

Briefing for the Incoming Minister for Auckland

November 2023



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1. Welcome to the Auckland Ministerial Portfolio

1. As the incoming Minister for Auckland, you will have responsibilities focused on the Auckland region. We would value an early opportunity to discuss how you would like to progress your priorities for the Auckland portfolio and support you to develop a portfolio work programme.
2. We have set out our current understanding of the Government's priorities as they relate to Auckland and those policies that will have an impact in the region:
 - Introduce city and regional deals to create long-term pipelines of regional projects
 - Implementation of the Going for Housing Growth policy
 - Repeal of the Resource Management Act reform legislation
 - Legislate to make the MDRS optional for councils, with the need for councils to ratify any use of Medium Density Residential Standards (MDRS), including existing zones
 - Repeal of the Water Services Reform legislation
 - Repeal of the Auckland Regional Fuel Tax legislation
 - Work with Auckland Council to implement time of use road charging to reduce congestion and improve travel time reliability
 - Undertaking transport projects that will shape Auckland's spatial and economic development
 - Cancelling of the Auckland Light Rail project
 - Establishing a rapid transit system through west and northwest Auckland
 - Extending the Eastern Busway to Botany
 - Constructing a bus rapid transport route between Auckland Airport and Botany
 - Constructing the East-West link highway
 - Constructing a four-lane highway between Manukau and Alfriston
 - Constructing a four-lane road between Huapai and Waimauku
 - Investigating Mahurangi-Penlink Road as four-lanes
 - Prioritising of roading projects in disaster-affected areas.
 - Establishing regional requirements for recovery from the North Island Severe Weather Events of 2023 (Auckland Anniversary flooding and Cyclone Gabrielle) and other major flooding events
3. The purpose of this briefing is to provide:
 - Background information about the portfolio (sections 2 and 3)
 - Initial advice on Auckland specific considerations, and how these areas could be potentially considered for inclusion in the work programme alongside your stated priorities (section 4)
 - Advice on how you might undertake the Minister for Auckland role and suggested steps to help ensure your role is successful (section 5).
4. Further briefings will be provided to you as needed, focussing on specific topics in greater depth.

2. Portfolio overview

Purpose

5. This briefing provides you with information about the Auckland portfolio. We would welcome an early discussion with you on your portfolio priorities and forward work programme. More detailed briefings can be provided on any aspects of this briefing, including the Government's priorities as set out in the coalition agreements as they potentially impact Auckland.

Responsibilities

6. Your portfolio responsibilities will be determined by you and the Prime Minister. The Auckland portfolio traverses other Ministerial portfolios and several key levers for change sit outside of Government. Achieving the Government's priorities in Auckland will require collaboration with your ministerial colleagues and with Auckland stakeholders.
7. Section 4 provides advice on the scope of your role to assist you in your discussions with the Prime Minister and your Ministerial colleagues.

Department

8. The Auckland portfolio is supported by the Ministry of Business, Innovation and Employment (MBIE) with 4.5 FTE staff members primarily based in Auckland and a Private Secretary. Funding for the team expires on 30 June 2024. The team consists of:
- 1 x FTE - Programme Director (Auckland)
 - 2 x FTE - Senior Advisors
 - 1 x FTE - Senior Ministerial Advisor
 - 0.5 x FTE - Communications Advisor.
9. The portfolio view does not include enablement functions (e.g., finance, legal, communications, ICT and Ministerial Services).
10. The MBIE team works across other Ministerial portfolios and agencies to provide joined-up advice on Auckland issues. In particular, the MBIE team works with the agencies of the Government's Auckland Policy Office (APO) and the Auckland Regional Leadership Group to help ensure cross agency input.
11. Confidential advice to Government

Vote Business, Science and Innovation and appropriations

12. The Auckland appropriation sits within Vote Business, Science, and Innovation (BSI). In 2023, Cabinet agreed to increase funding in Vote BSI by \$1.5 million to support the Minister for Auckland portfolio and \$0.5 million for the Auckland and Thames Coromandel advisory groups supporting these regions recover from the 2023 adverse weather events. The allocation for this financial year (2023/24) is \$1 million and \$0.300 million respectively. The funding allocation expires on 30 June 2024.

Legislation

13. The Auckland portfolio has no legislative responsibilities.

3. Auckland overview

Introduction

14. This section summaries MBIE's view of the challenges and opportunities for Auckland and the shifts that are necessary to ensure productivity benefits and economic development for all New Zealanders.
15. MBIE has provided you a separate briefing on the economic context of Auckland. As outlined in this briefing New Zealand's economy faces a number of long-term challenges. These include weak productivity, increasing stresses on our economic resilience, negative impacts on the natural environment and significant disparities between different population groups. Compounding these are global 'megatrends' such as changes in climate, technology, and demography and rising geopolitical tensions.
16. These challenges and trends present both risks and opportunities to the economy. MBIE can help you to work collaboratively across portfolios and with stakeholders, such as business and local communities, to achieve your immediate portfolio priorities and address these challenges. In the short-term, our economy faces immediate headwinds with the Treasury forecasting slow economic growth over the next eighteen months as high interest rates are retained to reduce inflationary pressures. Balance will need to be found between addressing these short and longer-term challenges.
17. As an Auckland-based Minister, you will already have a good overview of the main characteristics of the Auckland region and the role Auckland plays for New Zealand. The following section provides a summary of the portfolio context for the remainder of this briefing. We can provide further detailed briefings for any specific area as required.

Strategic overview of Auckland

18. In 2022, Auckland's economy contributed 38 per cent of New Zealand's GDP and the region's workforce accounts for nearly 36 per cent of the national total. The region is home to a number of key industries including construction, business services, manufacturing, and tourism. Auckland's economy has been resilient in recent years, despite the challenges of the COVID-19 pandemic. In 2021, Auckland's GDP grew by 8.6 per cent, the fastest rate of any New Zealand region. Key facts and figures can be found in Annex 1.
19. Strong performance of the Auckland region is important for national productivity and to boost economic growth. Auckland is New Zealand's largest city, economic hub, and home to many of New Zealand's largest and most successful businesses. Developing a strong economy including growing skills and retaining talent, for New Zealanders as a whole cannot be achieved without boosting economic development for Auckland.
20. Despite its strong macroeconomic performance, Auckland faces challenges. Many places and communities have yet to substantially benefit from overall economic growth. The region's employment levels are at a record high. However, issues around employment quality and distribution impact wider social investment outcomes and living standards. In recent years, the region has faced challenges due to COVID-19, inflation, labour market pressures, and severe weather events. These have disrupted economic activities and impacted the region's economic sentiment. Some of these effects may be ongoing.
21. Social and economic inequalities persist across ethnic, age and sub-regional differences in Auckland. The 2022 Quality of Life survey by Auckland Council showed that young people aged 18-24 years, those of Māori or Pacific ethnicity, and those living in the most deprived areas of Auckland are more likely to report not having enough money to meet their everyday needs. Health disparities also exist within Auckland, with some communities facing significantly more challenges than others. Socioeconomic status, healthcare access, and cultural barriers can influence these disparities, and contribute to limited access to education and employment opportunities leading to lower social and economic outcomes for these sub-regions and communities in Auckland.

22. Addressing living standards, increasing social investment, and supporting productive work, can help address the economic inequality in Auckland representing a significant opportunity to grow New Zealand's GDP.
23. Notwithstanding these challenges, Auckland has enormous potential. Your appointment as Minister for Auckland enables coordinated Government support to address challenges that are unique to the region. This can help foster a productive and resilient economy that embraces technology and innovation, while stimulating economic growth for the success for Aucklanders and in turn New Zealand.

Key issues

24. **Productivity** - The Auckland region's productivity performance as measured by output (or GDP per hour worked) has lagged other advanced economies for many decades. A study conducted in 2020 by the New Zealand Productivity Commission found that New Zealand's frontier firms lag on average up to 45 per cent behind that of high performing small, advanced economies. This is particularly evident in Auckland, where many of these firms are located. The isolation of New Zealand from major international markets poses a challenge for businesses in terms of accessibility and can result in increased costs for supply chain logistics, distribution, and overall trade activities. Auckland, being the main trade and transport hub of the country, is particularly affected by the issues of limited access to capital and regulatory barriers, which can negatively impact firm productivity.
25. **Resilience** - Experience from the recent extreme weather events for the Auckland region has shown that its economy is vulnerable and needs to develop greater resilience given the likelihood of further shocks and disruptions. At the same time, our major export and geographic markets expose it to potential economic security risk. The current international rules-based system and economic order are being undermined by increasing protectionism. Geoeconomic fragmentation, as outlined by the International Monetary Fund in 2023, will make it more difficult for the region to participate in global supply chains and access crucial technologies. This could limit the ability to innovate and develop new products whilst also maintaining existing ones.
26. **Sustainability** - New Zealand has ambitious international and domestic greenhouse gas (GHG) emission reduction targets, however, Auckland is unlikely to meet its targets. Its increasing population is putting pressure on the city's infrastructure and resources, including its energy and transportation systems. Given the changing technology, consumer preferences and global expectations, there is a need to reduce the region's GHG emissions, reduce impact on the natural environment and invest in infrastructure to build a more resilient, affordable, and sustainable future.
27. **Social Investment** - Auckland has a young and fast-growing Māori and Pacific population that makes a significant contribution to the overall economy and labour force. Improving economic participation for this population, which has been historically underserved, will be key to enhancing economic outcomes and jobs for the region and for New Zealand overall. Part of this challenge will include addressing poor living standards, underutilisation, and low employment quality. Māori and Pasifika businesses are integral to a future-proofed economy with a productive workforce and opportunities for all.

4. Auckland specific considerations

28. Like all global cities Auckland competes internationally for talent, trade, visitors, and investment. Its success as a global city in these areas has been a key part of the region's economic success story over the first two decades of this century. Despite facing recent setbacks due to adverse weather conditions, Auckland's economy is poised for growth.
29. However, the city is facing challenges, including its high cost of living, high inequality, a lagging productivity premium and the need to support the city's frontier firms. Auckland's productivity has been falling behind the rest of the country in recent years. In 2021, Auckland's labour productivity was 11.9 per cent lower than the national average. This is due to several factors, including the city's high cost of living.
30. Auckland has had strong population growth over the last two decades and in parallel has experienced a significant decline in housing affordability. House prices have grown significantly faster than household incomes. This has resulted in declining rates of home ownership. Housing is a key issue for Aucklanders and supply, tenure, quality, and affordability of housing all need to be addressed.
31. Statistics New Zealand estimates the city's population is expected to grow further by 520,000 over the next 30 years which will put pressure on infrastructure and services unless significant investment is made. Auckland Council, in its Housing and Business Development Capacity Assessment, estimates about 200,000 additional dwellings will be required to meet the region's future growth. Record levels of residential construction have helped to stabilise rent and house prices, however, house prices in Auckland remain much higher than the rest of New Zealand.
32. According to Auckland Council's 2022 Quality of Life Survey, there is a significant correlation between social investment and economic development, as well as other societal factors such as health and crime. The survey also reveals that individuals with the lowest income have experienced a significant decline in the social outcomes that promote social cohesion. The COVID-19 restrictions, followed by flooding and cyclones, caused a significant reduction in social capital among Auckland residents, particularly those who were already dealing with challenging socio-economic conditions. To improve economic productivity and enhance social cohesion, it is important to invest in the ongoing development of social and cultural capital with a focus on equity.

The Mayor of Auckland's Manifesto for Auckland proposal

33. Ahead of the election, the Mayor of Auckland, Wayne Brown, presented a proposal to political parties and several departmental Chief Executives that seeks a long-term commitment to an Auckland deal. The proposal requests:
- Partnership and Devolution: A fundamentally different relationship between Auckland Council and Government based on mutual respect and alignment of goals.
 - Transport: An Integrated Transport Plan to enable people and goods to get around the city faster, cheaper and with lower emissions.
 - Housing, Growth and Urban Regeneration: Tools and investment to enable Auckland to plan and deliver infrastructure, to support growth in decent houses and regenerate run-down areas.
 - Infrastructure, Water Reform and Climate Resilience: Finishing, fixing, and protecting existing infrastructure with tools to fund and finance the major investment required to deal with the deficit.
 - Environment: Enabling the protection and enjoyment of the environment, including the Three Harbours.
 - Social, Cultural and Economic Development: A formal partnership to deliver and fund agreed priorities.

34. As Minister for Auckland, you have a key role in deciding the nature of the Government's response, including which elements you believe could be considered for a City Deal with Auckland. We can provide advice on a City Deal for the Auckland region and the Mayor's Manifesto for Auckland proposal for your consideration in a subsequent briefing.

Integrated planning across central and local government to support urban growth, unlock agglomeration benefits and address the infrastructure deficit

35. Ensuring that Auckland's infrastructure and land use is productive for people and business and meets the needs of its growing population requires an integrated approach. Key areas that require coordination for creating enabling infrastructure include transportation, housing, connectivity, and sustainable practices. Building resilience into Auckland's infrastructure is crucial for mitigating risks associated with climate change, economic fluctuations, and other unforeseen challenges such as those that the region has witnessed in the past few years, and to ensure urban development is supported through improved connectivity and access to affordable housing in the right locations. Creating accessible infrastructure for Auckland is crucial for ensuring productive and efficient outcomes for the region.
36. The Auckland Urban Growth Partnership provides an overarching umbrella for discussions between Government and Auckland Council on urban growth priorities and better integration and investment in infrastructure and housing.
37. Auckland Council's ability to pay for growth has been a constraining issue for some time. Land use planning constraints and lack of infrastructure investment has resulted in housing supply not keeping pace with Auckland's population growth. Despite recent drops in median house prices in Auckland, these remain significantly higher than elsewhere in New Zealand. While many of the current priorities are jointly agreed multi-year programmes, there is an opportunity to refresh the joint work programme of existing partnerships and confirm governance arrangements.

Attracting, growing, and retaining talent - Creating productive workforce opportunities for people and businesses

38. Supporting talent retention and growing a skilled workforce pipeline in productive economic sectors is important to ensure that the Auckland region can sustain its growth and innovation over the long term. Supporting knowledge-intensive and productive jobs will help ensure economic diversification in competitive economic sectors for the region. Supporting Auckland's diverse workforce, provides opportunities to support social investment, and provides pathways to productive jobs and opportunities, especially for Māori and Pacific people.
39. Supporting business resilience in Auckland through a coordinated, multi-faceted approach that combines Government support, public and private investment and community engagement will be essential to create an ecosystem where businesses can prosper. This includes supporting productive businesses that contribute to Auckland's competitive advantage and productivity premium over the long term. Creating a strong and adaptable economy will support Auckland's long-term sustainable development and business resilience.
40. Infrastructure and environmental challenges already being faced by Auckland could be a source of job creation for groups that are currently excluded, social investment can extend the impacts of required economic development spend into wider socio-economic and environmental benefits.

Supporting a vibrant natural environment, including city centre revitalisation and improved community safety

41. Auckland's natural environment is often highlighted as one of its best features. Restoring and maintaining the natural environment could provide significant opportunities for economic development outcomes, fostering an ecosystem where both nature and people can thrive. There is an opportunity to maximize the economic opportunities of the region's natural environment and capitalise on its laidback, outdoor-focused lifestyle, contributing to a robust and resilient economic climate and an international reputation as an innovative city, renowned for its regional natural assets.
42. Auckland's city centre is both an economic and cultural hub for the region and the country. City centre vibrancy and safety initiatives can have a significant impact on productivity, influencing perception and the actual quality of life for residents, workers, and visitors. A safe city centre is more likely to attract employers, shoppers, diners, and tourists, thereby boosting local businesses and overall economic productivity.

5. Portfolio responsibilities

Your role as Minister for Auckland

43. As Minister for Auckland, you play a critical role in helping ensure that Auckland functions well and is delivering benefits for the rest of New Zealand. Many of the levers that will help lift Auckland's performance sit in other Ministerial portfolios or outside Government. Achieving the Government's priorities in Auckland will require collaboration with your ministerial colleagues and with Auckland stakeholders. You therefore have an important system leadership role in setting direction and driving alignment and coordination across multiple portfolios.
44. We anticipate the role of Minister for Auckland will be largely set by the Prime Minister and by the specific priorities you wish to pursue. We will provide further advice on how to support you in your role once the scope of the Prime Ministers' delegation and your own priorities are known.
45. The following advice helps you consider how you would like to undertake the Minister for Auckland role and any necessary steps that would help ensure your role is successful. We believe there are three specific areas you could lead:
- The focal point for the Government's relationship with Auckland
 - Providing coordination across Ministerial portfolios
 - Bringing an Auckland perspective into national policy settings.
46. These are outlined in greater detail below.

The focal point for the Government's relationship with Auckland

Being the focal point for Auckland stakeholders

47. Auckland stakeholders have told us that engaging with Government can be complex and difficult. While this is not unique to Auckland, there is an opportunity to help improve the quality of engagement with key Auckland groups and simplify the channels of communication. By being the focal point for engagement with Auckland, you help stakeholders understand the Government's priorities in the region. It also enables stakeholders to provide you with feedback which helps inform your priorities and conversations with your colleagues and improves strategic policy and implementation decisions.

Channelling the Government's engagement with Auckland through you

48. At the same time, your appointment provides an opportunity for Government to channel some of its engagement on important Auckland issues through you. This would be in partnership with your Ministerial colleagues and would help ensure a joined-up and consistent engagement, especially on cross portfolio issues.

Being the key relationship holder with Auckland Council and other Auckland groups

49. A key strategic aspect of your role will also be to act as the Government's focal point for the relationship with Auckland Council, as the principal relationship holder with both the Mayor and Governing Body. Auckland Council is a significant partner with Government and is seeking an improvement in the quality of the relationship. Confidential advice to Government. Auckland faces significant challenges and addressing them requires a strong partnership between the Government and regional stakeholders such as Auckland Council and Auckland's large business and Non-Governmental Organisation (NGO) community.

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50. There are several joint Auckland Council and Government forums with political representation for Auckland, and whether these remain the right forums for advancing the Government's Auckland objectives will be important decisions to make. Some of these groups are overarching or strategic in nature, such as the Auckland Transport Alignment Project (ATAP) and the Urban Growth Partnership (UGP). Other forums have a more project-specific governance role, such as the City Rail Link and the Kāinga Ora Large-Scale Project governance.
51. One option is to consider bringing discussions on the various joint programmes together into one joint forum so that there is improved coordination and a clearer sense of how the individual parts of Auckland Council and Government work programmes work together.

Consider the value of an overarching umbrella forum for progressing urban growth priorities with Auckland Council

52. In recent years, the Auckland Urban Growth Partnership (UGP) was formed to provide an overarching umbrella for discussions between the Government and Auckland Council on urban growth priorities. The UGP was initiated with cross portfolio support; Ministerial Portfolio signatories to the UGP were the Ministers of Housing, Building and Construction, Environment and Local Government. Auckland Council signatories included the previous Mayor and Deputy Mayor. It is supported by a senior official steering group which involves eight agencies, Auckland Council, and its Council Controlled Organisations (CCOs).
53. The UGP provides a platform for helping to ensure Auckland can manage growth and deliver increased housing and urban development. Under the UGP there is an agreed work programme and spatial priority areas that provide focus for investment and efforts to deliver progress in these areas. Achieving alignment on all the factors necessary to successfully enable urban growth is complex and having a set of agreed priority areas where greater investment and coordination between Auckland Council, its CCOs and Government is important to support and enable growth. While many of the current priorities are jointly agreed multi-year programmes, there is an opportunity to refresh the joint work programme and confirm governance arrangements.
54. You and your Ministerial colleagues may decide you want to consider an alternative forum. If so, officials can provide options for you to consider, subject to funding.

Why Auckland matters for the rest of New Zealand

55. One further issue to consider is Auckland's relationship with the rest of New Zealand and how you can help navigate this space. The rest of New Zealand has an increasing dependency on goods and services produced or distributed from Auckland. In addition, Auckland is New Zealand's international gateway city and serves as the primary entry and exit point for international travellers, migrants, investment, trade, and commerce. Auckland is well-connected to the global economy and plays a crucial role in facilitating international interactions for the rest of the country.
56. We can assist you in developing an Auckland narrative that sits within the national context, to contextualise why Government may at times develop specific policy and investment choices for Auckland.

Providing coordination across Ministerial portfolios

57. Major cities like Auckland are complex systems, composed of numerous interconnected and interdependent elements. Changes in one part of the system will have cascading effects through other parts of the city (e.g., immigration-led population increases, new transport routes, land-use planning changes and economic growth).
58. Achieving coordination across different Ministerial portfolios is essential for addressing complex urban issues, particularly where issues span multiple Government agencies. Your role provides an opportunity to improve inter-ministerial leadership and coordination on Auckland. Confidential advice to Government

Confidential advice to Government

59. As the Minister for Auckland, your position provides the opportunity to help improve coordination across Government agencies that operate in Auckland. This can help to improve the efficiency and effectiveness of Government services through partnerships such as an integrated growth, economic development, and urban regeneration.

Bringing an Auckland perspective into national policy settings

60. Despite Auckland's significant role within the national context, we do not have a clear strategy and narrative that sets out the city's context, opportunities, and challenges from a national perspective. A clear narrative for Auckland can ensure Government work programmes that impact the city are calibrated to Auckland's particular circumstances and help guide public and private sector investment.
61. Equally, on occasions there is good reason to bring an Auckland perspective into public policy and Cabinet decision making. Part of this is just simply scale, Auckland makes up a large proportion of national statistics and so having an Auckland perspective could help influence the success or failure of initiatives.
62. Your ability to provide an Auckland perspective helps ensure that national policy decisions leverage Auckland's comparative advantages for the national benefit.

Other issues to consider

Auckland weather event recovery

63. As Minister for Auckland, it will be inevitable that Auckland communities will contact you regarding the Government's and Auckland Council's recovery programmes.
64. The next phase of the recovery programme the severe weather events of 2023 involves the acquisition of Category 3 properties and the submission of business cases by Auckland Council to access funding for Category 2 property rehabilitation and *Making Space for Water* initiatives.
65. Confidential advice to Government

Advisory bodies

66. The former Minister for Auckland established an Auckland Ministerial Advisory Group. The advisory group was established to provide the Minister for Auckland with advice on Auckland's issues and priorities. The advisory group has met monthly and has played a strong advisory role on the Auckland recovery activities.
67. The Auckland Ministerial Advisory Group consists of the following members:
- Penny Hulse (Chair) (former Deputy Mayor of Auckland)
 - Amanda Wellgreen (Town Manager, Onehunga Business Association).
 - Annie Newman (Assistant National Secretary, E Tū Union)

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- Sir Bob Harvey (Former Mayor of Waitākere City)
- Brett O’Riley (CEO, Employers and Manufacturers Association)
- Dr Jin Russell (Consultant Development Paediatrician, Starship Hospital)
- Sir Michael Jones (GM Matson South Pacific, Pasifika Futures Board Director)
- Richard Hills (North Shore Ward Councillor, Auckland Council)
- Robert Khan (CEO, Radio Tarana)
- Simon Bridges (CEO, Auckland Business Chamber).

68. You will need to decide if you wish to continue with the Auckland Ministerial Advisory Group. Confidential advice to

69. The former Minister for Auckland in their capacity as lead Recovery Minister for Thames Coromandel established a Thames Coromandel Advisory Group to help coordinate cyclone recovery efforts in the Thames Coromandel region. Confidential advice to Government

70. Further advice on the two advisory groups can be provided on request.

Implementing your priorities and confirming your role with your colleagues

Identifying and implementing your Auckland priorities

71. In addition to the recommended focus areas above, you will have identified your own priorities for the Auckland portfolio. These are likely to be a mixture of strategic and tactical priorities. Officials will work with you to implement your own priorities and we welcome discussing these with you.

Confirming your role with your Ministerial colleagues

72. Government and Cabinet structures are not optimised to operate with a spatial focus. The regional nature of the Auckland portfolio means it will often overlap with multiple Ministerial portfolios, which could potentially affect the existing relationships between Ministers and Auckland-based stakeholders. Care will be required to ensure that your portfolio activities do not conflict with relationships and agreements established by other Ministers and their Auckland counterparts.

73. Confidential advice to Government

6. How MBIE and other agencies assist you

You have a MBIE team to support your work

74. Cabinet approved funding for a small team to assist the Minister for Auckland and funding for these resources expire on 30 June 2024. You also have access to an Auckland portfolio Private Secretary.
75. MBIE services the Minister for Auckland portfolio with resources located in Wellington and Auckland. This enables an on the ground presence in both regions to ensure close connection with decision makers, stakeholders, and issues.

The Auckland Policy Office can coordinate across portfolios and can be a base for you in Auckland

76. MBIE coordinates additional assistance from the agencies and senior agency leads within the Government's Auckland Policy Office. This helps ensure you have access to specific and joined-up advice from portfolios outside of MBIE.
77. The APO facility is available for you to use when in Auckland. You and your team have access to meeting rooms and private space to work in the APO. The APO is based in central Auckland making it a convenient location for meeting with stakeholders and Auckland based officials.

The Auckland Regional Public Service Commissioner and Auckland Regional Leadership Group

78. The Regional System Leadership Framework (RSLF) enables a locally led, regionally enabled, and nationally supported approach to improving wellbeing outcomes for all New Zealanders. Under the RSLF, the Regional Public Service Commissioner (RPSC) for Auckland convenes a Regional Leadership Group (RLG) to progress regional priority work through sub-working groups and agreed RSLF national priorities. At a national level, the RPSC connects in with Debbie Power, the Chief Executive for the Ministry of Social Development, as the System Lead for the Regional Public Services, appointed under the Public Service Act 2020.






Specific MBIE groups also support your portfolio

79. The following MBIE groups play specific roles in relation to Auckland:
 - a. MBIE's Chief Executive Office is the host for the Auckland Policy Office.
 - b. MBIE's Chief Executive is the Chair of the Auckland Policy Office Chief Executive's Governance Group. The APO CE's Governance Group consists of the Chief Executives of the Department of Internal Affairs, Department of the Prime Minister and Cabinet, Ministry for the Environment, Ministry of Housing and Urban Development, Ministry of Transport, Treasury and MBIE. The APO CE's Governance Group is available to meet with you.
 - c. MBIE's Kānoa - Regional Economic Development & Investment Unit hosts the Auckland Portfolio and Recovery Co-ordination team that directly supports you.
 - d. MBIE's Economic Strategy Branch (Te Waka Pūtahitanga) provides support through the Director Auckland position and can coordinate MBIE policy input, where relevant across all MBIE branches.
80. Other Government agencies have senior leadership based in Auckland who will be relevant to your portfolio and priority areas. We can provide access to the senior leaders via the APO and Auckland Regional Leadership Group.

7. Key MBIE officials

81. The table below sets out the key MBIE officials who will support you in this portfolio.

Table 1: Key MBIE officials

	Name	Role	Contact details
	Carolyn Tremain	Carolyn Tremain, Secretary for Business, Innovation and Employment	<i>Privacy</i>
	Robert Pigou	Deputy Secretary, Head of Kānoa - Regional Economic Development & Investment Unit Ministry of Business, Innovation & Employment (MBIE)	
	Michael Quinn	Head of the APO Auckland Policy Office	
	Quanita Khan	Programme Director (Auckland) Auckland Policy Office Ministry of Business, Innovation & Employment (MBIE)	
	Andy Hill	Director Auckland Ministry of Business, Innovation & Employment (MBIE)	

Annex 1: Auckland Regional Profile

Indicator	Theme	Value	Year	Trend
GDP per capita (Annual-Mar)	Economic	\$80,328	2022	
NCEA Level 2 Attainment rates for 18-year-olds	Education	87.1%	2021	
Average house value	Housing	\$1,293,707	2023	
Mean weekly rent	Housing	\$589	2023	
Residential buildings approvals per 10,000 capita	Housing	11.1	2023	
Estimated resident population	Population	1,695,200	2022	
Māori share of population	Population	11.5%	2018	
Median annual household income	Social & Income	\$130,000	2023	
Labour Force Participation	Workforce	74.2%	2023	
Total employment estimates (incl self-employed)	Workforce	975,332	2022	
Unemployment Rate	Workforce	3.5%	2023	

