of how to maintain momentum following any governance changes.

Appendix One: List of Interviewees

<i>Name</i>	<i>Organisation</i>
Forum Members	
Allan Cole & Angela Fulljames	Franklin Local Board
Bill McEntee	Papakura Local Board
Carrol Elliot	Māngere-Ōtāhuhu Local Board
Chris Makoare	Maungakiekie-Tāmaki Local Board
Dawn Trenberth	Ōtara-Papatoetoe Local Board
Angela Dalton	Manurewa Local Board (ex Forum member, representing Joseph Allan in his absence)
David Holm & Julie Fairey	Puketāpapa Local Board
Tracey Mulholland	Whau Local Board
Saffron Toms	Waitākere Ranges Local Board (Chair of MHF)
Auckland Councillors	
Josephine Bartley	Maungakiekie-Tāmaki Ward Councillor
Bill Cashmore	Franklin Ward Councillor and Deputy Mayor
Council Officers	
Andrew Chin	Auckland Council, Healthy Waters Division (Water Portfolio Manager)
Miriana Knox	Auckland Council, Relationship Advisor
Mara Bebich	Auckland Council, Stakeholder Manager
John Hutton	Auckland Council, Treaty Settlement Manager
Glenn Boyd	Auckland Council, Relationship Manager
Warwick McNaughton	Auckland Council, Democracy Services, Principal Advisor

Appendix Two: Stocktake of Activities Within the Catchment

Auckland Council Controlled Organisations, Central Government Organisations, and Large Developers

Organisation	FY	Description	Location	Marine / Terrestrial	Stage	Type	Scale	Amount (if available)	Role of Manukau Harbour Forum
Healthy Waters	2015<	First iteration of Water Quality Accounting (based on data from currently monitored sites) which is presented via the Integrated Watershed Plans	Regionwide	Marine / Freshwater	Completed	Monitoring	Large		Request updates on water quality / work with community groups to monitor MH.
Healthy Waters	2015<	Region wide Freshwater Management Tool (FWMT) to estimate current catchment contaminant loads associated with various instream water quality states	Regionwide	Freshwater	Underway	Monitoring	Large		Request updates on water quality / work with community groups to monitor local streams.
Healthy Waters	2018	Approval of a Water Quality Targeted Rate under the 2018 Long Term Plan which will provide \$452 million of additional investment over the next ten years into water quality outcomes across the region.	Regionwide	Marine / Freshwater / Terrestrial	Implemented	Funding	Large	\$452,000,000	Local board funding grants to improve water quality flowing into MH.
Healthy Waters	2015<	Development of Auckland's water strategy to provide strategic direction and priorities for the Auckland Council family to improve management of water in all its forms.	Regionwide	Marine / Freshwater	Completed	Policy	Large		Submissions to the plan.
Healthy Waters	2018	Central government swimmability targets and at-risk catchment initiatives.	Regionwide	Marine / Freshwater	Underway	Policy / Infrastructure	Large		Stakeholder input.
Healthy Waters	2018	Development of Safeswim model to provide forecasts of coastal water quality and real-time alerts of public health risks.	Regionwide	Marine / Freshwater	Completed	Monitoring	Large		Advocacy.
Healthy Waters	2015<	Strategic reviews with respect to holistic management of sediment, and water allocation across the council	Regionwide	Terrestrial / Freshwater	Underway	Management	Large		Submissions to the plan / stakeholder input.
Healthy Waters	2018-2028	Urban and rural streams rehabilitation (\$20.4 million). This includes improvements to the ecological health of the streams (via improved environmental outcomes associated with urban development in areas such as Omaru Creek in East Tamaki)	Urban areas	Freshwater	Underway	Restoration	Large	\$20,400,000	Identification of priority streams. Support community groups / Council work to restore habitats.
Healthy Waters	2018-2029	Proactive compliance and monitoring of onsite waste water systems (\$8.2 million).	Regionwide	Terrestrial / Freshwater	Underway	Management	Medium	\$8,200,000	Local governance role & compliance.

Organisation	FY	Description	Location	Marine / Terrestrial	Stage	Type	Scale	Amount (if available)	Role of Manukau Harbour Forum
Healthy Waters	2018-2030	Illicit discharges reduction programme (\$5.0 million), aimed at reducing Safeswim non-compliance alerts, improving amenity value of recreational beaches around the region, and improving freshwater stream environments	Regionwide	Marine / Freshwater / Terrestrial	Underway	Management	Medium	\$5,000,000	Local governance role & compliance.
Healthy Waters	2016-2023	Awakeri Wetland, Artillery Tunnel and Grove Rd Culvert: An open channel and culvert with cascading weirs and associated green space to convey the 100 year flood, to service the Takanini Growth Areas	Takanini	Terrestrial / Freshwater	Planning	Growth	Large		Allocation of local board funds to develop area. Support community groups.
Auckland Transport	2020<	The Airport to Botany Rapid Transit project will deliver a new public transport link between the airport, Manukau and Botany, to improve accessibility in southwest, southern and eastern areas of Auckland - as well as provide an important public transport link to the rail network at Puhinui.	Manukau - Pakuranga	Terrestrial	Planning	Growth	Large	\$60,000,000	Stakeholder input to development plans. Compliance with construction regulations (e.g. prevention of sediment runoff).
Auckland Transport	2020<	The Ōtāhuhu town centre upgrade aims to transform the streets and public open spaces, making changes to roads and connections to provide better infrastructure for walking and cycling.	Mangere/ Ōtāhuhu	Terrestrial	Planning	Growth	Medium	\$17,000,000	Stakeholder input to development plans. Compliance with construction regulations (e.g. prevention of sediment runoff).
Auckland Transport	2016	Te Ara Mua - Future Streets project makes it safer and easier to walk and cycle in the Māngere Central area, improving streets, pathways, crossings, and access to the town centre and local schools.	Mangere	Terrestrial	Completed	Growth	Medium	\$10,000,000	Stakeholder input. Ensure compliance. Encourage implementation of green stormwater infrastructure.
Auckland Transport	2020	Upgrade of the Redoubt Road - Mill Road corridor between Manukau, Papakura and Drury. Priority project.	Manukau-Papakura	Terrestrial	Underway	Growth	Large	\$2,000,000,000	Stakeholder input. Ensure compliance. Encourage implementation of green stormwater infrastructure.
Auckland Transport	2015-2020	The Southern Corridor Improvements Project covers the stretch of Southern Motorway (SH1) from the SH20/SH1 connection at Manukau down to Papakura in the south. The Project includes additional lanes in both directions, upgraded Takanini Interchange and a 4.5km shared use pedestrian / cycle path.	Manukau	Terrestrial	Underway	Growth	Large	\$268,000,000	Stakeholder input. Ensure compliance. Encourage implementation of green stormwater infrastructure. Mitigate sediment runoff into waterways
Watercare	2016-2023	Water treatment plant and two storage reservoirs in Waima, west Auckland. The treatment plant will replace an existing plant that was built in 1928. The reservoirs will increase the volume of water stored locally, improving the resilience of the wider water network and accommodating daily demand fluctuations.	Titirangi	Terrestrial	Underway	Growth	Large		Stakeholder input.

Organisation	FY	Description	Location	Marine / Terrestrial	Stage	Type	Scale	Amount (if available)	Role of Manukau Harbour Forum
Watercare	2012-2020	Hunua Pipeline. This 31-kilometre pipeline through Manukau and Auckland cities will meet growing demand and increase resilience.	Manukau	Terrestrial	Underway	Growth	Large	\$400,000,000	Stakeholder input.
Watercare	2015<	South West wastewater services: building a high-tech facility at the Waiuku Wastewater Treatment Plant, and to serve western communities laying pipelines to take the highly treated wastewater to the proposed outfall in the Waiuku River channel, near the Clarks Beach golf course.	Waiuku	Terrestrial	Underway	Growth	Medium		Explore opportunities to improve wastewater outflows into the MH.
Panuku	2018 - 2023	An empty site at 20 Barrowcliffe Place in Manukau will be developed into a residential neighbourhood of up to 300 new homes during the next five years.	Manukau	Terrestrial	Underway	Growth	Large		Stakeholder input. Ensure compliance. Encourage implementation of green stormwater infrastructure.
Panuku	2018	Putney Way Upgrade: The upgrade will include a new single-level surface extending from the new bus station to the opposite pathway. Native trees will be planted along both sides of the street to make up rain gardens that help to clean stormwater before it reaches our drains.	Manukau	Terrestrial	Completed	Growth	Medium		Stakeholder input. Ensure compliance. Encourage implementation of green stormwater infrastructure.
Panuku	2020<	Puhinui Stream Upgrade. Stream project as a model of ecological, social, cultural and economic transformation.	Manukau	Terrestrial / Freshwater	Planning	Restoration	Medium		Advocacy, funding, stakeholder input & community engagement.
Panuku	2024<	Onehunga Wharf has been acquired by Auckland Council. It will be transformed in to a new community with homes, cafes, retail and public space.	Onehunga	Marine	Planning	Growth	Large		Stakeholder input. Ensure compliance. Promote public awareness and place-making activity around MH.
Panuku	2011-2015	Taumanu Reserve: The project re-establishes access to an inner Manukau coastal environment, and restores amenity that was lost to the community of Onehunga through the establishment of SH20 in the 1970's.	Onehunga	Terrestrial	Completed	Restoration	Medium		Stakeholder input.
Housing NZ	2018<	McLennan is a new community-focused development being built between the open spaces and recreational parks of Papakura and Takanini. Meeting the demand for quality, affordable housing in Auckland's thriving south east, McLennan will feature over 600 architecturally-designed homes.	Takinini	Terrestrial	Underway	Growth	Large		Stakeholder input. Ensure compliance. Encourage implementation of green stormwater infrastructure.
Housing NZ	2018<	Mangere Development: The whole development will take 10-15 years and will see an estimated 2,500 Housing New Zealand state homes replaced with up to 10,000 homes.	Mangere	Terrestrial	Planning	Growth / Restoration	Large	\$6,425,000,000	Stakeholder input. Ensure compliance. Encourage implementation of green stormwater infrastructure.

Organisation	FY	Description	Location	Marine / Terrestrial	Stage	Type	Scale	Amount (if available)	Role of Manukau Harbour Forum
Housing NZ	2018<	Mt Roskill Development: 10,000 new, quality homes for Aucklanders. Around 3,000 state homes for people who need assistance, 3,500 more affordable homes, and 3,500 homes for the general market. 10-15 years to complete.	Mt Roskill	Terrestrial	Underway	Growth / Restoration	Large	\$5,365,000,000	Stakeholder input. Ensure compliance. Encourage implementation of green stormwater infrastructure.
Housing NZ	2018 - 2026	Oranga Development: Improving some of the streets and parks in the neighbourhoods. Over the next eight years the development will see around 335 old Housing New Zealand state homes replaced with around 1,000 new homes.	Oranga	Terrestrial	Planning	Growth / Restoration	Large		Stakeholder input. Ensure compliance. Encourage implementation of green stormwater infrastructure.
Housing NZ	2018<	120 small to mid-sized developments underway across Auckland. These are replacing old houses that are no longer fit for purpose with warm, dry and safe new homes that make the most efficient use of our land holdings.	Regionwide	Terrestrial	Underway	Growth / Restoration	Small / Medium		Stakeholder input. Ensure compliance. Encourage implementation of green stormwater infrastructure.
Department of Conservation	Ongoing	The Conservation Services Programme (CSP) forms part of the work delivered by the Marine Species and Threats team. CSP focuses exclusively on elements of work defined as Conservation Services in the Fisheries Act.	Nationwide	Marine	Underway	Protection / Restoration	Large		Collaboration with MPI & DOC on management of Manukau Harbour fisheries / environment. Develop ties with MH fisheries companies.
Signature Homes	2017-2020	Wattle Downs is a green-field development of 112 homes in Manurewa, Auckland. This mixed-tenure community will include social housing provided by Accessible Properties, Penina Health Trust and Emerge Aotearoa. It will also include private sales and Kiwibuild homes	Manurewa	Terrestrial	Underway	Growth	Large		Stakeholder input. Ensure compliance. Encourage implementation of green stormwater infrastructure.

Note: Dollar values were not publicly available for many of the projects listed, so each one was given a scaling grade (Small / Medium / Large).
 Small = Projects under \$1m / smaller than a neighbourhood.
 Medium = Projects \$1m - \$5m / larger than a neighbourhood.
 Large = Projects \$5m+ / local board area or larger.

Stocktake of Local Board Activities in Manukau Catchment and Harbour (provided by Council staff)

ID	FY	Manukau Harbour and Foreshore investment	Category (Outcome)	Work Unit(Delivery Dept)	Source	FY17	FY18
FRANKLIN							
FR/2015/140	15/16	Planting and maintenance of existing planting along streams supported as part of the Wai Care programme	Water Quality	I&ES: Environmental Services			
477	16/17	greenways plan (Waiuku trail plan)	Access	CS: PSR: Local Parks	LDI: Opex	\$ 15,000	
483/938	16/17-17/18	Volunteers - community involvement in local parks (Waiuku estuary FY17) (Waiuku mangrove seedling removal and clean up, waiuku estuary mangrove removal and mulching, awhitu landcare, & mudlarks FY18)	Environment/Community engagement	CS: PSR: Local Parks	LDI: Opex	\$ 100,000	\$ 61,000
1972/28	16/17-17/18	Manukau Harbour forum	DIRECT	I&ES: Healthy Waters	LDI: Opex	\$ 8,000	\$ 8,000
1973	16/17	Strategic weed control (Matakawau recreational and plantation reserve)	Environment	I&ES: Environmental Services	LDI: Opex	\$ 24,000	
2265/29	16/17-17/18	Water quality monitoring (manukau harbour-waiuku)	Water Quality	I&ES: Environmental Services	LDI: Opex	\$ 6,000	\$ 6,000
2905/10	15/16 16/17 17/18	Waterways protection fund (Mauku Stream)	Environment	I&ES: Healthy Waters	LDI: Opex	\$ 20,000	\$ 20,000
3439	16/17	Big Bay Reserve Boat ramp and seawalls renewals	Amenities/Access	CF: Project Delivery	ABS: Capex	\$ 8,523	
3440	16/17	Centennial Park - Waiuku carpark renewals	Amenities/Access	CF: Project Delivery	ABS: Capex	\$ 33,291	
3441	16/17	Clarks beach boat ramp seawall (adjacent to club boatramp) renewal	Amenities/Access	CF: Project Delivery	ABS: Capex	\$ 37,000	
3442	16/17	clarks beach boat ramp vehical barrier renewals	Amenities	CF: Project Delivery	ABS: Capex	\$ 22,312	
3443	16/17	clarks beach recreation reserve & golf club carpark west renewals	Amenities/Access	CF: Project Delivery	ABS: Capex	\$ 27,877	
3464	16/17	Glenbrook Beach Beachfront coastal renewals	Amenities	CF: Project Delivery	ABS: Capex	\$ 35,182	
3465	16/17	glenbrook road recreation reserve carpark west renewals	Amenities/Access	CF: Project Delivery	ABS: Capex	\$ 4,900	
3472	16/17	Sandspit Reserve coastal renewals	Amenities	CF: Project Delivery	ABS: Capex	\$ 300,000	
3475	16/17	Tamakae reserve wharf across water band rotundra renewals	Amenities	CF: Project Delivery	ABS: Capex	\$ 13,760	
3476	16/17	Tamakae reserve wharf renewals (P1)	Amenities	CF: Project Delivery	ABS: Capex	\$ 463,195	
3480	16/17	Waiuku Beach boatramp reserve paths renewal	Amenities/Access	CF: Project Delivery	ABS: Capex	\$ 26,105	
3940	16/17	Matakawau Point reserve carpark renewal	Amenities/Access	CF: Project Delivery	ABS: Capex	\$ 51,680	
3941	16/17	matakawau recreation and plantation reserve retaining wall	Amenities	CF: Project Delivery CF: Investigation and Design	ABS: Capex (FY17) Growth (FY18)	\$ 17,142	\$ 62,000
4503	16/17	Clarks Beach Franklin design new skatepark	Amenities	CF: Project Delivery	LDI: Capex	\$ 25,000	
33	17/18	Implementation of biodiversity management plan actions for high priority reserves (matakawau reserve)	Environment	I&ES: Environmental Services	LDI: Opex		\$ 15,000
40	17/18	Weed control at Mayhead esplanade	Water Quality	I&ES: Healthy Waters	LDI: Opex		\$ 10,000

ID	FY	Manukau Harbour and Foreshore investment	Category (Outcome)	Work Unit(Delivery Dept)	Source	FY17	FY18
211	17/18	Event Partnership fund (Waiuku Duck Boat derby) (Waiuku Lions sand to mud fun run and family day)	Community engagement	CS: ACE: Events	LDI: Opex		\$ 1,200
3083	17/18	matakawau point - develop playground	Amenities	CF: Investigation and Design	LDI: Capex		\$ 50,000
3084	17/18	Matakawau Point Reserve - renew wharf	Amenities/Access	CF: Investigation and Design	ABS: Capex		\$ 10,000
MĀNGERE-ŌTĀHUHU							
527	16/17	Green Assets	Environment	CS: PSR: Local Parks	LDI: Opex	\$ 20,000	
531/993	16/17-17/18	Mangrove management and removal	Access	CS: PSR: Local Parks	LDI: Opex	\$ 160,000	\$ 160,000
533	16/17	Volunteers Parks - support volunteer activity on Parks and reserves programme being developed (Harania Creek & Kiwi Esplanade)	Environment	CS: PSR: Local Parks	LDI: Opex	\$ 30,000	
1492/46	16/17-17/18	Wai Care - Māngere-Ōtāhuhu (Harania and Tararata Creek, Oruarangi Awa)	Water Quality/Biodiversity/Community engagement	I&ES: Environmental Services	LDI: Opex	\$ 35,000	\$ 30,000
1494/50	16/17-17/18	Otuuataua Weed Control	Biodiversity	I&ES: Environmental Services	LDI: Opex	\$ 10,000	\$ 10,000
1955/39	16/17-17/18	Manukau Harbour Forum	DIRECT	I&ES: Healthy Waters	LDI: Opex	\$ 8,000	\$ 8,000
1967/38	16/17-17/18	Industry Pollution Prevention Programme	Water Quality	I&ES: Healthy Waters	LDI: Opex	\$ 25,000	\$ 20,000
1968/51	16/17-17/18	Oruarangi - Riparian Restoration Planting	Biodiversity	I&ES: Environmental Services	LDI: Opex	\$ 15,000	\$ 15,000
1970/49	16/17-17/18	Pukaki Crater	Biodiversity	I&ES: Environmental Services	LDI: Opex	\$ 20,000	\$ 20,000
3226	16/17	Kiwi Esplanade (Bird Refuge & Pump Hse) Coastal asset renewal	Amenities	CF: Project Delivery	ABS: Capex		\$ 51,840
3239	16/17	Māngere-Ōtāhuhu Path renewals	Access	CF: Project Delivery	ABS: Capex	\$ 43,522	
2342	16/17	Placemaking: Neighbourhood Development - Friends of the Park and Māngere East Community Hub	Community engagement	CS: ACE: Community Empowerment	LDI: Opex	\$ 20,000	\$ 20,000
3245/2406	16/17	Naylor's Esplanade Reserve Structure Renewals	Amenities	CF: Project Delivery	ABS: Capex		\$ 66,000
3248/2411	16/17	Peninsula Point Reserve Bridge and Footpath Renewal	Access	CF: Project Delivery	ABS: Capex	\$ 15,176	\$ 150,000
3386/2407	16/17	Norana Park Walkway	Access	CF: Project Delivery	Growth	\$ 200,000	\$ 1,875,000
150	17/18	Business waste minimisation education programme	Community engagement/Environment	I&ES: Healthy Waters	LDI: Opex		\$ 20,000
1581	17/18	Ecological volunteers and environmental programme	Environment/Biodiversity	CS: PSR: Park Services	LDI: Opex		\$ 15,000

ID	FY	Manukau Harbour and Foreshore investment	Category (Outcome)	Work Unit(Delivery Dept)	Source	FY17	FY18
MANUREWA							
538	16/17	Programmes and events - education and recreation activities on parks and reserves (Waimahia)	Environment/Community engagement	CS: PSR: Local Parks	LDI: Opex	\$ 91,000	
540	16/17	Volunteers - community involvement in local parks (Puhinui stream & Weymouth reserves)	Environment/Community engagement	CS: PSR: Local Parks	LDI: Opex	\$ 40,000	
1466	16/17	Industry Pollution Prevention Programme	Environment/Community engagement	I&ES: Healthy Waters	LDI: Opex	\$ 20,000	
1468/32	16/17-17/18	Manukau Harbour Forum	DIRECT	I&ES: Healthy Waters	LDI: Opex	\$ 8,000	\$ 8,000
2244/19	16/17-17/18	Event Partnership Fund (Non-contestable) - Puhinui Stream Event/challenge	Community engagement	CS: ACE: Events	LDI: Opex	\$ 25,000	\$ 25,000
2795	16/17	Mangrove removal - Waimahia Inlet	Access	CS: PSR: Local Parks	LDI: Opex	\$ 50,000	
3134	16/17	Beilhers Road Coastal and Furniture Renewals	Amenities	CF: Project Delivery	ABS: Capex	\$ 16,000	
3156/3159	16/17-17/18	Pitt Avenue Foreshore Coastal Renewals	Amenities	CF: Project Delivery	ABS: Capex	\$ 40,560	\$ 15,000
3388/2140	16/17-17/18	Waimahia Reserve new play area and walkway PD	Amenities	CF: Project Delivery	Growth	\$ 500,000	\$ 75,000
154	17/18	Puhinui Stream Restoration Project	Environment/Community engagement	I&ES: Healthy Waters	LDI: Opex		\$ 40,000
2012	17/18	Planning for mangrove removal (Puhinui Stream)	Access	CS: PSR: Park Services	LDI: Opex		\$ 50,000
2133	17/18	Renew park furniture and fixtures (foreshores & reserves)	Amenities	CF: Investigation and Design	ABS: Capex		\$ 260,000
2135	17/18	Manurewa coastal walkway network - develop walkways	Access	CF: Project Delivery	ABS: Capex		\$ 565,000
2856	17/18	Weymouth boating club - renew boat ramp	Amenities/Access	CF: Investigation and Design	ABS: Capex		\$ 50,000
MAUNGAKIEKIE-TĀMAKI							
548	16/17	Volunteers local parks (Animal pest control at Taumanu reserve)	Environment/Community engagement	CS: PSR: Local Parks	LDI: Opex	\$ 20,000	
2046/128	16/17-17/18	Manukau Harbour water quality improvement (forum)	DIRECT	I&ES: Healthy Waters	LDI: Opex	\$ 8,000	\$ 8,000
2047/45	16/17-17/18	Water sensitive in schools (Manukau Harbour)/(Maungakiekie area)	Environment/Community engagement	I&ES: Environmental Services	LDI: Opex	\$ 25,000	\$ 22,500
2048/184	16/17-17/18	Industry Pollution Prevention Programme/Spill training (Manukau Harbour)/(maungakiekie area)	Environment/Community engagement	I&ES: Healthy Waters	LDI: Opex	\$ 15,000	\$ 20,000
2358/239	16/17-17/18	Onehunga Festival (Local events programme)	Access/Community engagement	CS: ACE: Events	LDI: Opex	\$ 30,000	\$ 20,000
3334	16/17	Local parks playground renewals - onehunga bay playspaces renewal	Amenities	CF: Project Delivery	ABS: Capex	\$ 30,000	
3391/3130	16/17-17/18	Onehunga Bay Reserve GD	Amenities	CF: Project Delivery	Growth (FY17)	\$ 100,000	\$ 95,487

ID	FY	Manukau Harbour and Foreshore investment	Category (Outcome)	Work Unit(Delivery Dept)	Source	FY17	FY18
					ABS: Capex (FY18)		
4143/2370	16/17-17/18	OBFU - Onehunga Bay foreshore upgrade	Amenities	CF: Project Delivery	ABS: Capex	\$ 1,120,049	\$ 161,857
4527	16/17	Onehunga Bay Reserve - parking, sinage and line marking	Amenities	CF: Investigation and Design	LDI: Capex	\$ 4,700	
2839	17/18	Ecological volunteer and environmental programme (taumanu reserve - animal pest control)	Biodiversity	CS: PSR: Park Services	LDI: Opex		\$ 6,000
ŌTARA-PAPATOETOE							
585	16/17	Programmes and events in local parks (Puhinui Reserve)	Environment/Community engagement	CS: PSR: Local Parks	LDI: Opex	\$ 60,000	
586/1487	16/17-17/18	Puhinui Stream and Walkway volunteers	Water quality/Community engagement	CS: PSR: Park Services	LDI: Opex	\$ 10,000	\$ 25,000
587	16/17	Volunteers parks (puhinui reserve)	Environment/Community engagement	CS: PSR: Local Parks	LDI: Opex	\$ 10,000	
2054/11	16/17-17/18	Manukau Harbour forum	DIRECT	I&ES: Healthy Waters	LDI: Opex	\$ 8,000	\$ 8,000
2056/15	16/17-17/18	Industry Pollution prevention Programme (IPPP)	Water quality	I&ES: Healthy Waters	LDI: Opex	\$ 20,000	\$ 20,000
1703	17/18	Ecological volunteers programme (Puhinui Reserve)	Environment/Community engagement	CS: PSR: Park Services	LDI: Opex		\$ 10,000
PAPAKURA							
593	16/17	Programmes and events - education and recreation activities on parks and reserves (conifer grove and pahurehure inlet)	Environment/Community engagement	CS: PSR: Local Parks	LDI: Opex	\$ 47,000	
1390	16/17	Wai Care - Papakura --> Riparian restoration (Keri downs park --> Slippery Creek)	Environment/Community engagement	I&ES: Environmental Services	LDI: Opex	\$ 15,000	
1391	16/17	Strategic weed initiative	Ecological restoration	I&ES: Environmental Services	LDI: Opex	\$ 20,000	
1393/81	16/17-17/18	Manukau Harbour Forum	DIRECT	I&ES: Healthy Waters	LDI: Opex	\$ 8,000	\$ 8,000
3359	17/18	Mangrove Removal - Pahurehure and Conifer Grove	Access	CS: PSR: Local Parks	LDI: Opex		\$ 299,000
2800	16/17	Mangrove Seedling/Juvenile Removal	Access	CF: Project Delivery	LDI: Opex	\$ 20,000	\$ 20,000
3253	16/17	Pahurehure Esplanade boardwalk and walkway	Access	CF: Project Delivery	ABS: Capex	\$ 167,000	
3256	16/17	Conifer Grove Esplanade Reserve Structure Renewals	Amenities	CF: Project Delivery	ABS: Capex	\$ 26,008	
3264	16/17	Papakura Furniture Equipment renewals (Reserves)	Amenities	CF: Project Delivery	ABS: Capex	\$ 14,410	
3270	16/17-17/18	Ray Small Park Retaining wall renewals	Amenities	CF: Project Delivery	ABS: Capex	\$ 16,800	\$ 56,000

ID	FY	Manukau Harbour and Foreshore investment	Category (Outcome)	Work Unit(Delivery Dept)	Source	FY17	FY18
3272	16/17	Slippery Creek reserve structure renewals	Amenities/Access	CF: Project Delivery	ABS: Capex	\$ 100,000	
3726	16/17	Ernie Clark Reserve replacement or removal of bridge	Amenities	CF: Project Delivery	ABS: Capex	\$ 49,720	
4189	16/17	Conifer Grove Reserve assessment of floating pontoons for renewal or removal	Amenities	CF: Project Delivery	ABS: Capex	\$ 182,898	
4198	16/17	Ray Small Skate Park	Amenities	CF: Project Delivery	ABS: Capex	\$ 662,171	
4200	16/17	Wharf St to Prince Edward boardwalk connection	Access	CF: Project Delivery	ABS: Capex	\$ 327,546	
1425	17/18	PPK Local Parks: Ecological volunteers programme (cleaning up beaches and reserves)	Environment/Community Engagement	CS: PSR: Park Services	LDI: Opex		\$ 5,000
1933	17/18	PPK: Out and About active programme (Ray Small Park)	Access/Community engagement	CS: PSR: Park Services	LDI: Opex		\$ 27,000
1975	17/18	Industry Pollution Prevention Programme	Environment	I&ES: Healthy Waters	LDI: Opex		\$ 15,000
2728	17/18	Renew park structures 17-18	Amenities	CS: PSR: Park Services	ABS: Capex		\$ 30,000
3286	17/18	Ray Small Park - renew skate park	Amenities	CF: Project Delivery	ABS: Capex		\$ 969,000
3498	17/18	ecological restoration projects	Environment	CF: Operations	ABS: Opex		\$ 66,009
PUKETĀPAPA							
596	16/17	Environmental Volunteer initiatives (Himalaya Reserve)	Environment/community engagement	CS: PSR: Local Parks	LDI: Opex	\$ 10,000	
603/1943	16/17-17/18	Manukau Harbour Foreshore pine tree removal Ongoing pine tree removal around Cape Horn	DIRECT	CF: Operations	LDI: Opex	\$ 42,000	\$ 42,000
604	16/17	Manukau Harbour foreshore weed/pest management	DIRECT	CF: Operations	LDI: Opex	\$ 50,000	
608	16/17	Volunteers Local Parks Pest and weed control on 11 reserves in the Manukau Coastal Reserves Network	Biodiversity	CS: PSR: Local Parks	LDI: Opex	\$ 18,000	
1947/54	16/17-17/18	Manukau Harbour Forum	DIRECT	I&ES: Healthy Waters	LDI: Opex	\$ 8,000	\$ 8,000
2015	16/17	Ecological restoration programme (Manukau coastal reserves network)	Ecological restoration	CS: PSR: Local Parks	LDI: Opex	\$ 10,000	
2042	16/17	Local Civic Events (Waikōwhai Coastal Boardwalk Completion)	Community engagement	CS: ACE: Events	LDI: Opex	\$ 500	
2944	16/17	Puketāpapa Furniture FY17-18 Renewals	Amenities	CF: Project Delivery	ABS: Capex	\$ 15,000	
2945	16/17	LP WCR - Puketepapa Coastal Walkways	Access	CF: Project Delivery	ABS: Capex	\$ 60,000	
2958/2508	16/17-17/18	Manukau Domain steps renewal	Amenities	CF: Project Delivery	ABS: Capex	\$ 20,000	\$ 80,000
2959/2502	16/17-17/18	Puketāpapa Structure Renewals Wairaki Stream Reserve, kingswood reserve, himalaya reserve, taylors bay road reserve	Amenities	CF: Project Delivery	ABS: Capex	\$ 40,000	\$ 150,000
3419/3240	16/17-17/18	Waikowhai Coastal Boardwalk - Stage 2 GWD	Access	CF: Project Delivery	Growth (FY17) ABS: Capex (FY18)	\$ 1,880,000	\$ 180,000
4216	16/17	Waikowhai Coastal Boardwalk - Stage 1	Access	CF: Project Delivery	ABS: Capex	\$ 982,791	
4330/3061	16/17-17/18	Lynfield cove Reserve track renewals	Amenities	CF: Project Delivery	ABS: Capex	\$ 10,000	\$ 56,480

ID	FY	Manukau Harbour and Foreshore investment	Category (Outcome)	Work Unit(Delivery Dept)	Source	FY17	FY18
799	17/18	Puketāpapa area: Parks Sport and recreation services planning (Waikowhai reserve)	Amenities	CS: PSR: Park Services	LDI: Opex		\$ 50,000
1148	17/18	Informal social recreation projects	Access/Communtiy engagement	CS: PSR: Active Recreation	LDI: Opex		\$ 3,846
984	17/18	Puketāpapa local parks: Ecological volunteers and environmental programme FY17/18	Environment/communi ty engagement	CS: PSR: Park Services	LDI: Opex		\$ 18,000
1941	17/18	native forest restoration and ecological restoration programmes	Environment	CF: Operations	LDI: Opex		\$ 8,000
2494	17/18	Waikowhai Reserve - renew play space	Amenities	CF: Investigation and Design	ABS: Capex		\$ 10,000
3323	17/18	Renew coastal walkways	Access	CF: Investigation and Design	ABS: Capex		\$ 2,837
WAITĀKERE RANGES							
643	16/17	Volunteers Local Parks	Environment/Communi ty engagement	CS: PSR: Local Parks	LDI: Opex	\$ 32,000	
644	16/17	Walkway development	Access	CS: PSR: Local Parks	ABS: Capex	\$ 336,416	
1949/59	16/17-17/18	Waitākere Ranges Manukau Harbour Forum Support	DIRECT	I&ES: Healthy Waters	LDI: Opex	\$ 8,000	\$ 8,000
2005/136	16/17-17/18	Plastic Bag Campaign	Environment	I&ES: Waste Solutions - I&ES: Environmental Services	LDI: Opex	\$ 5,000	\$ 5,000
2008/141	16/17-17/18	Waitākere Ranges EcoWest Festival Support	Environment/Communi ty engagement	I&ES: Environmental Services	LDI: Opex	\$ 10,000	\$ 10,000
2009	16/17	West Coast Lagoons septic tank subsidy scheme (Affects overall water quality of the Tasman sea, which flows into MH)	Water quality	I&ES: Healthy Waters	LDI: Opex	\$ 75,000	
2010/110	16/17-17/18	Septic Tank pumpout programme for WRLB	Water quality	I&ES: Healthy Waters	ABS: Opex	\$ 602,868	\$ 614,925
2691	16/17	Facility Partnership 2014 Titirangi Waka Ama (WTK)	Access/Communtiy engagement	CS: PSR: Sport & Rec	ABS: Opex	\$ 10,000	
3131	16/17	Waitākere Ranges Footpath Renewal	Access	CF: Project Delivery	ABS: Capex	\$ 8,000	\$ 72,000
3846	16/17	Waitākere Ranges full facilities maintenance contracts	Amenities/Access	CF: Operations	ABS: Opex	\$ 1,706,385	
4266	16/17	Armour Bay Refurbish toilet block	Amenities	CF: Project Delivery	ABS: Capex	\$ 160,000	
4265	16/17	Alex Jenkins Memorial toilet renewal	Amenities	CF: Project Delivery	ABS: Capex	\$ 321,024	
4278	16/17	Takaranga Reserve playground renewal	Amenities	CF: Project Delivery	ABS: Capex	\$ 33,210	
4279	16/17	Tamariki Reserve Track renewal	Access	CF: Project Delivery	ABS: Capex	\$ 20,683	
4280	16/17	Taumatarea Esplanade Renew track	Access	CF: Project Delivery	ABS: Capex	\$ 26,016	
4281	16/17	TFB - WR - French Bay Esplanade toilet/changing room renewal	Amenities	CF: Project Delivery	ABS: Capex	\$ 2,131	
635	17/18	Coastal and Marine Environment programme	Environment/communi ty engagement	I&ES: Environmental Services	LDI: Opex		\$ 50,000
662	17/18	Apply the empowered communities approach - connecting communities Forming agreements and collaboration between AC and community groups	Environment/communi ty engagement	CS: ACE: Community Empowerment	STAFF TIME		

ID	FY	Manukau Harbour and Foreshore investment	Category (Outcome)	Work Unit(Delivery Dept)	Source	FY17	FY18
810	17/18	Parks information project	Community engagement	CS: PSR: Park Services	LDI: Opex		\$ 25,000
916	17/18	Celebrate park openings and events programme	Community engagement	CS: PSR: Park Services	LDI: Opex		\$ 3,000
990	17/18	Local Parks: Ecological volunteers and environmental programme	Ecological restoration	CS: PSR: Park Services	LDI: Opex		\$ 33,000
2462	17/18	Armour Bay Reserve - renew park roading and car park	Access	CF: Investigation and Design	ABS: Capex		\$ 78,000
2470	17/18	Huia Domain - renew coastal structure	Amenities	CF: project Delivery	ABS: Capex		\$ 650,000
2471	17/18	Huia Domain - renew park roading and carpark	Access	CF: Investigation and Design	ABS: Capex		\$ 15,000
2485	17/18	Waitākere Ranges - renew park furniture (Sandy's Parade)	Amenities	CF: Project Delivery	ABS: Capex		\$ 39,700
3056	17/18	Little Muddy Creek - install walkway	Access	CF: Project Delivery	ABS: Capex		\$ 115,628
WHAU							
675	16/17	Reduce Herbicide support (reduce chemical use in Whau parks)	Environment	CF: Operations	LDI: Opex	\$ 10,000	
676	16/17	Park community partnerships (pest control, planting and restoration involving volunteers)	Environment/Community engagement	CS: PSR: Local Parks	LDI: Opex	\$ 65,000	
1482	16/17	LDI Volunteer Programme (Shadbolt & Craigavon Park)	Environment/community engagement	CS: PSR: Local Parks	LDI: Opex	\$ 37,000	
1950/61	16/17-17/18	Manukau Harbour Support	DIRECT	I&ES: Healthy Waters	LDI: Opex	\$ 8,000	\$ 5,000
2146	16/17	Whau Local Low Carbon Action Plan	Environment	I&ES: Environmental Services	LDI: Opex	\$ 7,000	
3273	16/17	Blockhouse Bay Recreation Reserve Playground renewal	Amenities	CF: Project Delivery	ABS: Capex	\$ 254,435	
3282	16/17	Green Bay Domain Building Renewal	Amenities	CF: Project Delivery	ABS: Capex	\$ 190,000	
3289	16/17	Craigavon Park Bollard Renewal	Amenities	CF: Project Delivery	ABS: Capex	\$ 77,500	
3290	16/17	Whau furniture renewal Blockhouse Bay beach Reserve,	Amenities	CF: Project Delivery	ABS: Capex	\$ 10,300	
37	17/18	Industrial pollution prevention programme	Water quality/community engagement	I&ES: Healthy Waters	LDI: Opex		\$ 20,000
524		Integrated ecological framework for the Whau	Ecological restoration	I&ES: Environmental Services	LDI: Opex		\$ 5,000
1945		Ecological volunteers and environmental programme	Ecological restoration	CS: PSR: Park Services	LDI: Opex		\$ 37,000
2214		Gittos Domain and Rizal Reserve - renew park structures	Amenities	CF: Investigation and Design	ABS: Capex		\$ 3,000
2254		Renew park furniture Taunton and Blockhouse Bay Beach Reserve	Amenities	CS: PSR: Park Services	ABS: Capex		\$ 58,534
3853/3513	16/17-17/18	Ecological restoration contracts	Environment	CF: Operations	ABS: Opex	\$ 217,618	\$ 107,747

Appendix Three: Tamaki Estuary Environmental Forum Case Study

Although not within the scope of the Review, we have also incorporated some perspectives from the Tamaki Estuary Environmental Coordinator in order to convey some of the benefits to having a paid staff position on a similar Forum.

The Tamaki Estuary Environmental Forum (TEEF) has had a paid staff position since early 2018. Prior to that, TEEF has operated for the last 30 years entirely through community-led volunteer work.

Below is a summary of the recent activity over the last 12-18 months undertaken by TEEF:

Doubled the number of participating organisations	Built links with the Hauraki Gulf Forum	Produced robust citizen science on threatened bird populations	Submitted on the Stormwater Network Discharge consent application
Submitted on the Trade Waste Bylaw	Submitted on the Māungakiekie – Tāmaki Draft Open Space Plan	Ran 7 clean up events throughout the estuary with partner groups	Initiated discussion on sedimentation with various affected parties
Established an online Facebook platform with regular updates	Produced footage to create a TEEF promotional video	Ran several microplastic clean ups / workshops with Enviroschools	Lobbied Local Boards on greater support for threatened biodiversity
Removed in excess of 4,000 mothplant pods from the catchment	Ran a clean up & threatened shorebird workshop for Chinese residents	Collaborated with a local entrepreneur on innovative plastic removal methods	Initiated dialogue with Plastics NZ on a collaboration

Reflections from the Coordinator

- Having a Coordinator has enabled TEEF to maintain activity levels year-round – ensuring delivery of the work programme – there was no evidence of this happening prior to having paid staff.
- A Coordinator in addition to a Healthy Waters staff member with allocated hours to TEEF has established greater connectivity with Council work programmes and facilitated alignment between community-led initiatives and larger strategic Council objectives. Without a direct link to Council staff and the additional insights that come with the associated contacts, it can be difficult for the Coordinator to effectively manage the alignment and opportunities between local governance and the Forum.
- The Coordinator also manages a Facebook platform in order to enhance community outreach; although this was not initially included in the contract, having a paid staff member to administrate the page ensures reliability and continuity of content.
- The amount of events / submissions / activities / advocacy has increased significantly over the past 18 months; a portion of this progress is likely due to paid staffing.
- It is important to have clear role definitions. In the case of TEEF, the role of the Coordinator has evolved over time and extends from being a networker, social media administrator, to project manager.

- Most communication primarily occurs between the Co-Chairs and the Coordinator. This simplifies communications, filters information quality, streamlines decision-making, and allows a Community / Local Board perspective to balance decisions.
- Ideally, the co-ordinators role should cede project management to individual champions within the forum, and then support them in achieving what they set out to do. This enhances the community-led aspects, ownership, and buy-in of a public forum.
- The Coordinator plays an important role as the key point of contact for organisations who are looking to collaborate with the forum; meeting one-on-one with new potential partners (or with a Co-Chair) and to represent the Forum's interests.
- Having a Coordinator involved has enabled the Forum to continue to operate effectively throughout the Local Board election period and facilitated planning of the work programme in advance to minimise disruption.

Appendix Four: Analysis of Potential Governance Structures

Feedback the Forum membership received at the Workshop held on August 11 requested additional detail and analysis of potential governance structures that could be adopted by the MHF. Below are the three primary governance arrangements identified through our discussions with the Forum and an exploration of other working models. Although there was some discussion during the interviews and at the workshop regarding the Forum to become a subcommittee of the Auckland Council Environment and Community Committee, we believe that the hierarchical nature of this option would not be appropriate for the MHF.

Furthermore, we note that consideration needs to be given to the overall size of the Forum membership should the governance arrangement change. There are significant challenges associated with having a large membership group; balancing the optimal number of participants with the type of organisational structure will require further investigation.

Standing Committee

Committee with a continued existence, formed to do its assigned work on an ongoing basis. Budget and finance committees generally are standing committees. Examples of Standing Committees within Auckland Council Include:

- Audit and Risk Committee:
 - Decision-Making Powers:*
 - The committee has no decision-making powers other than those in these terms of reference.
 - The committee may request expert advice through the chief executive where necessary.
 - The committee may make recommendations to the Governing Body and / or chief executive.
- Community Development and Safety Committee:
 - Parent committee is the Environment and Community Committee (reports directly).
- Strategic Procurement Committee:
 - Decision-Making Powers:*
 - The committee will have responsibility for:
 - awarding of contracts of \$22.5 million or greater.
 - awarding of contracts less than \$22.5 million which are sensitive or may impact on the reputation of the council if the chief executive refers the matter to the committee.
 - oversight over the procurement processes and procedures.

Co-Governance Arrangement

Some natural resources are "co-governed" – the work to restore or conserve them is led as a result of negotiated decision-making arrangements between iwi and/or other groups, central government, and/or local government. Many of these arrangements have come about after long negotiations, including Treaty of Waitangi settlements. The arrangements have many legal forms and include statutory bodies, trusts, and other relationships. Examples of co-governance arrangements regarding natural resources within Auckland include:

- Tūpuna Maunga o Tāmaki Makaurau Authority
- Ngāti Whātua Ōrākei Reserves Board; and
- Parakai Recreation Reserve Board.

Joint Committee

Joint committees tend to meet as necessary to consider governance matters of mutual interest to the Governing Body and other special interest groups (e.g. Local Boards, Ministry for Primary Industries,

Department of Conservation etc) and to report its findings. Joint committees may have greater decision-making power than standing committees.

Examples of joint committees within Auckland include:

- Auckland Domain Committee
- Hauraki Gulf Forum
- Joint Governance Working Party