



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

**Date:** Tuesday, 11 March 2014  
**Time:** 1.00pm  
**Meeting Room:** Reception Lounge  
**Venue:** Auckland Town Hall  
301-305 Queen Street  
Auckland

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## **Budget Committee OPEN AGENDA**

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### **MEMBERSHIP**

**Chairperson**  
**Deputy Chairperson**  
**Members**

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

(Quorum 11 members)

**Mike Giddey**  
**Democracy Advisor**

**6 March 2014**

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## TERMS OF REFERENCE

### Responsibilities

Development of the Long Term Plan and Annual Plans under the chairmanship of the Mayor who leads these processes including:

- Local Board agreements
- Local Board Funding Policy
- Financial Policy related to LTP and AP (recommendation to the Governing Body)
- Setting of rates (recommendation to the Governing Body)
- Draft LTP and Annual Plan prior to community consultation
- Development contributions policy

### Powers

(i) All powers necessary to perform the committee's responsibilities.

Except:

- (a) powers that the Governing Body cannot delegate or has retained to itself (see Governing Body responsibilities)
  - (b) where the committee's responsibility is explicitly limited to making a recommendation only
- (ii) Approval of a submission to an external body
- (iii) Powers belonging to another committee, where it is necessary to make a decision prior to the next meeting of that other committee.
- (iv) Power to establish subcommittees.
- (v) Power to establish panels for the purpose of hearing submissions.

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**1 Apologies**

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

**2 Declaration of Interest**

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

**3 Confirmation of Minutes**

That the Budget Committee:

- a) confirm the ordinary minutes of its meeting, held on Thursday, 21 November 2013, as a true and correct record.

**4 Petitions**

At the close of the agenda no requests to present petitions had been received.

**5 Public Input**

Standing Order 3.21 provides for Public Input. Applications to speak must be made to the Committee Secretary, in writing, no later than **two (2)** working days prior to the meeting and must include the subject matter. The meeting Chairperson has the discretion to decline any application that does not meet the requirements of Standing Orders. A maximum of **thirty (30) minutes** is allocated to the period for public input with **five (5)** minutes speaking time for each speaker.

At the close of the agenda no requests for public input had been received.

**6 Local Board Input**

Standing Order 3.22 provides for Local Board Input. The Chairperson (or nominee of that Chairperson) is entitled to speak for up to **five (5)** minutes during this time. The Chairperson of the Local Board (or nominee of that Chairperson) shall wherever practical, give **two (2)** days notice of their wish to speak. The meeting Chairperson has the discretion to decline any application that does not meet the requirements of Standing Orders.

This right is in addition to the right under Standing Order 3.9.14 to speak to matters on the agenda.

At the close of the agenda no requests for local board input had been received.

## **7 Extraordinary Business**

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

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

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

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

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

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

## **8 Notices of Motion**

At the close of the agenda no requests for notices of motion had been received.

## Long-term Plan 2015-2025 - Process Overview

File No.: CP2014/03702

### Purpose

1. Providing an overview of the process that will be followed to develop the Council's Long-term Plan 2015-2025.

### Executive Summary

2. The process to develop the Council's second long-term plan (LTP) is now underway, providing an opportunity to reconsider Council's priorities over the longer term and align budgets with the direction of the Auckland Plan.
3. While the final plan will not be adopted until June 2015, there is a significant amount of work that needs to be undertaken in the next six months to support a more in-depth review of Council activities and associated costs, and ensure Council is well placed to consider the choices it needs to make to inform the budget for the next ten years.
4. The Mayor leads the process to develop the LTP and has asked staff to utilise an inclusive approach that provides Council with the opportunity and information to consider the big challenges ahead and how best to balance the needs of Auckland and Aucklanders over the longer term.

### Recommendation/s

That the Budget Committee:

- a) receive the report.

### Discussion

#### Background

5. The Council is required to have a Long-term Plan (LTP) adopted before the beginning of the first year that it relates to, having used a special consultative procedure to consult with the community. The LTP sets out the activities, plans, budgets and policies for a 10 year period and must be formally updated every three years. The purpose of the LTP is to:
  - describe the activities of the Council and the community outcomes
  - ensure a long term focus for Council decisions and activities
  - provide a basis for accountability to the Auckland community.
6. The LTP 2012-2022 set Council's first long-term budget and financial strategy, which planned for significant investment to deliver on the Auckland Plan, while also maintaining affordability for current and future rate payers.
7. Led by the Mayor, the process to develop the Council's second LTP is now underway and provides the most significant opportunity yet to consider Council's priorities over the longer term and align budgets with the direction of the Auckland Plan.

#### Process to develop the LTP 2015-2025

8. Attachment A provides an overview of the high level process to develop the LTP 2015-2025. The process aims to:

- better support political engagement and ownership throughout the process
  - ensure engagement with the community on strategic issues prior to formal consultation
  - encourage strong senior management leadership in the development of options and advice
  - support the development of strategic cross-council advice that shapes discussion about how greater value can be delivered across council activities and better support delivering the Auckland Plan
  - align with other key strategic processes, in particular, the development of local board plans and the Regional Land Transport Plan.
9. The process to develop the LTP 2015-2025 kicked off with a scene setting workshop in late February that set out the strategic context for developing the next LTP and provided a snapshot of the current plan, how it contributes to the Auckland Plan and the challenges, trade-offs and opportunities ahead.
10. The key phases coming up are discussed below.

#### ***Options development and community engagement***

11. While the final plan will not be adopted until June 2015, there is a significant amount of work that needs to be undertaken in the next six months to support a more in-depth review of Council activities and associated costs, and ensure Council is well placed to consider the choices it needs to make to inform the budget for the next ten years.
12. Following the announcement of the direction for the LTP 2015-2025, staff will begin a review of current planned activities and develop options and advice for political consideration. Options, along with proposed performance measures for the LTP, will be considered by the Budget Committee and also by governing body reporting committees, local boards and the Independent Maori Statutory Board (IMSB) between July and mid-August, with an invitation to provide feedback for consideration prior to the announcement of the Mayoral proposal on 28 August.
13. Progressing work on asset planning and levels of service will be a key part of the options development phase.
14. Feedback provided by attendees at the scene setting workshop, along with the results from a recent Council stakeholder survey, will be used to help shape early engagement with the community on topics relevant to the development of the LTP 2015-2025. Results of the community engagement will be considered by elected members alongside the options and advice developed by staff.
15. A comprehensive communications and engagement plan is being finalised to support the LTP process.

#### ***Decision-making and document production***

16. Workshops and discussions will be held following the Mayoral proposal to support the development of the LTP consultation document and decision-making for the draft LTP. Key elements of this phase of work are highlighted below.
17. Between mid-September and late October local boards will consider their priorities, budgets, performance measure targets and advocacy areas for the next ten years (budgets will reflect the local board funding policy agreed in mid-August) in order to finalise local board plans and draft local board agreements / budgets for the draft LTP. This approach aims to ensure that local board plan priorities/budgets and local board budgets for the draft LTP are considered at the same time and aligned.
18. A series of Budget Committee workshops will take place following the Mayoral proposal. These workshops will cover budgets, performance measure targets, key consultation areas and financial policy.

19. Budget Committee discussions with local boards and CCOs will also take place prior to the Budget Committee meeting on 5 November to make final decisions for the draft LTP.
20. Local boards will meet to agree their budgets and content for consulting with their community in early December, before the Governing Body meets to adopt the LTP consultation document, and supporting draft LTP information, on 18 December.

### ***Finalising the LTP 2015-2025***

21. Finalising the LTP will follow largely the same process as that used to finalise the annual plans for 2013/2014 and 2014/2015. Public consultation will take place between 23 January and 24 February, followed by local and regional hearings and deliberations.
22. As far as possible, the process to develop the Auckland Transport Regional Land Transport Plan (RLTP) will align to the LTP process. The key directions for consultation on the RLTP were endorsed by the Auckland Transport Board on 25 February 2014 and include:
  - engagement with councillors, local boards, transport stakeholders and Maori in April / May 2014; and
  - submissions process timed to align with Auckland council in January / February 2015.

## **Consideration**

### **Local Board Views**

23. Local boards are also beginning to develop the second set of local board plans, which will set out the priorities and aspirations for local communities for the next three years and beyond. All local board members were invited to attend the LTP scene setting workshop on 26 February 2014. The workshop began the process of thinking about the priorities and challenges ahead, and the council group budget over the next ten years, providing strategic context for the LTP and also for developing the local board plans.
24. The final local board plans will be adopted in October 2014, at the same time that local boards agree their draft local board budgets for consultation as part of the LTP process.

### **Māori Impact Statement**

25. Development of the LTP is significant for Māori providing the opportunity to consider funding the priorities that Māori have communicated with Council through all of the major planning processes over the last three years. Māori are recognised as a distinct group within the overall communications and engagement plan with specific engagement planned throughout the LTP process.
26. Staff will report to the IMSB on the LTP process on 14 April 2014.

### **General**

27. Asset planning plays an integral part in the development of the LTP. Asset management plans will be updated during the process and finalized in line with the LTP.
28. Key financial policies will also be reviewed as part of the LTP work programme.

## **Implementation Issues**

29. The Local Government Act 2002 Amendment Bill proposes legislative changes that will impact the LTP 2015-2025. In particular, the Bill proposes that the council consult using a simple and concise consultation document (with graphs/diagrams) that can be readily understood by the public, rather than consulting on a draft LTP. The Bill will still require the council to use the Special Consultative Procedure (SCP), but the Bill makes the SCP more flexible, requiring “interaction” between council representatives and people who wish to express their views, rather than a formal hearing process.

30. The Bill also requires the council to prepare and include a new 30-year infrastructure strategy in the LTP. The infrastructure strategy will consider infrastructure requirements over the next 30 years, investment profile and strategic approaches taken to asset management. Progress on the infrastructure strategy will also be reported to the Infrastructure Committee.
31. Proposed amendments also require Council to adopt a significance and engagement policy by 1 December 2014, covering how council will engage, how it will respond to community preferences about engagement and when the SCP will be used. This work will be progressed as part of the LTP programme and progress reported to the Budget Committee.
32. Planning for the LTP 2015-2025 assumes the Bill will pass as proposed, with the changed requirements for LTP content and consultation likely to apply from mid-late 2014 for the LTP 2015-2025. The process will be revised and updates provided if required.

## Attachments

No.	Title	Page
A	High level process to develop the LTP 2015-2025	11

## Signatories

Author	Tanya Stocks – Programme Director
Authorisers	Matthew Walker - Manager Financial Plan Policy and Budgeting Andrew McKenzie - Chief Finance Officer

**Attachment A: High level process to develop the LTP 2015-2025**

Project phases and milestones:	Timing
<p><b>A. Scene setting</b></p> <p>Scene setting workshops were held in late February to set out the strategic context for developing the LTP 2015-2025 and provide a snapshot of the current plan, how it contributes to the Auckland Plan and the challenges, trade-offs and opportunities ahead.</p>	26/27 Feb 2014
<b>Direction setting (milestone)</b>	<b>11 Mar 2014</b>
<p><b>B. Developing options and advice</b></p> <p>This phase involves a number of steps to develop and evaluate options and advice to inform the Mayoral proposal.</p> <ul style="list-style-type: none"> <li>i) Advice and options developed by staff</li> <li>ii) Cross-business evaluation by staff</li> <li>iii) Budget Committee, governing body committees, local boards and IMSB consider the options and advice developed by staff, LTP performance measures and provide feedback to help inform the mayoral proposal</li> <li>iv) Budget Committee meets to agree local board funding policy</li> </ul> <p>Engagement with the community on key LTP topics will also take place.</p>	<p>Mar – 30 May 1-30 June 1 Jul – 13 Aug</p> <p>14 Aug</p> <p>April - June</p>
<b>Mayoral proposal (milestone)</b>	<b>28 Aug 2014</b>
<p><b>C. Decision making and document production</b></p> <p>Workshops and discussions will be held following the mayoral proposal to support the development of the LTP consultation document and decision-making for the draft LTP. This includes:</p> <ul style="list-style-type: none"> <li>i) Local board workshops and meetings to agree local board budgets, performance targets and consultation areas</li> <li>ii) A series of budget committee workshops (scope: budgets; performance measures/targets; key consultations areas; financial policy)</li> <li>iii) IMSB consideration / feedback</li> <li>iv) Discussions between the Budget Committee and local boards/CCOs</li> <li>v) Budget Committee meets to make final decisions for the draft LTP</li> <li>vi) Finalise LTP consultation document and supporting draft LTP</li> <li>vii) Audit of LTP consultation document and supporting information</li> </ul>	<p>15 Sept – 17 Oct</p> <p>3 Sept - 15 Oct</p> <p>Early Oct 20-29 Oct 5 Nov 5 Nov - 5 Dec Nov / Dec</p>
<b>Adoption of LTP consultation document and supporting draft LTP 2015-2025 information (milestone)</b>	<b>18 Dec 2014</b>
<p><b>D. Consultation and final decision-making</b></p> <p>This phase includes:</p> <ul style="list-style-type: none"> <li>i) Public consultation using the SCP process</li> <li>ii) Local and regional hearings</li> <li>iii) Local boards workshops / meetings to make final decisions for the LTP</li> <li>iv) Budget Committee discussions with local boards / CCOs</li> <li>v) Budget Committee meets to make final LTP decisions</li> <li>vi) The LTP and all supporting material will be finalised and audited</li> <li>vii) Local boards meet to adopt local board agreements</li> </ul>	<p>23 Jan – 24 Feb 23 Mar – 17 Apr 7- 24 Apr 28 Apr – 1 May 7 May May / June 9-19 June</p>
<b>Adoption of LTP 2015-2025 (milestone)</b>	<b>25 June 2015</b>

Item 9

Attachment A

## Audience feedback from Long-term Plan Scene Setting Workshop

File No.: CP2014/03818

### Purpose

1. Reporting back the key themes from the audience feedback gathered at the recent Long-term Plan Scene Setting Workshop.

### Executive Summary

2. The development of the Long-term Plan 2015-25 was formally launched at a Scene Setting Workshop on 26 February 2014. All members of the Governing Body, Local Boards, and IMSB were invited to attend, as were the Chairs and Chief Executives of the Council Controlled Organisations.
3. A copy of the Agenda for the day is attached. Three 'Audience Feedback Sessions' were held throughout the day with the opportunity for the audience to discuss and provide their views on a series of strategic questions. Other opportunities to provide feedback included an interactive display on the Transformational Shifts and a 'Long-term Plan' email address. Discussion and feedback received to date is summarized in this report.
4. The three key themes from the feedback session were: the integrated and interconnected nature of the Transformational Shifts; prioritization of (and inter-relationship between) Transformational Shifts 3 and 4 (Move to Outstanding Public Transport within One Network and Radically Improve the Quality of Urban Living); and the need to strike the right balance between development of a thriving city centre and thriving suburbs.

### Recommendation/s

That the Budget Committee:

- a) note the key themes from the feedback provided by attendees at the Long-term Plan Scene Setting Workshop; and
- b) agree that staff consider the feedback when progressing the next stages of the Long-term Plan process, including the proposed approach to engagement with the community, and report back to Budget Committee on the proposed approach on 27 March 2014.

### Discussion

5. Audience feedback sessions were structured around a series of questions, listed below:  
*Question 1: What are the top three Transformational Shifts that Auckland Council should focus on in order to become the World's Most Liveable City?*  
*Question 2: Given what we've heard about national trends, what strategic issues should be considered through the development of this LTP?*  
*Question 3: Given all that we've heard, what are the 'game-changers' for Auckland? What should be our 2 – 3 priority areas to drive the implementation of the Auckland Plan over the next 10 years? What can we afford not to do?*
6. The feedback received cut across all of these questions, therefore for the purpose of this report the feedback from the day has been grouped around key themes. There was a wide range of views expressed and not all are consistent with the themes below. Also, the views of the presenters may have influenced the issues raised in the feedback sessions. These are discussed below:

- a. There was a strong sense that the Transformational Shifts of the Auckland Plan are interconnected and interdependent and success across each of the Shifts cannot be achieved in isolation of the others. One table observed there are “powerful words” in the Transformational Shifts and suggested they should not be placed in a ‘hierarchy’.
- b. There was a range of views about which Transformational Shifts Auckland Council should focus on, however attendees often talked about the Transformational Shifts in an integrated way and in ‘clusters’; grouping Shift 3 (Radically Improve the Quality of Urban Living) and Shift 4 (Move to Outstanding Public Transport Within One Network) together; and grouping the Transformational Shifts relating to Auckland’s Children and Young People, raising Living Standards, and lifting Maori Social and Economic Well-being together. Taking an integrated and mutually reinforcing approach to delivering on the Transformational Shifts (i.e. prioritising solutions that achieve multiple outcomes and contributing to multiple Transformational Shifts) was seen as the key to achieving them.
- c. The Transformational Shifts that prompted the most discussion, and were closely linked together, was Transformational Shift 3 (Radically Improve the Quality of Urban Living) and Transformational Shift 4 (Move to Outstanding Public Transport Within One Network). While public transport was frequently identified as the key priority, the key message in respect of these two themes is that they are inter-related and a very high priority. Success in delivering these Shifts was seen as assisting and driving the achievement of the other Transformational Shifts. For example, comments were made suggesting that a good public transport system is required to improve the quality of urban living and both need to be designed with people and the environment in mind.
- d. There were some contrasting views expressed that focusing on children and young people and the ‘wellbeing’ Transformational Shifts was key though this was not identified as a priority to the same extent that Shifts 3 and 4 were.
- e. A theme emerged that “public transport is moving people not cars”, and success in this space should not be viewed primarily through the lens of our roading network. A view expressed across several tables was shifting investment (“a massive reweighting”) away from building and maintaining roads to trains, walkways, cycleway and buses. Emphasis was placed on the importance of a people-centric public transport system that moves people to the places they want to go to enable them to live the way they want to live. Public transport was viewed and talked about in a holistic way and linked to place-making and connecting our communities. A number of tables stressed the need for good public transport systems both within and connecting the suburbs, which feeds into the bigger networks. The key message was that ‘people’ need to be at the heart of our conversations about transport and infrastructure, not necessarily roads. The City Rail Link was referenced a number of times as a priority.
- f. Transformational Shift 2 (Strongly Commit to Environmental Action and Green Growth) was discussed within the theme of the built environment, however focused more around the benefits for urban living including street trees, public open spaces, creating a “green heart to the city” and storm water management. There was some discussion around natural environment outcomes and green growth, in particular in respect of Great Barrier Island.
- g. An observation about Transformational Shift 6 (Significantly Lift the Social and Economic Wellbeing of Māori) was that Māori needed to ‘be in charge’ of this transformation and that Council’s role is to enable iwi to achieve positive outcomes – both social and economic. There was feedback about the importance of the Māori culture being our country’s ‘point of difference’ and the need to enable Māori to capitalise on this. There were references to the youthful Māori demographic and need to invest in this part of our community.

- h. The attendees identified the future demographic profile of Auckland as a key strategic issue for the future. Natalie Jackson presented on the demographics of Auckland and highlighted the unique and very different demographic profiles across each of the local board areas. A key question or issue emerged from discussions at a number of tables, which was: do we understand who we are planning for and their specific needs, and the drivers behind demographic trends? The demographic profile of Auckland is one of multiple ethnicities and this was identified by one table as a potential 'game-changer'.
- i. A key issue raised was how we wanted to grow Auckland and where we want to focus limited resources, with a number of tables debating the appropriate balance between developing a thriving central city or a network of thriving suburbs and village centres that are economic nodes themselves.
- j. Housing was identified as an issue in terms of the need for Council to play its part in ensuring a range of affordable housing options are available and the future demographic profile of our population is catered for. The feedback also reflected a key point made by Arthur Grimes in his presentation that the attractiveness and 'liveability' of Auckland would mean our housing stock is likely to always be in high demand.
- k. Key themes from the CFO's "Financial Strategy" presentation were picked up in discussions about needing to have an "affordable city" with well managed rates, and an appropriate level of debt to spread the cost of infrastructure over generations. Other issues discussed included the need to review levels of service, explore efficiency savings and alternative funding options.
- l. The audience was invited to give feedback on what Council could stop in order to focus on other priorities. A number of comments indicated the need to be clear and realistic about Auckland Council's role, responsibilities and sphere of influence. For example it was suggested that areas such as education, living standards and related projects such as the Southern Initiative, were more appropriately the responsibility of central government.
- m. A number of issues relating to Local Boards were raised, including: the need for clarity about how Local Board Plans feed into the Long-term Plan; the Local Board funding policy; importance of local board-led planning; and equity of infrastructure and amenities across local board areas.

## Next Steps

7. Several of the key themes emerging from the audience feedback sessions potentially lend themselves to 'early engagement' questions for our community. More time is needed to shape these within the broader context of the next phases of the Long-term Plan. It is therefore recommended that staff report back at the Budget Committee meeting of 27 March 2014 on a proposed approach to community engagement to support the Long-term Plan process.

## Consideration

### Local Board Views

8. All Local Board members were invited to attend the Workshop and the feedback of those that attended is included in this report.

### Māori Impact Statement

9. All members of the Independent Māori Statutory Board were invited to attend the Workshop and the feedback of those that attended is included in this report. Specific feedback was received on Transformational Shift 6 (Significantly lift Māori social and economic well-being) and this will feed into the development of the Long-term Plan.

## Attachments

No.	Title	Page
A	Agenda for 26 February LTP Scene Setting Workshop	17

## Signatories

Author	Justine Smith - Senior Strategic Advisor
Authorisers	Grant Barnes - Manager - Auckland Strategy and Research Andrew McKenzie - Chief Finance Officer

## AGENDA

### Auckland Council Long Term Plan Scene Setting Workshop, 26 February 2014

**Audience:** Governing Body, all Local Board members, IMSB, CCO Chairs and Chief Executives, LTP Steering Group

**Venue:** Upper NZI Rooms, Aotea Centre, Auckland

Time	Agenda
9:30am	Tea and coffee on arrival
9:40 – 9:45am	<b>Karakia/Mihi - Bobby Newson</b>
9:45 – 9:55am	<b>Welcome by the MC: Rod Oram</b>
9:55 – 10:15am	<b>Mayoral Address</b>
10:15 – 11:00am	<b>A Global perspective on a Liveable City: Gordon Price</b>  <i>Key Themes:</i> Competing to become the World's Most Liveable City: Observations and Issues from Vancouver
11.00 – 11:15am	<b>Audience feedback session:</b>  What are the top three Transformational Shifts that Auckland Council should focus on in order to become the World's Most Liveable City?
11:15 – 11.30am	<b>MORNING TEA</b>  <i>Served in the Limelight Room</i>
11:30 – 12.00pm	<b>Demographic Trends: Natalie Jackson</b>  <i>Key themes:</i> Auckland's people – what our community will look like in the future. The different drivers and patterns of population ageing unfolding across and within New Zealand and Auckland, and the consequences of demographic trends for our economy and society, including what local government will need to plan for and provide in the future.
12.00: – 12:30pm	<b>Investing in Auckland: Arthur Grimes</b>  <i>Key themes:</i> Investing in Auckland's infrastructure and amenities, and the affordability implications of building a more prosperous, competitive and attractive city.
12:30 - 12.45pm	<b>Audience feedback session:</b>  Given what we've heard about national trends, what strategic issues should be considered through the development of this LTP?

Time	Agenda
12:45 – 1:45pm	<p><b>LUNCH</b></p> <p><i>Served in the Limelight Room.</i></p>
1:45 – 2:05pm	<p><b>Auckland Council's Financial Strategy:</b> Andrew McKenzie (Chief Financial Officer, Auckland Council)</p> <p><i>Key themes:</i> Sustainable financial management, financial constraints, strategic choices and trade-offs, affordability</p>
2:05 – 3:25pm	<p><b>Auckland Council Business Briefings: Part One</b></p> <p><i>20 minutes presentations (including question time) on the following themes.</i></p> <p>Presenters will comment on their current business plan and its key drivers; the extent to which their current plan contributes to the delivery of the Auckland Plan; significant trends that might impact on the delivery of their current plan; opportunities, threats or challenges for this part of the business including obstacles to delivering the Auckland Plan.</p> <ol style="list-style-type: none"> <li>1. Water Supply and Wastewater, Brian Monk (Chief Financial Officer, Watercare)</li> <li>2. Auckland Development, Roger Blakeley (Chief Planning Officer, Auckland Council)</li> <li>3. Transport, David Warburton (Chief Executive, Auckland Transport)</li> <li>4. Parks, Community &amp; Lifestyle, Dean Kimpton (Chief Operating Officer, Auckland Council)</li> </ol>
3:25 – 3:55pm	<p><b>AFTERNOON TEA</b></p> <p><i>Served in the Limelight Room</i></p>
3:55 – 4:45pm	<p><b>Auckland Council Business Briefings: Part Two</b></p> <p><i>20 minutes presentations (including question time) on the following themes:</i></p> <ol style="list-style-type: none"> <li>1. Economic and Cultural Development, Brett O'Riley (Chief Executive Officer, Auckland Tourism Events &amp; Economic Development) and Robert Domm (Chief Executive, Regional Facilities Auckland)</li> <li>2. Environmental Management and Regulation, Dean Kimpton</li> <li>3. Governance, Grant Taylor (Governance Director, Auckland Council)</li> </ol>
4:45pm – 5:15pm	<p><b>Audience feedback session:</b></p> <p>Given all that we've heard, what are the 'game-changers' for Auckland? What should be our 2 – 3 priority areas to drive the implementation of the Auckland Plan over the next 10 years? What can we afford not to do?</p>
5:15 – 5:30pm	<p><b>Closing remarks from Rod Oram</b></p>
5:30pm	<p><b>Drinks and networking</b></p>