I hereby give notice that an ordinary meeting of the Henderson-Massey Local Board will be held on:

**Date:** Tuesday, 19 February 2019  
**Time:** 4.00pm  
**Meeting Room:** Council Chamber  
**Venue:** Henderson Civic Centre  
6 Henderson Valley Road  
Henderson

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### Henderson-Massey Local Board

**OPEN AGENDA**

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**MEMBERSHIP**

<table>
<thead>
<tr>
<th>Chairperson</th>
<th>Shane Henderson</th>
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<tr>
<td>Deputy Chairperson</td>
<td>Peter Chan, JP</td>
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<tr>
<td>Members</td>
<td>Paula Bold-Wilson</td>
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<td>Brenda Brady, JP</td>
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<td>Warren Flaunty, QSM</td>
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<td>Will Flavell</td>
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<td>Matt Grey</td>
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<td>Vanessa Neeson, JP</td>
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(Quorum 4 members)

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**Busola Martins**  
Local Board Democracy Advisor (West)

14 February 2019

Contact Telephone: (09) 892 4455  
Email: busola.martins@aucklandcouncil.govt.nz  
Website: [www.aucklandcouncil.govt.nz](http://www.aucklandcouncil.govt.nz)

**Glenn Boyd**  
( Relationship Manager)  
Local Board Services West

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**Note:** The reports contained within this agenda are for consideration and should not be construed as Council policy unless and until adopted. Should Members require further information relating to any reports, please contact the relevant manager, Chairperson or Deputy Chairperson.
<table>
<thead>
<tr>
<th>ITEM</th>
<th>TABLE OF CONTENTS</th>
<th>PAGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Welcome</td>
<td>5</td>
</tr>
<tr>
<td>2</td>
<td>Apologies</td>
<td>5</td>
</tr>
<tr>
<td>3</td>
<td>Declaration of Interest</td>
<td>5</td>
</tr>
<tr>
<td>4</td>
<td>Confirmation of Minutes</td>
<td>5</td>
</tr>
<tr>
<td>5</td>
<td>Leave of Absence</td>
<td>6</td>
</tr>
<tr>
<td>6</td>
<td>Acknowledgements</td>
<td>6</td>
</tr>
<tr>
<td>7</td>
<td>Ward Councillors’ Update</td>
<td>6</td>
</tr>
<tr>
<td>8</td>
<td>Deputations</td>
<td>6</td>
</tr>
<tr>
<td>9</td>
<td>Public Forum</td>
<td>6</td>
</tr>
<tr>
<td>10</td>
<td>Extraordinary Business</td>
<td>6</td>
</tr>
<tr>
<td>11</td>
<td>Annual Plan - Have Your Say (Covering report)</td>
<td>9</td>
</tr>
<tr>
<td>12</td>
<td>Member Will Flavell - Report back on attendance at the 2018 Young Elected Members' Hui</td>
<td>11</td>
</tr>
<tr>
<td>13</td>
<td>Unlock Henderson - Opanuku Link Update</td>
<td>13</td>
</tr>
<tr>
<td>14</td>
<td>Adoption of the Harbourview-Orangihina Park Masterplan</td>
<td>19</td>
</tr>
<tr>
<td>16</td>
<td>Feedback on draft Increasing Aucklanders’ participation in sport: Investment Plan 2019-2039</td>
<td>31</td>
</tr>
<tr>
<td>17</td>
<td>Confirmation of workshop records</td>
<td>81</td>
</tr>
<tr>
<td>18</td>
<td>Governance forward work calendar - February 2019</td>
<td>85</td>
</tr>
<tr>
<td>19</td>
<td>Consideration of Extraordinary Items</td>
<td></td>
</tr>
</tbody>
</table>
1  Welcome

2  Apologies

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

3  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.

The following are declared interests of elected members of the Henderson-Massey Local Board:

<table>
<thead>
<tr>
<th>BOARD MEMBER</th>
<th>ORGANISATION</th>
<th>POSITION</th>
<th>Updated</th>
</tr>
</thead>
<tbody>
<tr>
<td>Shane Henderson</td>
<td>Waitakere Licensing Trust</td>
<td>Elected Member</td>
<td>21 August 2018</td>
</tr>
<tr>
<td>(Chairman)</td>
<td>Waitakere Badminton Colwill School</td>
<td>Board Member</td>
<td>4 Dec 2018</td>
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<td></td>
<td></td>
<td>Trustee</td>
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<tr>
<td>Peter Chan, JP</td>
<td>Cantonese Opera Society of NZ</td>
<td>Member</td>
<td>21 Feb 2017</td>
</tr>
<tr>
<td>(Deputy Chairman)</td>
<td>Asian Leaders Forum</td>
<td>Member</td>
<td>5 June 2018</td>
</tr>
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<td></td>
<td>NZ-Hong Kong Business Association</td>
<td>Member</td>
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<td>NZ-China Business Association</td>
<td>Member</td>
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<td></td>
<td>Auckland Chinese Environment Protection Association (ACEPA)</td>
<td>Member</td>
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<td></td>
<td>Whau Coastal Walkway Trust</td>
<td>Advisor</td>
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<td>Trustee</td>
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<tr>
<td>Brenda Brady, JP</td>
<td>Safer West Community Trust</td>
<td>Trustee</td>
<td>17 April 2018</td>
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<tr>
<td>Matt Grey</td>
<td>West Auckland Youth Development Trust</td>
<td>Director and Board Member</td>
<td>17 July 2018</td>
</tr>
<tr>
<td></td>
<td>Billy Graham Youth Foundation</td>
<td>Affiliate</td>
<td>16 October 2018</td>
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<tr>
<td>Paula Bold-Wilson</td>
<td>Community Waitakere</td>
<td>Board member</td>
<td>17 April 2018</td>
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<td></td>
<td>Unitec Institute of Technology</td>
<td>Employee</td>
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<tr>
<td>Vanessa Neeson, JP</td>
<td>Village Green Quilters</td>
<td>Member</td>
<td>17 April 2018</td>
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<td></td>
<td>Ranui Advisory Group</td>
<td>Chairperson</td>
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<tr>
<td>Warren Flauntay, QSM</td>
<td>NorSGA Properties</td>
<td>Director</td>
<td>17 April 2018</td>
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<td>The Trusts Community Foundation Ltd</td>
<td>Director</td>
<td>5 June 2018</td>
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<td>Life North West Pharmacy</td>
<td>Director</td>
<td>18 Sep 2018</td>
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<td>Waitetamata District Health Board</td>
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<td>Waitakere Licensing Trust</td>
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<td>Massey Birdwood Settlers Ass.</td>
<td>Elected Member</td>
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<td>Taupaki Residents &amp; Ratepayers Association</td>
<td>Member</td>
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<td></td>
<td>Henderson Rotary</td>
<td>Member</td>
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<tr>
<td>Will Flavell</td>
<td>Te Atatū Tennis Club</td>
<td>Board Member</td>
<td>15 Nov 2016</td>
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<td>Asia New Zealand Leadership Network</td>
<td>Member</td>
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<td></td>
<td>Rutherford College</td>
<td>Employee</td>
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<td></td>
<td>Waitākere Literacy Board</td>
<td>Board Member</td>
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</tbody>
</table>

4  Confirmation of Minutes

That the Henderson-Massey Local Board:

a) confirm the ordinary minutes of its meeting, held on Tuesday, 11 December 2018, as a true and correct record.
5 Leave of Absence
At the close of the agenda no requests for leave of absence had been received.

6 Acknowledgements
At the close of the agenda no requests for acknowledgements had been received.

7 Ward Counillors' Update
An opportunity is provided for the Waitakere Ward Councillors to update the board on regional issues they have been involved with since the last meeting.

8 Deputations
Standing Order 7.7 provides for deputations. Those applying for deputations are required to give seven working days notice of subject matter and applications are approved by the Chairperson of the Henderson-Massey Local Board. This means that details relating to deputations can be included in the published agenda. Total speaking time per deputation is ten minutes or as resolved by the meeting.

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

9 Public Forum
A period of time (approximately 30 minutes) is set aside for members of the public to address the meeting on matters within its delegated authority. A maximum of 3 minutes per item is allowed, following which there may be questions from members.

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

10 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.”
Whakarāpopototanga matua
Executive summary

1. This is a late covering report for the above item. The comprehensive agenda report was not available when the agenda went to print and will be provided prior to the 19 February 2019 Henderson-Massey Local Board meeting.

Ngā tūtohunga
Recommendation/s

The recommendations will be provided in the comprehensive agenda report.
Te take mō te pūrongo

Purpose of the report

1. To provide an opportunity for Henderson-Massey Local Board member Will Flavell to report back on his attendance at the 2018 Yong Elected Members Hui.

Whakarāpopototanga matua

Executive summary

2. As an elected member of the Henderson-Massey Local Board I was fortunate to attend the 2018 Young Elected Members Hui which took place from the 15th to the 17th November in conjunction with LGNZ and the New Plymouth District Council. The hui was held in New Plymouth and it was an opportunity for young elected Council members under 40 years old to attend.

3. The theme of the hui was "We are: Actively engaging our communities”. There was a particularly strong focus on how young elected members can effectively engage, communicate and work with our respective communities to achieve prosperity, resilience and well-being.

4. I had the opportunity to speak at the pōwhiri of the hui and acknowledged the mana whenua of the region of Taranaki.

5. The three-day hui had a range of workshops, presentations, discussion sessions, and networking opportunities. One of my favourite presentations was by Puna Wano-Bryant who spoke about the historic grievances concerning her people of Parihaka. There was an opportunity to go to Parihaka on the last day of the hui. I particularly enjoyed the day visit looking at some of the parks and businesses in the city. We met a number of business owners who spoke about their experiences in New Plymouth and the many challenges they faced.

6. Young elected members make up 6 percent of the total elected members to councils around New Zealand. We made a commitment that we would encourage and inspire other young people to stand in the next local government elections. It is crucial that we have diverse elected members representing our communities. We were also committed to supporting more Māori to stand as the voice of tangata whenua is important at the decision-making table.

Ngā tūtohunga

Recommendation/s

That the Henderson-Massey Local Board:

a) receive Member Will Flavell’s report on the 2018 Young Elected Members’ Hui.

Ngā tāpirihanga

Attachments

There are no attachments for this report.

Ngā kaihina

Signatories

<table>
<thead>
<tr>
<th>Author</th>
<th>Member, Will Flavell – Henderson-Massey Local Board</th>
</tr>
</thead>
<tbody>
<tr>
<td>Authoriser</td>
<td>Glenn Boyd - Relationship Manager Henderson-Massey, Waitakere Ranges, Whau</td>
</tr>
</tbody>
</table>
Item 12

Member Will Flavell - Report back on attendance at the 2018 Young Elected Members' Hui
Unlock Henderson - Opanuku Link Update

File No.: CP2019/00337

Te take mō te pūrongo
Purpose of the report
1. To approve the alternate concept design of the Ōpanuku bridge and playground located in Ōpanuku Reserve, connecting to Corban Estate Arts Centre.

Whakarāpopototanga matua
Executive summary
2. The Henderson-Massey Local Board and Panuku Development Auckland are co-funding the Ōpanuku Link with the objective of re-connecting Corban Estate to the train station and town centre.

3. The Local Board have previously approved the concept designs for the four components of the Ōpanuku Link project; the bridge, the playground, the road enhancement and the greenway on the council site.

4. During the concept design and feasibility stage of the project a number of issues and challenges have been identified with the winning artist’s “bat's wing” suspension bridge design. Issues include higher costs, increased structural complexity, lack of availability of local expertise, additional flood risk, potential maintenance, vandalism and universal access challenges.

5. Given the range of issues, this report recommends progressing an alternative design provided by the competitions runner up artist, which proposes “Te Mana o Tāne”, a concept for a “felled tree” bridge based on the story of Rata and the children of the forest of Tāne. The stump of the tree is located at Corban Estate, with the trunk as the bridge over the Ōpanuku stream and the tree branches in Ōpanuku Reserve inspiring natural play opportunities as one overall integrated concept.

6. Strongly supported engagement to date with the mataawaka ropu and Henderson High school rangitahi group is proposed to be re-run to enable local children to influence and guide the natural play opportunities in the branches of the tree.

7. Funding and budgets have remained the same for the recommended alternate design.

8. Te Kawerau a Maki and the Panuku Mana Whenua forum all endorse and support the recommendation to change the design approach to the recommended alternate “felled tree” design.

Ngā tūtohunga
Recommendation/s
That the Henderson-Massey Local Board:

a) approve the alternate concept design of the Ōpanuku Link bridge and playground inspired inspired by the Māori story of Rata and expressed as a felled tree bridge.

b) approve the development of the Ōpanuku Link project on the Ōpanuku Reserve and at Corban Estate, which includes a playground, new cyclist bridge to Corban Estate and an upgrade of Henderson Valley Road with a pedestrian crossing between Smythe Road and Stevies Lane.

c) endorse Panuku Development Auckland to continue to lead and progress the concept design to developed drawings, resource consent and project delivery.
Horopaki Context

9. Panuku Development Auckland is working with the Henderson-Massey Local Board and mana whenua to develop Henderson into an urban eco-centre. This will seek to achieve quality environmental and community health outcomes that enhance the:
- quality of life;
- mauri of the twin streams; and
- social and spatial connectivity.

10. One of the initial projects approved by the Board is the Ōpanuku Link that gives effect to a Key Move 4 “Re-connect with Corban Estate” identified in the Henderson Implementation Plan 2014.

11. The Ōpanuku Link is comprised of three key components:
- a pedestrian and cyclist bridge over the Ōpanuku Stream from Henderson Valley Road to the Corban Estate Arts Centre;
- the enhancement of the Ōpanuku Reserve incorporating natural play opportunities; and
- a greenway connecting the reserve from Henderson Valley Road to the Kakogawa Japanese Garden/Henderson Rail Station.

12. Through the process of progressing the developed design of the Ōpanuku Bridge a number of difficulties in designing and constructing the winning suspension “bat’s wing” bridge design has been identified. An alternative box girder construction has been proposed which offers greater efficiencies but will require a different artistic approach.

Tātaritanga me ngā tohutohu
Analysis and advice

13. The selection of the bridge design was undertaken through a limited artist competition. The preferred entry was a suspension bridge thematically designed on the movement of the long tailed bats wings that frequent the Ōpanuku Stream corridor. Through the design development of this bridge it was found that the suspension bridge created a number of difficulties in its construction and ongoing maintenance at this location within the flood plain. Key problems were:
- The suspension bridge, even when located outside the 10 year floodplain, was vulnerable to flood debris
- There were difficulties in designing the bridge to provide universal access
- Specialist suspension bridge cables are manufactured overseas as a special order for each bridge with long lead times
- The bridge cables are potentially vulnerable to vandalism
- Construction costs are higher than a non-suspension type bridge as it requires special materials and expertise
- The bridge construction requires specialist workers that may not be readily available within New Zealand
- Suspension structure maintenance costs are higher than a conventional bridge and more safety consideration is required during bridge maintenance.
14. An alternative design is proposed using a more conventional box girder construction that was proposed by artist Johnson Witehira, who was the runner up in the original competition. This design was inspired by the Māori story of Rata. In the legend of Rata, Rata enters Te Wao nui o Tāne (the great forest of Tāne) and cuts down a tree to fashion a waka for his journeys. Having felled the tree he then heads home to return the next day. To his surprise though, the next day the tree was restored. Rata continues to cut down the tree a number of times only to find it back up again and again. Puzzled by this, he hides in the ngahere (forest) one evening to watch. He sees that nga tamariki o Tāne (the children of Tāne) birds, bats and insects are putting the tree back together each night. Asking why the children of Tāne are repairing the tree, he hears the response, ‘Who gave you authority to fell the forest god to the ground? You had no right to do so.’ When Rata heard, he was overcome with shame. Rata had failed to acknowledge Tāne and the life within his domain. Once he had done this, though, he was successful in cutting down the tree to create his waka.

15. The bridge design therefore proposes to take the form of a fallen tree with the trunk spanning the stream and abstracted branches providing informal play opportunities within the Ōpanuku Reserve. Given the role that children representative of nga tamariki o Tāne (the children of Tāne) metaphorically reconstruct the tree it is considered appropriate that the playground and the bridge are incorporated together as an integrated concept.

16. The stump of the tree in the landing forecourt within Corban Estate Arts Centre where the stump of the felled tree will incorporate a blackened tree stump element. This stump gives expression to the traditional Māori way of felling large trees where fires were lit at their base. The branches will therefore be within the Ōpanuku Reserve and inspire the natural play opportunities.

Ngā whakaaweawe me ngā tirohanga a te rōpū Kaunihera

Council group impacts and views

17. The Council Parks Services team have been involved in the Ōpanuku Link from its inception. The Community Facilities design team have also been commissioned as the designer of the playground and have advised on the scale and demographic approach to the playground. The important aspect is that the playground is not too large as strategically the larger playground opportunity sits within the larger Henderson Park area and Ōpanuku Reserve is more of a small play opportunity without barbeque facilities or toilets.

18. Additionally, the operational management and maintenance representative had some preliminary concerns with the previous playground designs inclusion of water play and potentially the scale of the playground. The recommended alternate design is not forecast to include water features.

19. The alternate bridge design is a more standardized bridge type and therefore is less risky and easier to maintain. The general approach to the alternate bridge design is support by the Chief Engineer's representative and asset management team.

20. Community Facilities Asset management team and the Chief Engineers Office has also been involved in the Ōpanuku Link with an interest in the bridge design. These teams have contributed to advice around the challenges of a suspension bridge design and its consequential maintenance costs and greater risks related to suspension designs.

21. This advice has helped contributed to the recommendation.

Ngā whakaaweawe ā-rohe me ngā tirohanga a te poari ā-rohe

Local impacts and local board views

22. The Henderson Massey Local Board resolved in November 2017 to allocate $1.5 million of Local Board Transport Capital Funds to Panuku Development Auckland in order to co-ordinate the integrated delivery of the “Ōpanuku Link”, and allocate $1 million of the Henderson-Massey Local Board’s Local Discretionary Initiatives capital funds to Panuku Development Auckland to lead, integrate and co-ordinate the delivery of the enhancement of Ōpanuku Reserve at 1A and 1B Henderson Valley Road (Resolution HM/2017/187)
23. The Local Board resolved in November 2018 to approve the overall Ōpanuku Link project that included the previous concept design of the bridge. (Resolution HM/2018/157)

24. A workshop with the Board was held on the 5 February 2019 to gain feedback and endorsement on the alternative felled tree and integrated natural play design and was well received with enthusiasm for the alternative bridge design and the early concepts for an integrated playground.

25. The Local Board noted the commendable community engagement process undertaken to date with consultation that focused on workshopping with local children (rangitahi group) supported and facilitated by Sport Waitakere who host a Mataawaka ropu.

26. The Local Board asked that engagement with Mataawaka and the rangitahi group be repeated to ensure local children have a stake in the concept and eventual development.

**Māori impact statement**

27. Te Kawerau a Maki iwi have been involved throughout the design process for the Ōpanuku Link. This included the support of a Te Kawerau a Maki endorsed artist to design and plan the previous playground. The previous bridge design was also supported. The alternative bridge design with integrated and more natural play has been well received and the considerations and issues of the previous bridge design were noted.

28. Te Kawerau a Maki acknowledge that a well-supported engagement and artist selection process was undertaken, however the alternative more integrated compelling felled tree design and play opportunities inspired by the children of the forest is enthusiastically supported and represents a stronger narrative and concept to progress.

29. The Panuku Mana Whenua Forum have also been involved throughout the design process for the Ōpanuku Link over the last eighteen months. This has included:
   - The preparation of the design brief
   - Input to the design as it has progressed
   - The selection of the artists for the playground and the bridge
   - The endorsement of the previous design
   - Agreement in principle with the revised bridge and playground design.

30. Mataawaka have also been involved in the design process with number of idea sessions for the previous playground. It is proposed that this continue through the new bridge and playground design integration.

31. The playground design was also workshopped with local children from Henderson Intermediate and their involvement and influence will continue acknowledging the previous engagement.

**Financial implications**

32. This project is co-funded between the Henderson Massey Local Board and Panuku Development Auckland. The Local Board have committed $1.0 million for the upgrade of the Ōpanuku Reserve and a further $1.5 million for the Ōpanuku Bridge, subject to approval for a mid-block pedestrian crossing over Henderson Valley Road (from Auckland Transport). Panuku Development Auckland will fund the balance.

33. There are no budget changes with the revised design.
Ngā raru tūpono me ngā whakamaurutanga
Risks and mitigations

34. There are number of risks associated with this project as it is building within a flood plain, over a stream with level differences at each end.
35. Planning risks include building and resource consents not granted or delayed.
36. There are a number of construction risks including site contamination, geotechnical stability (for the bridge) and the identification of archaeological sensitive sites.

Ngā koringa ā-muri
Next steps

37. Following approval to progress with the alternative revised bridge and playground design it is proposed that a rerun of the Mataawaka engagement with the rangitahi group commence. Following this, developed design and construction documentation will commence.
38. It is anticipated that this design change has resulted in a delay to the previous schedule, however stage one of the implementation works is targeted to commence in February 2020.

Ngā tāpirihanga
Attachments

There are no attachments for this report.

Ngā kaihaina
Signatories

<table>
<thead>
<tr>
<th>Author</th>
<th>Richard Davison - Senior Project Planning Leader, Panuku Development Auckland</th>
</tr>
</thead>
<tbody>
<tr>
<td>Authoriser</td>
<td>Glenn Boyd - Relationship Manager Henderson-Massey, Waitakere Ranges, Whau</td>
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</tbody>
</table>
Adoption of the Harbourview-Orangihina Park Masterplan

File No.: CP2019/00795

Te take mō te pūrongo
Purpose of the report
1. To adopt the Harbourview-Orangihina Park Masterplan dated February 2019

Whakarāpopototanga matua
Executive summary
2. This report is to adopt the final Harbourview-Orangihina Park Masterplan dated February 2019 (Attachment A).

3. The attached Harbourview-Orangihina Park Masterplan builds upon earlier Waitakere City Council directions and follows 18 months of technical review and development which has been supported by an integrated 12-month community engagement methodology.

4. As part of the community engagement approach, in December 2018, the Henderson-Massey Local Board heard from 14 submitters on the Harbourview-Orangihina Park Masterplan. A summary of those submissions is included in Attachment B.

5. The local board subsequently deliberated on the submissions received; including written submissions that were summarised in the hearings report (being CP2018/23031 dated 4 December 2018).

6. A summary of the local board’s deliberations is included in Attachment C. This includes amendments sought by the local board to the Harbourview-Orangihina Park Masterplan. Those amendments are reflected in final version of the masterplan.

7. Staff have also prepared indicative costings for the implementation of the masterplan for information purposes only. These costs are included in Attachment D. Excluded from indicative costs are items requiring further investigation and items reliant on third party park improvements. As the masterplan is implemented, ongoing work will be required to inform costs.

8. The council has approximately $1.4 million set aside from a previous targeted rate to improve the park. This is insufficient to implement the full plan, therefore development will need to be phased and funding prioritised against other local board and regional projects through the annual work programme process.

9. It is recommended that the local board adopt the Harbourview-Orangihina Masterplan, dated February 2019 to guide long term development and investment in the park

Ngā tūtohunga
Recommendation/s
That the Henderson-Massey Local Board:


b) note that the masterplan will be implemented progressively with funding identified through annual work programme processes.
Horopaki
Context
10. On 17 July 2018, the Henderson-Massey Local Board approved the draft Harbourview-Orangihina Park Masterplan (HOPM) for public notification and community engagement.

11. Community engagement took place in August and September 2018. A total of 258 submissions were received.

12. Submitters had the opportunity to speak to their submission at a hearing with the full local board on 4 December 2018.

Tātaritanga me ngā tohutohu
Analysis and advice
13. Key themes from the written submissions are summarised in the hearings report. (CP2018/23031 dated 4 December 2018). In addition, 14 people spoke at the hearing on 4 December. Attachment A includes a summary of the presentations made at the hearing including a submission from Grey Power accepted by the local board as a late submission (Resolution number HM/2018/189).

14. Key themes from submitters at the hearing included:
   - the importance of protecting wildlife and particularly the birdlife in the park;
   - particular measures to protect the bird roosting area in the south; and
   - the importance of the original 2003 ‘people’s park’ vision for Harbourview-Orangihina.

15. Following the hearing, the local board deliberated on submissions and information provided by submitters at the hearing. The local board subsequently agreed on amendments to be made to the HOPM. Attachment C contains a summary of the local board’s deliberations including amendments to be made to the draft HOPM. These amendments have resulted in the final version of the HOPM dated February 2019, as included in Attachment A.

16. The most significant amendments include:
   - removal of portions of the lower terrace boardwalks including a birdhide;
   - recognition of the need for a restoration plan across the park, but focusing on the terrestrial significant ecological areas and stream areas;
   - combining the proposed bird roosting islands into one island, and relocating the indicative location towards the water’s edge;
   - relocating the proposed accessway for future marae to enter the park close to Titoki Street and removing the proposed pedestrian pathway alongside that access road together with the proposed trees within the southern paddocks;
   - amending the plan to note that connections and circulation to and within the marae and any planting around the interface will be determined during the detailed design phase of marae planning;
   - prior to implementation of the plan, making clearer the need to assess location and environmental appropriateness of measures such as restoring the wetland, investigating the bird roosting island and stabilising and enhancing the brickworks; and
   - removal of a proposed fitness trail.
Ngā whakaaweawe me ngā tirohanga a te rōpū Kaunihera
Council group impacts and views
17. The masterplan will inform future improvements on the park and delivery of local board work programmes from Parks Sports and Recreation, Infrastructure and Environmental Services and Community Facilities in particular. These departments have been consulted and have provided advice and input in drafting the plan.
18. Specialist biodiversity, heritage and landscape specialists also provided advice to the Community Reference Group.
19. Auckland Transport informed pathway and vehicle access connections to the road network proposed in the draft plan.

Ngā whakaaweawe ā-rohe me ngā tirohanga a te poari ā-rohe
Local impacts and local board views
20. A year-long community engagement process, including the hearing, provided opportunities for community views to inform local board decision making on the final plan.
21. The local board’s deliberations, considering community views, are summarised in Attachment C.
22. Previous community engagement and formal consultation on the masterplan is summarised in earlier reports associated with the development of the masterplan (refer CP2018/23031 dated 4 December 2018; and CP2018/12125 dated 17 July 2018).

Tauākī whakaaweawe Māori
Māori impact statement
23. Te Kawerau ā Maki and Ngāti Whātua Orākei assisted in the drafting of the plan as noted on the hearing report dated 4 December 2018 (CP2019/00795).
24. No input was received from any mana whenua through the public consultation phase. Staff subsequently extended an invitation to mana whenua (including Te Kawerau ā Maki and Ngāti Whātua Orākei) to provide further feedback (refer report CP2018/23031).
25. Te Kawerau ā Maki and Ngāti Whātua Orākei responded to that invitation. Te Kawerau ā Maki confirmed that they did not wish to make any further submission, and that they support the direction of the plan. Ngāti Whātua Orākei also confirmed they agreed with Te Kawerau ā Maki's feedback and did not wish to make any further submissions.
26. The final HOPM includes design principles that will inform implementation of the plan. These provide direction on engaging with mana whenua and working to strengthen Māori outcomes and connections to the park.

Ngā ritenga ā-pūtea
Financial implications
27. The masterplan is aspirational in nature and it is acknowledged that improvements to the park will need to be prioritised and phased subject to available budgets.
28. The council has approximately $1.4 million from a targeted rate to establish, develop and maintain Harbourview-Orangihina Park
29. Indicative costings are provided on the proposals contained within the draft masterplan, as shown in Attachment D. These costs are based on similar recent projects with advice provided by Community Facilities department. Excluded from costs are items requiring further investigation and items reliant on third party park improvements (such as the proposed marae or relocation of pony club buildings).
30. The indicative costings demonstrate that additional funding will need to be made available in the future to fully implement the masterplan. Prioritisation of improvements and staged implementation will be necessary to realise the masterplan. The public consultation undertaken for the masterplan will help inform initial prioritisation.

Ngā raru tūpono me ngā whakamaurutanga

Risks and mitigations

31. Several risks were noted on the 4 December report to the local board (CP2018/23031). These have been updated below to incorporate themes from the hearing and impacts of final amendments to the plan:

<table>
<thead>
<tr>
<th>Risk</th>
<th>Mitigation</th>
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<tbody>
<tr>
<td>Public feedback not reflective of the whole community</td>
<td>Establishment of the Community Reference Group to participate in the first consultation phase. Approximately half of that group was drawn from the community; and the other half from key stakeholder groups with an active interest in the park. It is recommended that further consultation on detailed design of improvements considers alternative means to effectively target the community sectors that may have been underrepresented in earlier consultation. The opportunity for mana whenua to contribute throughout the process and to provide comment following deliberations, as noted in the Tauākī whakaaweawe Māori / Māori impact statement section above, mitigates the risk from the low number of submissions from Māori.</td>
</tr>
<tr>
<td>Perception that the proposed marae was within scope of the draft HOPM</td>
<td>Communications on the adoption of the final plan can re-iterate that the provision of the marae is outside the scope; but note that feedback received on the marae will be available for future use by the council in considering that proposal. Advice was given to those at the hearing that the marae was out of the scope of the plan including reasons why.</td>
</tr>
<tr>
<td>Public expectations regarding implementation and park development</td>
<td>Version F of the HOPM includes wording to convey which proposals are subject to further investigation and feasibility. While some budget has been set aside for implementation and development, this is not expected to cover the total cost to implement the masterplan. Communications and engagement about the adoption of the masterplan can reinforce the phased development approach and ongoing opportunities for community engagement to inform priorities.</td>
</tr>
</tbody>
</table>
Public feedback

There is a risk that the survey questions focused people's responses on aspects of the masterplan to the detriment of other proposals. Some more minor items such as potential relocation of the Watercare access road for example or possible viewing tower in association with shorebird information at the southern end of the reserve attracted little comment.

The general comments section of the survey did not reveal any other key gaps or issues in the content of the plan so this is a minor risk.

Ngā koringa ā-muri

Next steps

32. Public consultation on the draft masterplan indicated that weed and pest control and replanting of the lower wetland terrace was the community's highest priority. This aligns well with the recent local board approval of an ecological restoration plan for Harbourview-Orangihina Park (HM/2018/156 dated 16 October 2018). This plan will inform work to enhance the park with plantings, managing pests and plants in accordance with the HOPM.

33. Approval of the final version of the HOPM enables the local board to prioritise and phase work programmes to improve the park.

Ngā tāpirihanga

Attachments

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<tr>
<td>A</td>
<td>Harbourview Orangihina Park Masterplan February 2019 - Final for adoption (Under Separate Cover)</td>
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<tr>
<td>B</td>
<td>Summary of submissions at the hearing (Under Separate Cover)</td>
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<tr>
<td>C</td>
<td>Report on the deliberations of the local board (Under Separate Cover)</td>
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<tr>
<td>D</td>
<td>Indicative costings (Under Separate Cover)</td>
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Ngā kaihaina

Signatories

<table>
<thead>
<tr>
<th>Author</th>
<th>Tania Utley - Service and Asset Planning Specialist</th>
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<tbody>
<tr>
<td>Authorisers</td>
<td>Lisa Tocker - Head of Service Strategy and Integration</td>
</tr>
<tr>
<td></td>
<td>Glenn Boyd - Relationship Manager Henderson-Massey, Waitakere Ranges, Whau</td>
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</tbody>
</table>
Te take mō te pūrongo

Purpose of the report

1. To provide the Henderson-Massey Local Board with an integrated quarterly performance report for quarter two, 1 October – 31 December 2018.

Whakarāpopototanga matua

Executive summary

2. This report includes financial performance, progress against work programmes, key challenges the board should be aware of and any risks to delivery against the 2018/2019 work programme. This is a retrospective report intended to provide a transparent overview and reflect the progress of how the Henderson-Massey Local Board work programme is tracking at the end of quarter two 2018/2019.

3. The work programme is produced annually and aligns with the Henderson-Massey Local Board Plan outcomes.

4. The key activity updates from this quarter are:
   - Waitakere Ki Tua, the Māori responsiveness action plan, was completed for the three western boards. The action plan was workshopped and endorsed in principle by the three local boards with next steps for formal approval under way.
   - The new multi-purpose facility in Westgate, Te Manawa, has been handed over into Auckland Council management and work is underway for its programming model with the appointment of the Community Hub Manager.
   - The local board approved the concept for a new playground and open space development at Kopupaka Reserve in Westgate.
   - The local board agreed for staff to proceed with detailed design and costings for residential speed management measures in the Henderson north area.
   - Public consultation was held from 14 November until 3 December 2018 for the draft Te Atatu South Centre Plan.
   - Draft concept options for the Te Atatū Waka Ama boat launch in Te Atatu South were discussed with Waitakere Waka Ama Club representatives.

5. All operating departments with agreed work programmes have provided a quarterly update against their work programme delivery. Most activities are reported with a status of green (on track), amber (some risk or issues, which are being managed) or grey (cancelled, deferred or merged). There are no activities with a red status this quarter.

6. The financial performance report compared to budget 2018/2019 is attached. There are some points for the local board to note.

7. Henderson Massey Local Board capital investment for the period was $13.7m and net operational cost of service was $11.2m. Operating expenditure is 3.0% above budget the main driver being higher maintenance costs on the full facility contract.

8. Operating revenue was below budget by 14% mainly due to reduced attendance numbers at the West Wave aquatic centre and closure in September due to maintenance. Capital expenditure was 5.8% above budget. The main drivers being the build of Te Manawa in Westgate, forecast to be opened in first quarter of 2019 and sports development at Moire Park, due to complete in May.
Ngā tūtohunga
Recommendation/s
That the Henderson-Massey Local Board:

a) receive the performance report for the financial quarter ending 31 December 2018.

Horopaki
Context

9. The Henderson-Massey Local Board has an approved 2018/2019 work programme for the following operating departments:

- Arts, Community and Events;
- Parks, Sport and Recreation;
- Libraries and Information;
- Community Services: Service, Strategy and Integration;
- Community Facilities: Build Maintain Renew;
- Community Leases;
- Infrastructure and Environmental Services;
- Plans and Places.

10. Work programmes are produced annually, to meet the local boards outcomes identified in the three-year Henderson-Massey Local Board Plan 2017. The local board plan outcomes are:

- A network of vibrant and loved urban neighbourhoods.
- A thriving local economy that supports quality of life.
- Communities know each other and work together on common interests.
- Community facilities are vibrant and welcoming places at the heart of our communities.
- It is easy to get around without a car.
- Natural spaces are valued and restored.

11. The graph below shows how the work programme activities meet local board plan outcomes. Activities that are not part of the approved work programme but contribute towards the local board outcomes, such as advocacy by the local board, are not captured in this graph.

Graph 1: Work programme activities by outcome
Tātaritanga me ngā tohutohu  
Analysis and advice

Local Board Work Programme Snapshot

12. The work programme activities have two statuses; RAG status which measures the performance of the activity (amber and red show issues and risks); and activity status which shows the stage the activity. These two statuses create a snapshot of the progress of the work programmes.

13. The graph below identifies work programme activity by RAG status. It shows the percentage of work programme activities that are on track (green), in progress but with issues that are being managed (amber), and activities that have significant issues (red) and activities that have been cancelled/deferred/merged (grey).

![Henderson-Massey Work Programme by RAG Status](image)

Graph 2: Work Programme by RAG status

14. The graph below identifies work programme activity by activity status and department. The number of activity lines differ by department as approved in the local board work programmes.

![Henderson-Massey Work Programme by Activity Status](image)

Graph 3: Work programme activity by activity status and department
Key activity updates from quarter two

15. Waitakere Ki Tua, the Māori responsiveness action plan was completed for the three western boards. The action plan was workshopped and endorsed in principle by the three local boards. This is an document intended to enable local boards to better understand and identify opportunities to deliver on improved outcomes for Māori. The guide is intended to influence and drive future business planning, in the areas of engagement and relationships, decision-making, systems and processes, design, capability and capacity building and provision of services.

16. Work is well underway for the programming model for the new Westgate Multi-purpose facility with the appointment of the Community Hub Manager. The building is now under Auckland Council management and is now in a period of internal fit-out. The local board welcomed the name ‘Te Manawa’ for this new hub as well as names for the 11 community rooms as gifted by mana whenua Ngā Maunga Whakahii o Kaipara. There will be an opening civic event for the centre on 26 March with the official opening date of 6 April 2019.

17. The local board approved the concept for a new playground and open space development at Kopupaka Reserve in Westgate. It will see $6 million invested to develop the area, including a playground, kick-a-ball space, flying fox, ecological education area and development of the surrounding stream and embankments. The concept was developed in conjunction with the community, following public consultation in November, workshops with primary and intermediate aged children as well as engagement with mana whenua. The next steps for the project will see a detailed design developed and resource consent application lodged, with construction expected to begin in October 2019.

18. Through expenditure of the local boards Auckland Transport capital (capex) fund, speed management measures in the Henderson north area (including traffic lights for the corner of Rathgar Road and Universal Drive) are now in the planning and costings phase. The local board consider this an important safety issue due to the large number of schools in close proximity to each other in a small area.

19. Public consultation was held from 14 November until 3 December 2018 for the draft Te Atatu South Centre Plan. The plan will not only focus on physical environment but also the social and cultural environment of this area. Community feedback showed support for the proposed themes and actions in the draft plan including making a ‘heart’ for Te Atatū South in the centre and improving connectivity to the centre, the water and around the area.

20. Staff met with representatives of the Waitakere Waka Ama Club to go through the draft concept options for the Te Atatū Waka Ama boat launch in Te Atatu South. Some of the details and constraints for the site, and how these have shaped two possible solutions were discussed. The club informed staff of their preferred option and this will be workshopped with the local board in early 2019.

Activities with significant issues

21. There are no activities with red RAG status for the local board for this quarter.

Activities on hold

22. The following work programme activities have been identified by operating departments as on hold:

- Renewal of the car park at The Concourse Strand is on hold as Watercare are currently using the carpark for work site storage and site inspection is not currently possible.
- The upgrade of the play space in Moire Park is placed on hold until confirmation of project scope is received prior to moving into the design and consultation stages.
All capital works for incorporating Dive Auckland at West Wave Recreation Centre are on hold pending condition assessment of the complex being undertaken by Community Facilities. In the interim, West Wave centre management have identified a potential scheduling solution and are working through this with user groups.

**Changes to the local board work programme**

**Deferred activities**

23. These activities are deferred from the 2018/2019 work programme:

- Making the most of what we've got project is deferred until Q3 due to progressing other priorities for Henderson-Massey. This project involves working with the communications and engagement team to develop an approach that raises awareness of the many activities and experiences available within the local board area.

**Activities merged with other activities for delivery**

24. These activities have been merged with other activities for efficient delivery:

- The 2017/2018 renewal of amenity lighting in the local board area has been merged with the 2018/2019 amenity lighting renewal project.

**Ngā whakaaweawe me ngā tirohanga a te rōpū Kaunihera**

**Council group impacts and views**

25. When developing the work programmes council group impacts and views are presented to the boards. As this is an information only report there are no further impacts identified.

**Ngā whakaaweawe ā-rohe me ngā tirohanga a te poari ā-rohe**

**Local impacts and local board views**

26. This report informs the Henderson-Massey Local Board of the performance for the quarter ending 31 December 2018.

**Tauākī whakaaweawe Māori**

**Māori impact statement**

27. The local board supported the development of the Waitākere ki tua (meaning Waitākere going forward) action plan. This plan draws on two key reports that were developed following robust kaupapa Māori engagement processes with local Māori; The West Auckland Mataawaka Report from 2014 and the Toitū Waitākere report in 2017.

28. Through the Te Kete Rukuru project, Mana whenua are progressing their process to identify Māori names for the approved local parks. Staff continue to collaborate with the iwi groups to identify areas of support, access to resources and to maintain the working relationship with iwi, which includes the Te Kete Rukuru monthly hui with all Mana Whenua.

29. Te Whanau o Waipareira Trust continued to deliver Nga Kawa o Tangaroa Tikanga, the youth development programme that focuses on diving and collecting kai moana, whilst strengthening whanau ties through activities.

30. The process is underway for establishing a community lease with the Te Ukaipo community organisation for the establishment of a new pā harakeke (flax garden) at Te Rangi Hiroa Reserve in Rānui.

**Ngā ritenga ā-pūtea**

**Financial implications**

31. This report is for information only and therefore there are no financial implications associated with this report.
Ngā raru tūpono me ngā whakamaurutanga
Risks and mitigations

32. While the risk of non-delivery of the entire work programme is rare, the likelihood for risk relating to individual activities does vary. Capital projects for instance, are susceptible to more risk as on-time and on-budget delivery is dependent on weather conditions, approvals (e.g. building consents) and is susceptible to market conditions.

33. Information about any significant risks and how they are being managed and/or mitigated is addressed in the ‘Activities with significant issues’ section.

Ngā koringa ā-muri
Next steps

34. The local board will receive the next performance update following the end of quarter three (March 2019).

Ngā tāpirihanga
Attachments

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<tr>
<td>A</td>
<td>Henderson-Massey Local Board work programme update quarter two 2018/2019 (Under Separate Cover)</td>
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<tr>
<td>B</td>
<td>Henderson-Massey Local Board financial performance quarter two 2018/2019 (Under Separate Cover)</td>
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Ngā kaihaina
Signatories

<table>
<thead>
<tr>
<th>Author</th>
<th>Tracey Wisnewski - Local Board Advisor</th>
</tr>
</thead>
<tbody>
<tr>
<td>Authoriser</td>
<td>Glenn Boyd - Relationship Manager Henderson-Massey, Waitakere Ranges, Whau</td>
</tr>
</tbody>
</table>
Te take mō te pūrongo
Purpose of the report

Whakarāpopototanga matua
Executive summary
2. To respond to population growth and demographic change, Auckland Council has developed a plan for how it will invest in sport for the next 20 years.
3. The Increasing Aucklanders’ participation in sport: Investment Plan 2019-2039 seeks to:
   • increase participation in sport by targeting communities of greatest need and addressing disparities
   • deliver a broad range of programmes, services and facilities that respond to the diverse needs of Auckland’s communities
   • address population growth and changing sport preferences through regular assessments of, and changes to, programmes, services and facilities to maximise participation.
4. The draft plan was endorsed by the Environment and Community Committee in December 2018 for public consultation [CP2018/07771].
5. This report invites local boards to formally indicate their support for the draft plan and any additional feedback on the draft plan they would like the committee to consider prior to the plan’s adoption.
6. Staff have engaged with local boards informally at various stages throughout the development of the plan. Local boards members’ views and concerns have helped shape the key components of the plan.
7. A summary of consultation feedback will be prepared for the Environment and Community Committee for consideration. Final decision on the adoption of the plan will be sought in May 2019.

Ngā tūtohunga
Recommendation/s
That the Henderson-Massey Local Board:
a) endorse the draft Increasing Aucklanders’ participation in sport: Investment Plan 2019-2039 and provide any additional feedback for consideration of the Environment and Community Committee.
Horopaki

Context

The plan sets out a new investment approach, which better responds to growth and the changing needs of Aucklanders

8. Auckland is experiencing rapid population growth and social change. Our diverse communities have different preferences and requirements for sport and recreation activities.

9. The draft Increasing Aucklanders’ participation in sport: Investment Plan 2019-2039 is the council’s response to these changes. It sets out a new approach to regional investment in sports facilities, programmes and services for Aucklanders over the next 20 years.

10. The plan will:
   - target communities of greatest need and address disparities
   - deliver a broad range of programmes, services and facilities that respond to the diverse needs of Auckland’s communities
   - address population growth and changing sport preferences through regular assessments of, and changes to, programmes, services and facilities.

11. The draft plan has three main sections:
   - Section one: ‘Why we invest’ explains the reasons for having an investment plan and the strategic context.
   - Section two: ‘What we invest in’ explains the outcomes sought from the council’s sports investment, the scope and focus of that investment and the principles that will guide future investment decisions.
   - Section three: ‘How we will work’ explains the investment framework that will be adopted to achieve the outcomes.

12. The development of the draft plan involved several Governing Body decisions, local board engagement, public consultation and research. The attached draft plan provides the chronological timeline for developing the plan.

Tātaritanga me ngā tohutohu

Analysis and advice

Adoption of the plan will contribute to multiple strategic outcomes

13. Sport is one of the key areas the council invests in to deliver on the ‘Belonging and Participation’ outcome in Auckland Plan 2050.

Belonging and Participation

- **Focus Area 7** – Recognise the value of arts, culture, sports and recreation to quality of life
- **Direction 1** – Foster an inclusive Auckland where everyone belongs
- **Direction 2** – Improve health and wellbeing for all Aucklanders by reducing disparities in opportunities.

14. The draft plan focuses on delivering a single outcome: increasing Aucklanders’ participation in community sport. This aligns with the vision of the Auckland Sport and Recreation Strategic Action Plan 2014-2024: ‘Aucklanders: more active, more often.’

15. The multiple benefits delivered to local communities through increased sport participation will also contribute directly to the health, social and economic outcomes for Aucklanders as set out in the local board plans.
Achieving the desired outcomes requires putting people at the heart of our investment

16. The plan sets out a targeted, people-centric approach to increase sport participation in Auckland. Future sport investment will focus on meeting the needs of three distinct groups of people:

1. **People who already play sport:**
   There will be more fit-for-purpose facilities and programmes to keep them actively involved in sport.

2. **People who play a new sport (like futsal)**
   Currently there are limited opportunities to play, but in the future, there will be more fit-for-purpose facilities and programmes that cater to new and emerging sports.

3. **People who currently do not participate in sport**
   Auckland Council will create more opportunities and make it easier for them to take up sport.

17. A key step towards increasing sport participation rates in these targeted groups is through addressing disparities.

18. Decision-makers will use a set of principles to prioritise multiple investment projects. ‘Equity’ has the highest weighing to ensure all Aucklanders enjoy the same outcomes. The full list of principles includes:

   - Equity (40 per cent of assessment) – Sport investment should ensure equity of outcomes across the population regardless of age, gender, ethnicity, socio-economic status or where people live.
   - Outcome-focused (30 per cent) – There needs to be a clear line of sight between each investment and the outcomes it delivers.
   - Financial sustainability (30 per cent) – Investment decisions need to be financially sustainable for council and sports organisations.
   - Accountability (10 per cent) – Auckland Council has responsibility to act in the best interests of Auckland.

There will be changes to the way we currently invest in sport

19. The draft plan sets out four key shifts in our approach as illustrated in Figure 1 below.
Figure 1: Key shifts

20. Figure 2 below explains the reasons for these key shifts, the problems they will tackle and the benefits for Aucklanders.
21. The plan will ensure robust, evidence-based decision-making and ongoing monitoring of benefits delivered to our communities.

22. Performance data will be collected to measure the return on investment. This will be shared with investors and ratepayers.

Ngā whakaaweawe me ngā tirohanga a te rōpū Kaunihera Council group impacts and views

23. Once adopted, the plan will have a direct impact on council’s internal investment processes, particularly regarding how future projects will be assessed and monitored.

24. Parks, Sport and Recreation staff have been engaged throughout the development of the draft plan. Their feedback, particularly regarding how the proposed changes can be adopted in practice, has helped shape the investment framework and the scenarios in the draft plan.

25. Parks, Sport and Recreation staff have also facilitated the council’s engagement with the sport sector through Aktive, the council’s strategic partner for sport. The general feedback is supportive of the new investment approach to improve participation and deliver better outcomes for Aucklanders.
The local boards have an important role to play in shaping the draft plan

26. The local boards have an important role to play in the council’s sport investment. They:

- set outcomes and priorities for local sport investment through local board plans
- identify local sports facility and programmes needs and advocate for investment through the Long-term Plan and Annual Budget processes
- have allocated decision-making responsibility for local sport facilities and initiatives including:
  - the specific location, design, build and fit-out of new local sports facilities within budget parameters agreed with the Governing Body
  - the use of local sport facilities and initiatives including leasing and changes of use
  - local recreation and sports programmes
- manage local and sub-regional facility partnership relationships, funding or lease agreements and performance reporting
- work together to support facilities that benefit several local board areas.

27. Staff have engaged with local boards informally at various stages throughout the development of the draft plan. Local boards members’ views and concerns have helped shape the key components of the plan.

Previous engagement with local boards showed general support for an investment plan

28. Staff met with local boards between February and April 2018 and sought informal feedback on the key components of the plan.

29. Feedback from local boards was generally supportive of a new investment plan for sports facilities to ensure consistency, efficiency, transparency and outcome delivery.

30. Challenges relating to population growth, land supply and budgetary constraints were highlighted. Local boards also noted challenges specific to their areas and populace.

31. Feedback showed a strong preference to have a flexible approach to accommodate diverse local needs.

Formal local board feedback is sought between February and March 2019

32. Staff are seeking to understand local boards’ views on the draft plan and request a formal decision at local boards’ business meetings during February and March 2019.

33. Staff would particularly value local board feedback on the following parts of the draft plan (refer Attachment A), which are likely to have the most bearing on local board decision-making:

- the key shifts in the council’s future investment approach in sport (page 4)
- the benefits of sports to Auckland communities, particularly Te Ao Māori (page 9)
- the difference between equity and equality in the context of sport investment (pages 22-23)
- the proposed investment framework (pages 24-36).
Tauākī whakaaweawe Māori
Māori impact statement

34. Sport participation contributes directly to the following ‘Māori Identity and Wellbeing’ outcome in Auckland Plan 2050:

<table>
<thead>
<tr>
<th>Māori Identity and Wellbeing</th>
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<tbody>
<tr>
<td>• Direction 1 – ‘Advance Māori wellbeing’</td>
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<tr>
<td>• Focus area 1 – ‘Meet the needs and support the aspirations of tamariki and their whanau’</td>
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35. According to Sport New Zealand data weekly sport participation of Māori in Auckland (76.8 per cent) is similar to European (76.3 per cent), but higher than Asian (70.7 per cent) and Pasifika (69.1 per cent).

36. Research also show pockets of sedentary Māori who do not have adequate opportunities to participate in sport. They will be a target group for investment.

37. Feedback from the Mana Whenua Forum and Aktive Māori Advisory Group during public consultation on the discussion document informed the development of the plan.

38. A key area of focus was the delivery of outcomes through increased Māori participation. Means of achieving this goal include partnerships with iwi and Māori organisations, to manage demand efficiently and to use sports programmes and facilities as a social hub to strengthen cultural and community connections.

39. Partnerships will draw on Māori-centric models and collective models of learning so that key Māori concepts become embedded in sport service design and delivery.

40. Staff will seek further feedback from the Mana Whenua Forum and Aktive Māori Advisory Group as part of the consultation on the draft plan.

Ngā ritenga ā-pūtea
Financial implications

41. Once adopted, the plan will guide all council investment in sport.

42. An immediate focus will be to establish a clear and contestable process for the allocation of the $120 million Sport and Recreation Facilities Investment Fund established in the Long-term Plan 2018-2028.

Ngā raru tūpono me ngā whakamauratanga
Risks and mitigations

43. Staff have identified reputational and operational risks associated with the adoption of the draft plan. These risks will be mitigated through regular communication and engagement with key stakeholders.

<table>
<thead>
<tr>
<th>Type</th>
<th>Risk</th>
<th>Mitigation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Reputational</td>
<td>Some people might worry the plan will change arrangements already in place, or ongoing council investment.</td>
<td>Clear communication with key stakeholders and funding recipients that the plan will guide decisions on future investment only, unless a current project is already scheduled for review.</td>
</tr>
<tr>
<td>Type</td>
<td>Risk</td>
<td>Mitigation</td>
</tr>
<tr>
<td>-----------</td>
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</tr>
<tr>
<td>Operational</td>
<td>The transition to the new investment approach will be operationally complex. It impacts multiple teams across the council, and new business processes, guidance and forms will need to be designed to support it.</td>
<td>Detailed implementation planning will be required to ensure the transition is as smooth as possible. Changes will be phased in over the next three to five years.</td>
</tr>
</tbody>
</table>

Ngā koringa ā-muri

Next steps

44. Staff will undertake public consultation from February to March 2019.
45. The consultation will be conducted in various forms:
   - local boards will be asked to formally indicate their support for the draft plan during business meetings and provide any additional feedback
   - the public will be invited to submit their feedback via ShapeAuckland
   - targeted interviews will be conducted with community groups including Māori, Pasific and Asian people
   - the sport sector will be invited to provide their formal views through Aktive.
46. A summary of consultation feedback and a final plan will be prepared for consideration and adoption by the Environment and Community Committee around May 2019.
47. Implementation of the plan will occur in stages over the next three to five years, depending on council budgetary and planning processes. An indicative timeline of the potential changes is presented in section three of the draft plan.
48. Figure 3 below shows the next steps in a flow chart.

Figure 3: Next steps

- Conduct public consultation
- Seek formal feedback from local boards
- Summarise consultation feedback and amend the plan accordingly
- Seek final approval from the Environment and Community Committee for adoption of the plan
- Commence implementation of the plan in stages
This plan will inform the development of other investment plans

49. The draft plan sets out an overarching investment framework to help decision-makers prioritise investment between different sports.

50. Separate, but related plans are being developed to guide council’s investment in golf and play facilities. These plans will be consistent with the overarching framework set out in Increasing Aucklanders’ participation in sport: Investment Plan 2019-2039.

Ngā tāpirihanga
Attachments

No. | Title | Page
---|---|---
A4 | Draft Increasing Aucklanders’ Participation in Sport: Investment Plan 2019-2039 | 41

Ngā kaihaina
Signatories

<table>
<thead>
<tr>
<th>Author</th>
<th>Nancy Chu - Principal Policy Analyst</th>
</tr>
</thead>
</table>
Draft

Increasing Aucklanders’ Participation in Sport
Sports Investment Plan 2019 – 2039

January 2019
About this document

Rapid growth and social change are changing the face of Auckland.

This creates an opportunity to build a stronger, more diverse and inclusive society where people feel they belong – a vision for Auckland expressed in the Auckland Plan.

Community sport is a key part of this vision. It can bring people together in both organised and casual environments, improving the health, social and cultural outcomes for Aucklanders.

Increasing Aucklanders’ Participation in Sport: Sports Investment Plan 2019-2039 reflects a desire to increase the number of Aucklanders who participate in and benefit from sport.

Aucklanders: more active, more often.

Currently, it’s not easy for everyone to participate in sport and is made harder by a shortage of facilities in the existing network. There are specific groups who are not involved in any kind of sport or have consistently low levels of participation. Our research shows there is a direct link between lack of access to facilities and low participation. This plan aims to remedy this.

The core principle driving the plan is equity-based investment to improve access and outcomes for all. This means different levels of investment will be made to bridge gaps in supply (e.g. facilities) and to increase participation by targeting specific groups. Investment is directed where there is need to achieve good outcomes for all Aucklanders.

Policy objectives

Through this document Auckland Council seeks to achieve the following policy objectives:

- ensure that all Aucklanders participate in sport, by targeting communities of greatest need and addressing disparities
- deliver a broader range of programmes, services and facilities that better respond to the diverse needs of Auckland’s communities
- address growth and changing community needs through regular assessments of, and changes to, programmes, services and facilities to maximise participation.

The new investment strategy uses a people-centric approach focusing on:

- communities with low sport participation rates
- increasing participation in emerging and ethnically diverse sports
- sustaining popular sports with high participation rates.

Changes to the way people participate and play sport, as well as the sports they play are all factors driving different kinds of demand on a network of aging, traditional, code-based sporting facilities.

Our new approach to investing in sport is a shift from bespoke, individualised facilities and programmes to partnership models building an affordable, fit-for-purpose network of sports facilities for all Aucklanders to enjoy.
Increasing Aucklanders’ Participation in Sport: Sports Investment Plan 2019 - 2039

Sport is important to Aucklanders

- 73: 73% of adults participate in sport and recreation each week.
- 90+: More than 90% of young people participate in sport and recreation regularly.
- 71: 71% of Aucklanders would like to play more sport.

Auckland Council invests in sport because it delivers a range of health, social and economic benefits (roughly $1.76 billion each year) for our communities and for Aucklanders.

Investing in sport has a number of challenges

Auckland’s population is rapidly growing and changing, so is the demand for sport. There is evidence showing people are participating in different types of sport and recreation activities, in different formats.

- Young Adults
  - Competitive sports or activities only: 36%
  - Both: 41%
  - Non-competitive sports or activities: 23%
  - Non-participant: 4%

- Adults
  - Competitive sports or activities only: 2%
  - Both: 10%
  - Non-competitive sports or activities: 63%
  - Non-participant: 27%

In addition, sport investment is facing growing budgetary and land supply constraints. The existing network of Auckland Council sports facilities is ageing and we have identified supply gaps in some areas of Auckland. (Source: SportNZ)

Not all Aucklanders have the same opportunities to access sport

- There is inequity across different gender, age and ethnic groups, and for people living with disabilities.
- Certain demographic groups such as Pacific and Asian residents have lower than average participation rates.

The new investment plan for sport

This plan sets out Auckland Council’s new approach to plan for growth and the changing preferences of Auckland’s diverse population.

We want to increase participation in community sport...

Our goal is to make Aucklanders ‘more active, more often.’ We will do so by providing fit-for-purpose programmes, services and facilities that cater for the greatest number of people.

We have set aside $120 million in the Long-term Plan to fund regional and sub-regional sports facilities. This is on top of the $1 billion already allocated to sport and recreation.

With the new plan, there will be a new investment approach...

Key Shifts

We will be making several key shifts to the way we currently invest in sport. Central to these key shifts is a people-centric approach, targeting those who do not have adequate access and opportunities.

Investment principles

New investment will be driven by four principles:

- accountability
- equity
- financial sustainability
- outcome-focused.

Investment framework

Every new investment will go through a decision-making framework that will deliver value for money, robustness, consistency and transparency.

What does it mean for Aucklanders?

Sport investment will target three different groups of people:

1. “I already play sport.”
   There will be more fit-for-purpose facilities and programmes to keep me actively involved in sport.

2. “I play a new sport.” (like futsal)
   Currently there are limited opportunities to play but in the future there will be more fit-for-purpose facilities and programmes that cater to new and emerging sports like mine.

3. “I do not currently participate in sport.”
   Auckland Council will create more opportunities and make it easier for me to take up sport.

Collaboration and partnerships to deliver the best outcomes for Aucklanders

The scale of investment required means Auckland Council cannot work alone.

We have consciously aligned with our sport sector partners Sport New Zealand and Aktive. New investment will seek collaboration and partnerships to build on the existing investment by the sport sector, volunteers, local communities and private investors.
The key shifts

Current challenges
- The demand for sport in Auckland is growing and changing, while the existing facilities are aging.
- Not all Aucklanders have the same access and opportunities for sport.
- Auckland Council needs a more structured and strategic approach to invest in sport.

Key shifts
- Key shift 1: Investment decisions seek to achieve multiple objectives.
- Key shift 2: Limited budget focused on mainly current demand rather than future needs.
- Key shift 3: Invest in a range of multi-functional facilities and programmes to break down barriers to participation.
- Key shift 4: Make strategic investment decisions based on evidence to improve efficiency, effectiveness and outcomes.

TOMORROW
- Focus Auckland Council investment on what the community can and the most value.
- Long-term Plan budget for sport will increase, with an overall increase in the participation of Aucklanders and more targeted investment in participation.
- Invest in a range of multi-functional facilities, services and programmes to break down barriers to participation.
- We will use a robust investment decision-making framework driven by our investment principles.
Introduction

Auckland is growing and changing rapidly and so is the demand for sport.

The plan is our response to stakeholders’ requests to take a more structured approach to deliver better outcomes for all Aucklanders through sport.

It reflects our commitment to the principles of Te Tiriti o Waitangi/the Treaty of Waitangi by providing opportunities through participation in community sports to connect, socialise, learn and celebrate Māori identity and culture.

It is based on a series of Auckland Council decisions, substantial research, evaluations and engagement feedback from 21 local boards, four advisory panels, 40 sports clubs and organisations and 121 public submissions.

Glossary

<table>
<thead>
<tr>
<th>Sport</th>
<th>Recreation</th>
<th>Sport facility</th>
<th>Community sport</th>
</tr>
</thead>
<tbody>
<tr>
<td>A physical activity that is competitive, organised and involves the observation of rules and may involve either team or individual participation.</td>
<td>General or informal physical activity (for example, walking, swimming or kayaking in the sea).</td>
<td>A piece of infrastructure vital to competition and practice of a sport, (for example, golf course, hockey turf, outdoor/indoor court, sports field or softball diamond).</td>
<td>Includes play (age and stage appropriate development opportunities for young people), active and outdoor recreation, and competitive sport taking place through clubs and events (including talent development). Community sport does not include passive recreation such as gardening or elite (international) competition.</td>
</tr>
</tbody>
</table>
**Chronological timeline for developing the plan**

**2016**
- Mar—Apr 2016: Workshops with all 21 local boards.

**2017**
- 20 Jul 2016: Consultation and feedback summary report. [CP2016/12144]
- 20 Jul 2016: Parks, Recreation and Sport Committee approved key components of the plan, modify the primary outcomes, principles, focus and scope of sports facilities investment. [CP2016/12613]
- 4 Apr 2017: Environment and Community Committee agreed to develop an outcome measurement tool for sport investment modelled on the Treasury’s Cost Benefit Analysis Model and to pilot the tool. [CP2017/03041]
- 8 Aug 2017: Environment and Community Committee considered the recommendations to expand the current revenue streams to increase funding for sport investment and agreed to seek public feedback on the proposal. [CP2017/12378]
- 14 Mar 2017: Environment and Community Committee made in-principle decisions on a number of changes to current investment mechanisms for sports facilities investments, after considering evaluation results. [CP2017/00192]

**2018**
- Feb—Jun 2018: Engagement with local boards and workshops with a political working group on the key components of the draft plan.
- Dec 2018: Approval of the draft plan by the Environment and Community Committee.

**2019**
- Early 2019: Public consultation on the draft plan.
- Early 2019: Anticipated final approval from the Environment and Community Committee.
Section 1

Why we invest
The plan will guide Auckland Council’s sport investment over the next 20 years to respond to the changing needs of Aucklanders and deliver Auckland Plan outcomes.

1.1 Why do we invest in sport?

Auckland is experiencing rapid population growth and social change. We have a diverse population which brings many differences in values, lifestyles, demands for goods and services, and expectations of civic engagement and democracy.

Auckland Council invests in sport to provide Aucklanders with opportunities to participate in society and develop a sense of belonging in Auckland.

We have the largest Pacific and Asian populations in the country. These groups also have the lowest participation rates. For health and social reasons, encouraging participation in sport can have tangible benefits for the whole community.

By removing barriers and creating better access to sport opportunities, Auckland will be one step closer to eliminating disparity and disadvantage as well as fostering healthy lifestyles and wellbeing for all Aucklanders.

It directly contributes to Focus Area 7 of the Auckland Plan 2050’s ‘Participation and Belonging’ outcomes – ‘Recognise the value of arts, culture, sports and recreation to quality of life. It is also relevant to achieving:

- direction 1 - ‘Foster an inclusive Auckland where everyone belongs’
- direction 2 - ‘Improve health and wellbeing for all Aucklanders by reducing disparities in opportunities’

The multiple benefits achieved through increased sport opportunities and participation will contribute to other Auckland Plan outcomes such as:

- ‘Māori identity and wellbeing’ - by helping to advance Māori wellbeing
- ‘home and places’ - by providing public spaces that are inclusive, accessible and contribute to urban living
- ‘opportunity and prosperity’ - by providing employment and business opportunities.

This plan sets out Auckland Council’s investment approach in sport to achieve these goals. It is a direct response to the vision ‘Aucklanders: more active, more often’ set out in the Auckland Sport and Recreation Strategic Action Plan 2014-2024.
Participation in sport has multiple benefits

There is overwhelming evidence showing participation in sport leads to a wide range of benefits for individuals and the community. Our future sport investment will consider the extent of increase in participation and the impact of that increase in terms of health, education, social and economic benefits. We will prioritise projects with the highest aggregate benefits. The table below summarises the benefits in four broad categories.

### Physical activity, health and wellbeing

The health benefits of sport and recreation activities are clear - they are substantial, population-wide and particularly important to older people. People who regularly participate in physical activity have reduced risks of both mental and physical illness. It’s estimated that inactivity cost Auckland $779 billion of health-related expenditure, $213 billion of lost human capital and $10 billion of other costs in 2010.

### Social and community benefits

Most people participate in sport and recreation activities for enjoyment (98%) and social reasons (52%). Organised sport and recreation activities draw individuals and diverse groups of people together, fostering cooperation and strengthening social ties. These connections provide a sense of belonging and create networks that sustain local communities.

### Education outcomes and skills development

Participation in sport or recreation helps improve education outcomes for children and young people. There is evidence of improved cognitive skills (think, read, learn, remember, reason and pay attention) and psychological benefits such as enhanced self-esteem and self-confidence which leads to improved educational behaviour and attainment.

### Economic development

The sport and recreation sector accounts for 2.4% of regional gross domestic product (GDP) - $1.015 million in 2009. There are approximately 11,943 people working in the industry, 3,533 in related occupations and 212,182 volunteers. International events, such as the World Masters Games 2017, contributed approximately $37 million to Auckland’s GDP. Such events provide an opportunity to reinforce and enhance Auckland’s brand image as an attractive destination to visit and live.

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### Investment in Sport and Te Ao Māori

Te Tiriti o Waitangi/the Treaty of Waitangi is our nation’s founding document and recognises the special place of Māori in New Zealand. Auckland Council is committed to engaging and working with Māori in ways that are consistent with the Treaty Principles. This includes supporting delivery of services by Māori for Māori, based on Te Ao Māori values and practices.

We acknowledge the special role of Māori in decision-making, to build lasting reciprocal relationships and improve physical activity outcomes for Māori. This will be achieved through working in partnership with iwi and appropriate organisations.
1.2 How does this plan fit within the wider context?

This plan sets out Auckland Council’s approach to regional investment in sport.

It sits within the context of the council’s wider community facilities network and operates in accordance with the Local Government Act 2002 and the Reserves Act 1977.

In the budgetary context, this plan will guide the council’s investment decisions in sport and inform the budgetary processes particularly:

- with decisions on the indicative figures and timing for sports projects during the 10-year budget process (the long-term plan process)
- to assist and prioritise sports projects against other proposals by comparing all possible costs, benefits and trade-offs. Such information will assist the annual budget process in determining the timing, duration and scale of sports projects in local board agreements and in the council’s services and infrastructure plans.

Section 1 Why we invest

Other complementary processes and documents include:

Auckland’s Sports Facilities Priorities Plan 2017-2027

A sector-led plan to clearly communicate their priorities for investment to Auckland Council, investors and potential partners.

Development of this plan was facilitated by Aktive, Sport NZ and Auckland Council with input from over 80 regional and national sport organisations, sports trusts and major facility providers.

A panel of experienced sector representatives, set up by Aktive, will meet to review and identify high priority projects for future investment, using the agreed evaluation and prioritisation criteria in the plan.

Facilities Partnerships Policy

The policy guides how Auckland Council will enter into and manage partnerships for sports facilities. The policy sets out the strategic context, principles, the models and investment tools for decision-making, evaluation and monitoring facilities partnerships.

Auckland Sport and Recreation

To discuss investment priorities and partnership opportunities.
Collaborating with others to achieve outcomes

Section 1 Why we invest

- Long-term Plan
  - Prioritise sports facilities investment with investment in other areas
  - Embed the decision-making framework

- Local board plans

- Annual Plan

- Investors

- Investors’ Forum

- Auckland Council

- Sports Investment Plan 2019 - 2039
  - Golf Facilities Investment Plan

- Auckland’s Sports Facilities Priorities Plan 2017-2027

- Sports sector

- Sports codes

Working with the sector

Achieving sport outcomes requires collaboration from all parties.

We will use this plan to guide our work with others and new investment decisions from the sport sector, private investors and communities.

We have already made considerable efforts to align processes and strategic priorities with our sport sector partners. The focus on community sport and increasing participation aligns with the strategic directions of Sport New Zealand and Aktive Strategic Plan 2015-2020.
1.2 Why now?

The plan will enable Auckland Council to better respond to the changing population and address current challenges.

**Challenges**

- **Rapid population growth**
  - Auckland’s population is growing by 1.5% annually. It is expected to increase by 1 million in the next 30 years.

- **Changing community needs**
  - The makeup of Auckland will be different in the future, including:
    - more older people and more children under 14 years of age
    - more people of Asian, Pacific and Māori ethnicity
    - more people born overseas.

**Disparity of access to sport opportunities**

- Not all Aucklanders enjoy the same access to sport. There is a direct relationship between access and participation. To achieve our goal of increased participation we need to target low participation areas or population groups and improve access to sport.

**Ageing facilities**

- Auckland Council has a vast network of sports facilities including over 250 sports parks and indoor courts in varying states of “fitness”.

**Unstructured investment**

- Investment in sports facilities tends to be ad hoc and reactive, based on dispersed or incomplete information.

**Effect on provision**

- **Demand will exceed supply**
  - The growing population places increasing pressure on existing sports facilities.

- **Sports facilities and programmes need to adapt**
  - The changing demographic profile means some existing facilities and programmes may no longer meet the needs of communities.
  - There are new sports, new ways of participating and less club-based activity.

- **There is significant financial pressure to bridge the gap**
  - The financial pressure to meet the supply shortage is substantial due to limited budget and land supply constraints. The costs are likely to grow rapidly over time, meaning a more targeted approach is required.

- **Maintenance costs are increasing**
  - The cost of maintaining and renewing current facilities will increase as they age.

- **Lack of focus on outcomes**
  - Investments aren’t targeting the highest need.
How will we invest and how do we know the plan is working?

This page presents the logic for Auckland Council’s sport investment and the key shifts we will make to address the key challenges. Further details of what the key shifts mean in practice are provided in Parts 2 and 3.

<table>
<thead>
<tr>
<th>Problem</th>
<th>Key Shift</th>
<th>Benefit</th>
<th>KPIs</th>
<th>Rationale</th>
<th>Data source</th>
</tr>
</thead>
<tbody>
<tr>
<td>50%</td>
<td>Key shift 1</td>
<td>Under take a people-centric approach with a particular focus on: • supporting communities with low participation rates • increasing participation in emerging sports • sustaining popular sports with high participation rates.</td>
<td>KPI 1 (participation): Increase the number of adult Aucklanders who are physically active weekly.</td>
<td>This is an outcome indicator that shows how sport participation changes across the Auckland region.</td>
<td>New Zealand Health Survey (Ministry of Health) - repeated annually.</td>
</tr>
<tr>
<td></td>
<td>Key shift 2</td>
<td>Prioritise investment to focus on increasing participation in community sport and provision of core infrastructure.</td>
<td>KPI 2 (participation): Increase the proportion of children between 5 and 18 years of age who participate in three hours or more of organised sport and recreation each week.</td>
<td>This is an outcome indicator that shows how sport participation of young people changes across the Auckland region.</td>
<td>Active NZ Survey (Sport NZ) - reported annually with data collected continuously.</td>
</tr>
<tr>
<td>40%</td>
<td>Key shift 3</td>
<td>Invest in a range of assets and services to cater for the needs of communities.</td>
<td>KPI 3 (participation): Increase participation of community groups with the lowest participation rates: • people in high socio-economic deprivation areas, particularly Pacific Peoples • Asian communities, particularly young women • women generally.</td>
<td>This is an outcome indicator that shows how sport participation across different demographic groups changes across the Auckland region.</td>
<td>Active NZ Survey (Sport NZ) - reported annually with data collected continuously.</td>
</tr>
<tr>
<td>10%</td>
<td>Key shift 4</td>
<td>Make structured, evidence-based investment based on clear principles.</td>
<td>KPI 5 (delivery): Increase services and the number of sports facilities delivered in geographic areas with an identified supply shortage.</td>
<td>This is an output indicator that shows how quickly Auckland Council could address community needs in areas with the greatest need.</td>
<td>Data from Auckland Council’s operations unit - data collected continuously and subject to periodic audits.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Improve value for money and efficiency by adopting an investment framework to guide decision-making.</td>
<td>KPI 6 (delivery): Increase the pace of renewing and upgrading ageing sports facilities.</td>
<td>This is an output indicator that shows how quickly Auckland Council could address community needs in areas with the greatest need.</td>
<td>Data from Auckland Council’s operations unit - data collected continuously and subject to periodic audits.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>KPI 7 (quality decisions): Improve the number of investment decisions guided by the investment framework.</td>
<td>This is an activity indicator that shows whether investment decisions are evidence-based.</td>
<td>Data from Auckland Council’s operations unit - data collected continuously and subject to periodic audits.</td>
</tr>
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<td></td>
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<td></td>
<td>KPI 8 (quality decisions): Approve investment projects that adopt the Cost and Benefit Model (CBM) and track realisation of community benefits over time.</td>
<td>This indicator tracks how successful an investment is in achieving good outcomes.</td>
<td>Data from Auckland Council’s operations unit - data collected continuously and subject to audits.</td>
</tr>
</tbody>
</table>
Section 2
What we invest in
We will increase participation in community sport by investing in fit-for-purpose services, programmes and facilities, and focus on core infrastructure.

Our investment decisions will be equitable, outcome-focused, financially sustainable and accountable.

2.1 What are the outcomes we seek from sport investment?

We will invest to increase the level of community sport participation in Auckland.

This requires us to take a people-centric approach to meet the needs of our various communities.

The participation outcome directly aligns with Auckland Sport and Recreation Strategic Action Plan 2014-2024 to enable ‘more Aucklanders living physically active lives through participation in informal physical activity, recreation and sport.’

We will target participation in three areas:

1. Enabling participation of low-participant communities.
   Investment in this area will increase the number of active people by targeting sedentary population groups and/or communities with low participation rates.
   These people need more support as they have higher health risks.
   Improved health and social benefits from increased participation of these community groups is much greater than for people who are already active.

2. Increasing participation in emerging sports with high growth potential.
   Investment in sports that are likely to grow rapidly will help meet the needs of future communities. In particular, it could mean providing support for:
   - traditional Māori sports which have potential to increase participation and wellbeing (for example, Kō Rahi)
   - sports played by growing ethnic populations (for example, Kabbadi).

3. Sustaining or increasing participation in high-participation sports.
   We will continue to support popular sports that appeal to a number of Aucklanders. The focus of the investment will be to build on existing sector capacity.
   Sports with high participation rates are likely to have small percentage growth but the actual increases in the numbers of participants are large.
What is happening now?

Current investment in sports often aims to achieve a range of health, social and economic goals as well as an increase in participation. It also tends to target spatial- or code-specific needs. Such an approach can spread limited resources too thin. It also runs the risk of not catering to the needs of communities, in particular people who currently do not play sport.

Consultation

*Feedback* from the local boards, sports sector and public showed strong support for investment to be based on improving outcomes. There is also strong support to target Auckland Council investment in areas where it can add most value. Such an approach would set a clear direction to other sports partners and help to align investment.

When asked what types of sports facilities the council should focus on, feedback supported emerging sports with high growth potential, popular sports and sports that appeal to particular groups with low participation rates.

Public submissions showed 66% supported prioritisation for emerging sports and 45% supported investment in sports that target certain cohorts.

Feedback also suggested prioritisation based on whether the investment would:

- increase overall sports participation rates
- increase participation of certain age groups
- address the needs of the population
- respond to the level of deprivation and funding gaps.

The change we’re making

Council investment will move away from a geographic or code-specific approach to a single focus on sport participation with three target areas.

TODAY

Limited budget focused on mainly traditional sports and in response to demand rather than need.

TOMORROW

Future investment will take a people-centric approach to increase participation:

- Emerging sports
- High participation sports
- Low participation communities

Key shift 1
2.2 What is the scope and focus of our sports investment?

The primary focus is community sport. The intention is to ensure Auckland Council investment provides for the greatest number of people possible and meets the changing needs of the community.

The figure below illustrates where community sport sits in the sport continuum. The size of circles indicates the level of participation at each stage.

**Progression of skills**

- **Explore**
  - Babies and toddlers
  - Learn elementary skills such as crawling, standing and walking.

- **Fundamental movement**
  - Preschool children
  - Develop basic skills such as running, throwing and jumping.

- **Learn**
  - School children
  - Develop more refined skills, learn the rules of games and positive attitudes towards sport and recreation.

- **Participate**
  - Young people and adults in clubs and local games
  - Participate in organised sport and training. Players might be motivated by multiple factors such as enjoyment, performance and challenges.

- **Perform**
  - Players in regional and national competitions
  - Identify and develop talent in sports.

- **Excel**
  - Athletes in international competitions
  - Achieve excellence in one sport and compete at a world-class level.

We will provide a basic level of provision of fit-for-purpose sports facilities and programmes to support community sport.

We will prioritise investment in core sport infrastructure and ancillary infrastructure required for safe and sanitary public access.

We will not prioritise investment in sports facilities that are already funded or incidental infrastructure that delivers private benefits to small groups of users. Exceptions will be made if applicants can demonstrate increased sports participation or increased use of a core facility.
What is happening now?

Auckland Council currently invests in a combination of local, regional and high performance sports facilities, as well as a range of ancillary and incidental infrastructures. This reflects the different priorities of individual legacy councils across Auckland and doesn’t have a clear, strategic focus for the region. This risks diluting the council’s efforts and resources, and duplicating investments of other organisations such as Regional Facilities Auckland.

Consultation

Feedback showed strong support from local boards, the public and the sport sector for Auckland Council to target investment where it will increase community participation in sports.

When asked what types of facilities council should invest in, local boards suggested core sports facilities are most important, followed by ancillary and incidental facilities.

In addition, high performance facilities are not a focus but the council should not completely rule them out.

The change we’re making

Our future investment in sport will primarily focus on community sport and target core and ancillary infrastructure.

Community sport is considered to be an area where Auckland Council investment is most needed. The focus on community sport will ensure a basic level of access to facilities and a mixture of programmes and services. This will encourage participation and cater for the diverse needs of the Auckland community.

Key shift 2

TODAY
Make investment decisions to achieve multiple objectives

TOMORROW
Focus Auckland Council investment on community sport – where it can add the most value

Key shift 3

TODAY
Invest mainly in single-purpose facilities without a systematic approach to cater for the different needs of communities

TOMORROW
Invest in a range of facilities, services and programmes to increase participation
2.4 What are our investment principles?

Auckland Council’s future investment in sports facilities and programmes will need to meet four investment principles. These principles will be used during the decision-making process to ensure our investments are well-balanced. They are:

1. Equity (40% of assessment)
   - Auckland Council’s investment in sports should ensure equity of outcomes across the population regardless of age, gender, ethnicity, socio-economic status or where people live.
   - This is the most important investment principle as it addresses disparities and targets communities of greatest need. Investment in groups with the lowest access to sports opportunities will be prioritised. This may mean allocation or reallocation of funding to overcome inequality.

2. Outcome-focused (30% of assessment)
   - There needs to be a clear ‘line of sight’ between each investment and the outcomes. This will ensure each investment achieves maximum benefit for the communities it serves. Each investment needs to have:
     - strategic alignment – a clear understanding of how each investment contributes to outcomes set out in this plan, the Auckland Sport and Recreation Strategic Action Plan and local board plans
     - robust outcome measurement process – ensuring there is an established monitoring and reporting process in place to demonstrate performance against clearly defined goals.

3. Financial sustainability (20% of assessment)
   - Investment decisions need to be financially sustainable in the long run.
   - This means being:
     - financially viable – ensuring there are means to cover major capital expenses and ongoing operating costs. This also means having clarity about who (for example, Auckland Council, community, or corporate) is responsible for ensuring the financial viability of sports facilities and programmes and what the expectations are
     - affordable for the public – the investment decisions need to consider public accessibility and long-term affordability.

4. Accountability (10% of assessment)
   - Auckland Council has responsibility to act in the best interest of the Aucklanders. Sports investment should be:
     - efficient and effective – every public dollar invested should represent value for money and deliver the greatest return
     - transparent and consistent – investment decisions should be as transparent and consistent with sufficient information, clear decision-making criteria and outcomes.
What is happening now?

Auckland Council is facing difficult investment choices. We need to balance investment in sport for various target groups and multiple locations with variable effects on sport participants, organisations and local communities. This is the nature of a rapidly growing, dynamic and diverse city.

Consultation

Feedback showed many stakeholders supported the adoption of investment principles to guide future investment decisions.

The ‘outcome-focused’ principle in particular, received the highest support, followed by ‘evidence-based’ and ‘accountability’.

Other principles suggested include:

- affordability
- consistency
- flexibility
- co-investment/partnerships friendly.

The change we’re making

Our future sports investment proposals will align with our four investment principles: accountability, equity, financial sustainability and outcome-focused.

Decision-makers will use the four principles to weigh up and manage multiple investment projects. The investment principles will help ensure future Auckland Council investment decisions are well-balanced and prioritise investment proposals.

Applying the four principles will also be a way of prioritising funding proposals, especially when there are financial constraints:

- Funding only some proposals that are strongly aligned with the four principles
- Funding all proposals that are strongly aligned
- Maybe also funding one or two partially aligned proposals
- Maybe also funding some partially aligned proposals

Level of financial pressure

<table>
<thead>
<tr>
<th>HIGH FINANCIAL PRESSURE</th>
<th>Number of projects funded by Auckland Council</th>
</tr>
</thead>
<tbody>
<tr>
<td>Limited budget</td>
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</table>

<table>
<thead>
<tr>
<th>LOW FINANCIAL PRESSURE</th>
<th></th>
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<tbody>
<tr>
<td>Expanding budget</td>
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</tbody>
</table>
The equity principle explained

Equity has the highest weighting of all the investment principles. This page provides further information about what equity means in the context of sport investment and how it differs from equality.

Both equity and equality are strategies to ensure fairness. When applied they mean two different investment approaches:

**Equity is: meeting differences to get the same outcome**

*Equity* is ensuring every Aucklander has the same access by targeting sporting opportunities to meet people’s needs.

This could mean providing a basic level of provision to most people and additional support for certain groups to encourage greater participation rates.

**For example:**
Person C currently has lower access compared to Person A and Person B. To achieve the same outcome and increased participation, Person C will receive more support from Auckland Council.

**Equality is treating everyone the same**

*Equality* is providing the same level of sporting opportunities to everyone, everywhere.

This could mean providing the same sports facilities or programmes to everyone regardless of existing provision of services and facilities.

**For example:**
Persons A, B and C currently have different access to sports facilities and programmes. To achieve equality, they will receive the same support from Auckland Council.
Current inequity and inequality

Currently there are different types of inequity and inequality occurring across the sports facilities network in Auckland Council.

### Inequity in people’s access to sport

- Auckland is home to a diverse range of people. When everyone is different, what fairness and success look like differs too.
- Providing the same access (equality) to everyone regardless of individual needs is likely to lead to inequity of outcomes.

### Inequality across sports codes

- There are differences in the level of support Auckland Council provides to sports codes, partly due to different historical arrangements made by legacy councils.
- The types of council support also differ. For example, some sports codes might currently receive direct funding, while others access council land and buildings at a peppercorn rental.

### Inequality across geographical areas

- Different areas in Auckland have different levels of access to sports facilities and programmes, mainly due to the decisions made by legacy councils.
- There are also differences in current funding allocations across Auckland, based on factors such as population, land size and social deprivation.

#### Examples

- **Different age, gender and ethnic groups** are interested in different sports.
- **Children in large families** need affordable options to participate in sports.
- **People with disabilities** need facilities and programmes that cater to their needs.
- **People in high socio-economic deprivation groups** may need additional support to participate.

- **Fields sports** such as rugby and league use Auckland Council sport fields for free.
- **Indoor sports** such as gymnastics and basketball pay a hireage fee to use Auckland Council courts.
- **Traditional, high participation sports** tend to have good access to Auckland Council facilities, programmes and support.
- **Emerging sports** tend to be less organised. Their growth is limited without adequate access to facilities and programmes.

- **Growth areas** need additional facilities to cater for growing and changing local demand for sport. There is limited budget for asset renewals and services level increases.
- **Non-growth areas** have existing facilities which are ageing and may no longer be fit-for-purpose for the current people they are serving. There is limited budget for new facilities.
- **Urban areas** may have limited access to open space but have better access to built facilities.
- **Rural areas** tend to have fewer built facilities but more open space such as esplanade, beaches and regional parks.
Section 3
How we will work
3.1 The investment framework

Section 2 of this plan sets out Auckland Council’s model for sport investment in the future. This section provides the investment framework to ensure future decisions align with that model.

The investment framework will ensure structured, evidence-based investment in the future, as set out in Key shift 4.

**TODAY**
Some investment decisions are isolated and reactive with gaps in information such as the costs, benefits and alternatives

**TOMORROW**
Make structured, strategic investments based on evidence to improve efficiency, effectiveness and outcome-delivery

---

Auckland Council will answer a set of critical questions before investing:

**Whether to invest?**
1. What are the community needs?
2. Does it align with Auckland Council’s strategic priorities?
3. Does it have Better Business Cases?

**How to invest?**
4. Is there a partnership opportunity?
5. What investment mechanisms should be used?
6. Who makes decisions?
7. How to report and monitor outcomes?

The next few pages explain, question by question, how the framework will work in practice.
What does it look like in practice?

In this section we use three fictional scenarios to demonstrate how the investment framework could be applied in practice. We put each scenario through the investment framework in the following pages.

**Scenario 1:**
**A sub-regional multisport facility**

Three indoor sports clubs (gymnastic, badminton and boxing) have outgrown the Auckland Council community hall they currently hire for training.

They are in a fast-growing suburb of Auckland with a high proportion of new migrants. Their combined membership has more than doubled in the last five years.

The three clubs have jointly approached the council for $10 million to build a multisport facility.

The new facility will be a purpose-built indoor facility. It will have a flexible floor layout to be used by different indoor sports.

The concept design shows the new facility will be large enough to cater for sub-regional demand for indoor sports and allow for future expansion.

---

**Scenario 2:**
**School netball courts**

A high school wants to extend its netball courts from two to six courts to accommodate recent growth in student numbers.

The new courts can be used for both training and competition during school hours.

The school has approached Auckland Council to co-fund the new courts. It suggested additional lighting would allow the local community to play social games in the evening.

Auckland Council has evidence showing increasing community demand for extra court hours in the local area but has been unable to acquire new land to build new courts.

---

**Scenario 3:**
**Activation of a community house**

A community group has approached Auckland Council to lease a large room in the local community house owned by the council.

The room has been empty for a while because the roof is leaking.

The community group proposed fixing the roof and converting the room into a table tennis room. It has raised most of the funding from the local community but may need a small amount of funding from the council.

---

In real life, assessment of proposals may not necessarily follow a linear process but we will seek to answer every question in the framework before making an investment decision.

The breadth and depth of information analysed will be proportional to the level of investment and how complicated the proposal is. This will be defined by a number of factors such as:

- scope and benefits of the project
- Auckland Council’s experience and track record of delivering similar projects
- level of engagement and partnerships with customers / communities required to enable any change
- level of risks and efforts required to manage the risks
- funding sources (whether the majority is provided by multiple external organisations).

For low level, low complexity investments, investors and decision-makers could undertake a scaled down approach. As the value and risk profile increases, investment decisions need to be informed by comprehensive analysis.
Whether to invest?

Quality decision making is based on analysis of all available information and weighing a range of options.

**Question 1:**
What are the community needs?

All sports investment proposals will undergo a needs assessment. It will explore what is happening in a geographic area or community of interest to determine whether any change or intervention is required, either non-facility or facility.

A needs assessment is critical to distinguish ‘wants’ from ‘needs’ ensuring a facility or programme development will be fully utilised. Needs can be quantified through research and evidence and will stand the test of time. Wants are often opinion-based and will change over time.

**Questions to consider:**
- What is the current state of provision - current facility/programme use, catchment, conditions?
- Will the project meet the needs of the local community now and in the future - demographic profile and changes?

**Question 2:**
Strategic alignment

A brief ‘pass/fail’ assessment to ensure the investment proposal aligns with Auckland Council’s strategic priorities and outcomes.

**Questions to consider:**
- Is there a strong alignment with:
  - the outcomes, principles and scope in this plan
  - Sports Facilities Priorities Plan
  - Auckland Sports and Recreation Strategic Action Plan
  - Auckland Plan 2050
  - any relevant local plans.

**Question 3:**
Better Business Cases (BBC)

Detailed assessment of the strategic, economic, commercial, financial and management case for the investment proposal.

**Questions to consider:**
- Can the project demonstrate:
  - a strategic case illustrating the need for a change, strategic fit and business needs
  - an economic case to show value for money
  - a commercial case to show that the investment will be commercially viable
  - a financial case to prove the investment will be affordable within available funding
  - a management case to show the investment will be achievable and can be successfully delivered.

The change we’re making

The assessment process will help ensure future investment in sport is evidence-based and focused on outcome delivery and good practice.

We expect to see significant improvements in the quality of Auckland Council’s investment decisions in the future and increased consistency and transparency.

*Working examples and templates for needs assessment, strategic assessment, Better Business Cases and Cost Benefit Analysis are provided on the Auckland Council website.*
What does it look like in practice?

Scenario 1: A sub-regional multisport facility

Question 1: What are the community needs?

Questions to consider:

- What is the current state of provision – current facility use, catchment, conditions?
- Will the project meet the needs of the local community now and in the future – demographic profile and changes?

Question 2: Strategic alignment

Questions to consider:

Alignment with this plan

Investment outcomes

- Will the proposal increase participation?
- Will it increase participation in:
  - community groups of low participation? ✓
  - emerging sports? ✓
  - high participation sports?
- Is the increase in participation likely to bring wider health, social, economic benefits to the local community?

Scope and focus

- Is the facility catering for community sport?
- Is the facility fit-for-purpose and does it provide basic provision?
- What will the facility provide?
  - core infrastructure ✓
  - ancillary infrastructure ✓
  - incidental infrastructure.
- Demonstrate project alignment with:
  - the accountability principle (10%)
  - the equity principle (40%)
  - the financial sustainability principle (20%)
  - the outcome-focused principle (30%).

Also consider alignment with:

- Sports Facilities Priorities Plan
- Auckland Sport and Recreation Strategic Action Plan
- Auckland Plan 2050.
How to invest?

Question 4: Is there a partnership opportunity?

Auckland Council is not always the sole investor in sports. Depending on the nature, type and purpose of investment, we might choose to: a) directly invest; b) partner; or c) invest in others to provide sports facilities.

Auckland Council as the principal investor in sport

Auckland Council is most likely to be the principle investor when the sport investment is risky or has a significant social element.

This type of investment tends to be under-invested by the private sector. Without support from the council or central government agencies, there could be inadequate access and low quality facilities.

Auckland Council as a partner in sport investment

Auckland Council is most likely to partner and co-invest in sport to deliver benefits that are shared by multiple organisations.

This type of investment tends to be large in scale and is likely to lead to shared agreements to co-own, co-deliver and/or co-manage sports facilities and programmes.

Auckland Council having a supporting role in sport provision

Auckland Council also invests with others to provide sporting opportunities. This type of investment is likely to happen when the sport sector is already established. In this case, the investment will focus on building existing sector capacity and provide support in areas which the council can add most value.

Details on how to determine the role of Auckland Council in sport investment projects are provided in the Facilities Partnerships Policy.

The change we’re making

Auckland Council is committed to working collaboratively with the sport sector and the community to provide better access to sports opportunities. To do so, we need to consider our role before investing to ensure efficient use of the budget and council resources in areas where it can make the biggest difference.

What does it look like in practice?

Auckland Council as the principal investor

Auckland Council is likely to be the principal investor in Scenario 1 as the investment is likely to bring significant social benefits and tend not to attract private investors.

We would work with the three indoor sport clubs to explore all possible funding options, either from Auckland Council or from other investors, before making a final decision.

Auckland Council as the a partner

Auckland Council is likely to form a facility partnership with the school to co-deliver the new courts.

Once the courts are built, the council will have a long term agreement with the school to ensure public access.

To enter into a facility partnership, the project will need to go through a separate assessment process set out in the Facilities Partnerships Policy.

Auckland Council having a supporting role

Auckland Council is likely to provide a supporting role if significant efforts have been made by the community group.

In addition to a lease and a community grant, Auckland Council might also offer capability-building advice to the community group.
How to invest?

Question 5: What investment mechanisms should be used?

Auckland Council uses several mechanisms to invest in sport:

- When Auckland Council is the principal investor:
  - Provision and management of sports facilities and programmes
  - Direct financial contribution for capital and/or operating costs

- When Auckland Council supports others:
  - Use of Auckland Council land and/or buildings

- When Auckland Council partners with others:
  - Leadership, governance, coordination support, technical advice
  - Partnership agreements

Different mechanisms create different incentives and support sport participants, community and sport organisations in different ways. Determining the appropriate mechanism should be based on several factors such as:

- the scale and nature of investment
- the needs of the delivery organisations and the roles of other partners
- the needs of the target community group or area
- the expected benefits and alignment with outcomes of this plan
- consistency with the relevant Auckland Council plans (for example, open space network plans, Community Facilities Network Plan)
- consistency with legislation (such as the Local Government Act 2002 and the Reserve Act 1977).

Question 6: Who makes the decisions?

Auckland Council has two complementary but distinct decision-making bodies with responsibilities for sports facilities investment:

- The Governing Body
  - Focuses on region-wide strategic and investment decisions
  - Decides where and when the council will invest in the sports facilities and programmes network to address gaps and respond to growth.
  - Develops regional policies and strategies.
  - Sets budgets for major facility and programme investments or upgrades through the long-term plan process.
  - Governs regional facility partnership relationships, funding or lease agreements and performance reporting.

- Local boards
  - Make most decisions on local parks, open spaces, sports facilities and activities
  - Set outcomes and priorities for local sport investment through (local) board plans.
  - Identify local sports facility and programmes needs and advocate for investment through the long-term plan process.
  - Govern local and sub-regional facility partnership relationships, funding or lease agreements and performance reporting.
  - May work together to support facilities that benefit several local board areas.
## What does it look like in practice?

### Scenario 1: A sub-regional multisport facility

**Investment mechanisms**

Auckland Council might want to build the proposed facility using the Sport and Recreation Facilities Investment Fund. *See A1*

### A1: Sport and Recreation Facility Investment Fund

<table>
<thead>
<tr>
<th>Application</th>
<th>Applicants will need to show:</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>• a needs assessment that demonstrates the community’s needs for the proposed facility.</td>
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<tr>
<td></td>
<td>• strategic alignment with:</td>
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<tr>
<td></td>
<td>• the investment outcomes and principles stated in this plan</td>
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<tr>
<td></td>
<td>• the priorities stated in the Sports Facilities Priorities Plan</td>
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<tr>
<td></td>
<td>• better business cases that demonstrate the economic, financial, strategic, commercial and management cases of the project</td>
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<tr>
<td></td>
<td>• a cost and benefit analysis that demonstrates:</td>
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<td></td>
<td>• the project is value for money</td>
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<td></td>
<td>• the input, output, intermediate outcomes of the project, and the links to the strategic outcomes the project aims to achieve</td>
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<td></td>
<td>• performance measures to monitor progress over time and methods to collect data</td>
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</table>

<table>
<thead>
<tr>
<th>Assessment</th>
<th>Staff will assess the applications based on the depth, breadth and quality of information provided in the applications.</th>
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</table>

<table>
<thead>
<tr>
<th>Decision-making</th>
<th>The Governing Body will make final decisions based on staff recommendations. Results of various assessments will be presented by staff in a summary table, supplemented by detailed tables of each assessment in the appendices.</th>
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<table>
<thead>
<tr>
<th>Investment</th>
<th>Once approved by the Governing Body, staff will work with the applicants to form a funding agreement, based on the input, output, intermediate outcomes, strategic outcomes and performance measures stated in the application.</th>
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</thead>
</table>

| Monitoring            | Staff will conduct regular reviews to ensure performance measures are met over time. Information about the input, output, and intermediate outcomes will be collected over time to demonstrate progress towards strategic outcomes. The information will also be used to improve the effectiveness of the investment and help Auckland Council to articulate the benefits of the Sport and Recreation Investment Fund to the public and investors. |
What does it look like in practice?

Scenario 2: School netball courts

**Investment mechanisms**

The school could form a facility partnership with Auckland Council. See A2

The partnership might include:
- a regional grant
- an ongoing agreement to ensure public access (for example, Community Access Scheme. See A3

A2: Facility partnerships

For sport facility partnerships, the applicants will need to show strategic alignment with the investment outcomes and principles stated in this plan.

Applicants will also need to meet requirements stated in Facility Partnership Policy.

<table>
<thead>
<tr>
<th>A3: Community access scheme</th>
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<tbody>
<tr>
<td><strong>Application</strong></td>
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<tr>
<td>Applicants will need to show:</td>
</tr>
<tr>
<td>- a needs assessment that demonstrates the scheme will meet a known or identified geographic gap in the provision of the Auckland Council recreation facilities.</td>
</tr>
<tr>
<td>- Strategic alignment with:</td>
</tr>
<tr>
<td>- the investment outcomes and principles stated in this plan</td>
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<tr>
<td>- other priorities set out in the scheme’s guidelines.</td>
</tr>
<tr>
<td>- A cost and benefit analysis that demonstrates:</td>
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<tr>
<td>- the project is value for money</td>
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<tr>
<td>- analysis of public/private benefits</td>
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<tr>
<td>- the input, output, intermediate outcomes of the project, and links to the strategic outcomes the project aims to achieve</td>
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<tr>
<td>- performance measures to show the objectives have been met and methods to collect data.</td>
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<tr>
<td><strong>Monitoring</strong></td>
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<tr>
<td>Staff will conduct regular reviews to ensure performance measures are met over time.</td>
</tr>
<tr>
<td>Information about the input, output and intermediate outcomes will be collected over time to demonstrate progress towards strategic outcomes. The information will also be used to improve the effectiveness of the investment and help Auckland Council to articulate the benefits of the Community Access Scheme to the public.</td>
</tr>
</tbody>
</table>
What does it look like in practice?

Scenario 3: Activation of a community house

Investment mechanisms

The community group could apply for:
- a community grant. See A4
- a community lease. See A5

Alternatively Auckland Council could undertake the renewal work itself. See A6

A4: Community Grants

Applicants will need to show:

- strategic alignment with:
  - sport and recreation priorities set out in the local plans
  - the investment outcomes and principles stated in this plan.

- a cost and benefit analysis that demonstrates:
  - the project is value for money
  - the input, output, intermediate outcomes of the project
  - an intervention logic diagram demonstrating the connections with Auckland Council's strategic priorities and outcomes
  - performance measures to show the objectives have been met and methods to collect data.

Application

Assessment

Staff will assess applications based on the quality of information provided in the applications.

Decision-making

Local boards will make final decisions based on staff recommendations.

Results of various assessments will be presented by staff in a summary table, supplemented by detailed tables of each assessment in the appendices.

Investment

Funding will be provided to community groups once their applications are approved by the local board.

The applicants will need to fill in an accountability form which will specify the input, output, intermediate outcomes and the strategic outcomes of the project.

Monitoring

Staff will conduct regular reviews of the accountability forms to ensure performance measures are met over time.

Information about the input, output, and intermediate outcomes will be collected over time to demonstrate progress towards strategic outcomes. The information will also be used to improve the effectiveness of the investment and help Auckland Council to articulate the benefits of community grants.
What does it look like in practice?

Scenario 3: Activation of a community house

### A5: Community leases

<table>
<thead>
<tr>
<th>Application</th>
<th>Applicants will need to show:</th>
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<tbody>
<tr>
<td></td>
<td>• a needs assessment that demonstrates the lease will meet community’s needs now and in future.</td>
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<td></td>
<td>• strategic alignment with:</td>
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<td></td>
<td>- sport and recreation priorities set out in the local plans</td>
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<td></td>
<td>- the investment outcomes and principles stated in this plan.</td>
</tr>
<tr>
<td></td>
<td>• a cost and benefit analysis including:</td>
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<tr>
<td></td>
<td>- the input, output, intermediate outcomes of the lease</td>
</tr>
<tr>
<td></td>
<td>- an intervention logic diagram demonstrating the connections with Auckland Council’s strategic priorities and outcomes</td>
</tr>
<tr>
<td></td>
<td>- analysis of public/private benefits for each lease</td>
</tr>
<tr>
<td></td>
<td>- analysis of opportunity costs to Auckland Council for each lease (such as the underlying land value, alternative use of the land and building)</td>
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<tr>
<td></td>
<td>- assessment of potential service level changes before and after leasing</td>
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<tr>
<td></td>
<td>- performance measures to monitor progress over time and methods to collect data.</td>
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</table>

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<tbody>
<tr>
<td></td>
<td>Additional assessment will be undertaken by the staff to consider factors such as land status, the open space provision in the local area and impact on current service provision.</td>
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</table>

<table>
<thead>
<tr>
<th>Decision-making</th>
<th>Local boards will make the final decision based on staff recommendations.</th>
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<tr>
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<td>Results of various assessments will be presented in a summary table, supplemented by detailed tables of each assessment in the appendices.</td>
</tr>
</tbody>
</table>

| Investment      | Once approved by the local boards, staff will work with the applicants to form a lease agreement, based on performance measures stated in the applications. |

| Monitoring      | Staff will conduct compulsory annual reviews to ensure performance measures are met over time. |
|                 | Utilisation data will be collected for both core activities and other uses (shared use, sub-leasing, hireage and commercial activities such as cafés and bars). |
## What does it look like in practice?

### Scenario 3:
**Activation of a community house**

<table>
<thead>
<tr>
<th>A6: Auckland Council asset renewals</th>
</tr>
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<tbody>
<tr>
<td><strong>Application</strong></td>
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<tr>
<td>Applicants will need to show:</td>
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<tr>
<td>• a <em>needs assessment</em> that demonstrates the facility is still needed to meet local demand.</td>
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<tr>
<td>• strategic <em>alignment</em> with:</td>
</tr>
<tr>
<td>• the investment outcomes and principles stated in this plan</td>
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<tr>
<td>• sport and recreation priorities set out in the local board plans.</td>
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<tr>
<td>• a <em>cost and benefit analysis</em> that demonstrates:</td>
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<td>• performance measures to show the objectives have been met and the methods used to collect the data.</td>
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<tr>
<td><strong>Assessment</strong></td>
</tr>
<tr>
<td>Staff will assess the proposed renewal project against other renewal projects based on the results of the needs assessment, strategic alignment and CBAX.</td>
</tr>
<tr>
<td><strong>Decision-making</strong></td>
</tr>
<tr>
<td>Local boards will make the final decision based on staff recommendations.</td>
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<tr>
<td>Results of various assessments will be presented in a summary table, supplemented by detailed tables of each assessment in the appendices.</td>
</tr>
<tr>
<td><strong>Investment</strong></td>
</tr>
<tr>
<td>Once approved by local boards, staff will commence the renewal work.</td>
</tr>
<tr>
<td><strong>Monitoring</strong></td>
</tr>
<tr>
<td>Performance of the renewed asset will be monitored over time with performance measures. Information about the input, output, and intermediate outcomes will be collected over time to demonstrate progress towards strategic outcomes. The information will also be used to improve the effectiveness of the investment and help Auckland Council to articulate the benefits of asset renewals to the public.</td>
</tr>
</tbody>
</table>
How to invest?

**Question 7:** How to report and monitor outcomes?

Every sport investment in the future will adopt the **outcome measurement tool** throughout the investment cycle to monitor progress.

The outcome measurement tool is based on the cost benefit analysis model used in the previous assessment stage and an intervention logic model to link the specific investment to Auckland Council’s strategic outcomes it aims to achieve.

The outcome measurement tool will be used as the basis to set performance measures and reporting requirements for each investment. Over time, robust and consistent measurement of outcomes will allow us to measure and analyse the aggregate benefits of sport investment and its contribution to the Auckland Plan 2050 outcomes.

Such information will help us gain a better understanding of what has worked well and not so well to improve effectiveness of future investment. We will also be better at articulating the returns of our investments to our investors and ratepayers.

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The change we’re making

The investment framework presented in this plan sets out the process for rigorous decision-making, monitoring and reporting.

Over time, we expect to see significant improvement in the quality of evidence and analysis used to inform investment decisions and improve sector and staff capability. This will enable a continuous feedback loop of refinement and improvement in investment to ensure delivery of better outcomes for Aucklanders.

** Investing in sport **

- Quality inputs
- Informed decisions
- Investing in sport projects
- Evaluation of KPIs

** Delivering outcomes **

- Evaluation of outcomes

** Achieving outcomes **

** Richer data, better analysis, sector and staff capability development **

** Continuous refinement and improvement **
A new investment approach

Auckland Council is taking a new investment approach to meet the sport needs of Aucklanders

Future Auckland Council investment will be guided by **four principles:**

1. Accountability
2. Equity
3. Financial sustainability
4. Outcome-focused

We will adopt a new **investment framework** to:

- Guide decision-making
- Prioritise investment projects
- Measure and monitor outcome delivery
- Refine investment decisions over time

Aucklanders will have:

- Improved access to quality and fit-for-purpose facilities and programmes for community sports

Sport participation levels will increase, with a focus on:

- Improving participation of low-participant communities
- Improving participation in emerging sport with high growth potential
- Maintaining levels in high-participation sports

Increased sport participation will lead to a range of benefits for individuals and community including:

- Increased physical activity, health and wellbeing outcomes
- Improved educational outcomes and skills
- Increased economic development and creation of new jobs
- Improved social community benefit

The contributions to the **Auckland Plan 2050:**

- Belonging and participation
- Māori identity and wellbeing
- Homes and places
- Opportunities and prosperity

**KPIs 7 & 8 (quality decisions)** —**KPIs 5 & 6 (service delivery)** —**KPIs 1-3 (participation)** —**Auckland Plan KPIs**
3.2 Indicative implementation timeline

This plan will be a staged process that will be completed over the next three to five years.

An indicative implementation timeline is provided below.

- **Immediate adoption**

  Key parts of the plan will be implemented immediately, particularly:
  - the investment outcomes, investment principles and focus of investment set out in Section 2 will help to set investment priorities to guide every investment decision in sport
  - the investment framework set out in Section 3 will be used to assess every investment proposals, although the scale of the assessment should be adjusted to the scale of the investment and the risk profile.

- **Changes 2019-2021**

  The plan will create a number of changes that may affect community groups, sports organisations and Auckland Council. Further policy work and engagement will be undertaken to understand the full impact of the changes. These may include:
  - replacing community loans, rates remissions and postponements with grants
  - embedding new outcome measurement tools for different forms of sport investment
  - evaluating and refining processes and practice for loan guarantees, community leases and grants.

- **Plan refresh every three years**

  We will refresh the plan in late 2021 to ensure it is fit-for-purpose and assist quality investment decisions. A particular focus of the refresh will be to ensure the plan continues to respond to community needs using new performance data that is collected. The refresh will also determine whether additional revenue streams are necessary to fund future sport investments.

  After 2021, the plan will be refreshed every three years to coincide with the Long-term Plan processes and ensure alignment with the council’s strategic priorities.
Confirmation of workshop record – 5 February 2019

File No.: CP2019/01228

Te take mō te pūrongo / Purpose of the report
1. This report presents records of workshops held by the Henderson-Massey Local Board on:
   - 5 February 2019

Whakarāpopototanga matua / Executive summary
2. At the workshop held on Tuesday, 5 February 2019, the Henderson-Massey Local Board had briefings on:
   - 2019 Overview
   - Proposed new boat shed - The Scout Association of New Zealand, Taipari Strand, 134 Taikata Road, Te Atatu Peninsula
   - The Green Flag Award
   - Opanuku Link Bridge
   - Options for supporting Waitakere BMX Club

Ngā tūtohunga / Recommendation/s
That the Henderson-Massey Local Board:
   a) receive the record of a workshop held on 5 February 2019.

Ngā tāpirihanga / Attachments

<table>
<thead>
<tr>
<th>No.</th>
<th>Title</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>A1</td>
<td>Henderson-Massey LB - Workshop Records - 5 February 2019</td>
<td>83</td>
</tr>
</tbody>
</table>

Ngā kaihaina / Signatories

<table>
<thead>
<tr>
<th>Author</th>
<th>Busola Martins - Local Board Democracy Advisor (West)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Authoriser</td>
<td>Glenn Boyd - Relationship Manager Henderson-Massey, Waitakere Ranges, Whau</td>
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Henderson-Massey Local Board (Workshop Record)

Workshop notes of the Henderson-Massey Local Board held in the Council Chamber (level 2) 6 Henderson Valley Road, Henderson on 5, February 2019 10.30 am.

PRESENT
Chairperson: Shane Henderson (Left at 1.00 pm)
Members: Peter Chan (Chairing the workshop from 1.00 pm)
          Brenda Brady
          Paula Bold-Wilson
          Warren Flaunting
          Vanessa Neeson

Apologies: Matt Grey
           Will Flavell

Also present: Busola Martins, Wendy Kjestrup

<table>
<thead>
<tr>
<th>Workshop Item</th>
<th>Summary of Discussions</th>
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<tbody>
<tr>
<td>2019 In View</td>
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<tr>
<td>Wendy Kjestrup</td>
<td>Staff discussed upcoming events and activities in 2019.</td>
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<td>Sharlene Riley</td>
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| Proposed new boat shed - The Scout Association of New Zealand, Taipari Strand, 134 Taikata Road, Te Atatu Peninsula |
| Michelle Knudson |
| Bianca Lee       |
|                  | The scouts are proposing to construct a new boat shed at Taipari Strand which is planned to be adjacent to but not affixed to the groups existing shed. This will entail an extension to the leased area. The scouts own the building and improvements. |
|                  | The board resolved on 20 February 2014 to grant a new community lease to the scouts for a term of 11 years to align with the proposed collective agreement for all lessees on Taipari Strand. At the time resolution HM/2014/19 was granted, the current classification of the reserve was not consistent with the operations of the scouts on Taipari Strand. |
|                  | The land occupied by the Scouts required reclassification from recreation reserve to local purpose (community buildings) reserve. |
|                  | Recent investigations by council staff found: |
|                  | - the deeds to the Scouts were never executed; |
|                  | - Auckland Council now accepts scouts operating on recreation reserves. |
|                  | Staff recommend: |
|                  | - Rescind resolution (HM/2014/19); |
|                  | - Enter into a new community lease with the scouts to include the proposed new footprint; |
|                  | - Community outcomes plan to be developed and attached as a schedule to the lease document; |
|                  | - Liv consultation and public notification; |
|                  | - The board identified possible CPTED, pollution and potential boardwalk obstruction issues, which staff are investigating. |
|                  | The board considers that lease renewal with all the relevant groups at Taipari Strand is contingent on the amalgamated group being incorporated. |

Actions/Outcomes:
- Staff to meet with the groups to identify how they can work together before Landowner Approval given for building.
**The Green Flag Award**

Mark Miller  
Tracey Hodder

- The Green Flag Award® scheme recognises and rewards well-managed parks and green spaces.
- Sets the benchmark standard for the management of recreational outdoor spaces across New Zealand and around the world.
- Ensures that these spaces are appropriately managed and meet the needs of the communities that they serve.
- It started in the United Kingdom and is an International Award.
- There is an opportunity to nominate sites that could be enlisted for the competition.
- Members suggested the Royal Road reserve for the award.

**Actions/Outcomes:**
- There were mixed views from members – the board requested that the discussion be deferred for a few months.

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**Opanuku Link Bridge**

Richard Davison  
Theresa Walsh

- Staff discussed the bridge concept, and the need to rethink previous choice due to challenging engineering issues.
- Members supported the second-choice design in principle.

**Actions/Outcomes:**
- Decision report will come to the Henderson-Massey local board for the 19 February business meeting.

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**Options for supporting Waitakere BMX Club**

Nick Harris

- In a business meeting on 16 October 2018 the Henderson-Massey Local Board received a delegation from Waitakere BMX Club, and the board resolved to “request staff investigate options to support Waitakere BMX club and report back to the local board with their findings”.
- Staff then met with Chris Manning to discuss the aspirations of Waitakere BMX Club (“WBMX”) and to investigate where the Henderson-Massey Local Board may be able to offer support to the club.
- WBMX holds a community lease over an area within Te Rangi Hinoa Birdwood Reserve at 96a Glen Rd, Ranui.
- WBMX are requesting funding support for a start gate canopy, timing system, lighting, Commentary box and sealing the corners of the tracks.

**Actions/Outcomes:**
- The board agreed to put further discussion on hold decision from LB on hold until outcome of other funding requests WBMX have made is known.
- Staff to provide further information on the lighting option and whether it’s a priority.
- Staff to provide more detail on canopy costs.

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The workshop concluded at 1.33 pm.
 Governance forward work calendar - February 2019

File No.: CP2019/01274

Te take mō te pūrongo / Purpose of the report
1. To present the updated governance forward work calendar.

Whakarāpopototanga matua / Executive summary
2. The governance forward work calendar for the Henderson-Massey Local Board is in Attachment A. The calendar is updated monthly, reported to business meetings and distributed to council staff.
3. The governance forward work calendars aim to support local boards’ governance role by:
   - ensuring advice on meeting agendas is driven by local board priorities
   - clarifying what advice is expected and when
   - clarifying the rationale for reports.
4. The calendar also aims to provide guidance for staff supporting local boards and greater transparency for the public.

Ngā tūtohunga / Recommendation/s
That the Henderson-Massey Local Board:

a) receive the governance forward work calendar for February 2019, as set out in Attachment A to this agenda report.

Ngā tāpirihanga / Attachments

<table>
<thead>
<tr>
<th>No.</th>
<th>Title</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>A</td>
<td>Governance forward work programme - February 2019</td>
<td>87</td>
</tr>
</tbody>
</table>

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<td>Topic</td>
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<tr>
<td>March 2019</td>
<td>Sites of Significance to Mana Whenua Plan Change</td>
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<td></td>
<td>Auckland Transport update report</td>
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<tr>
<td></td>
<td>Panuku 6 monthly report</td>
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<td>Elected Member Code of Conduct</td>
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<td>Regional Pest Management Plan</td>
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<td>Natural environment</td>
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<td>Homelessness review</td>
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<td>Draft Golf Facilities Investment Plan</td>
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<td>Auckland Water Strategy</td>
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<td>Auckland climate action plan (previously Low Carbon Auckland)</td>
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<td>June 2019</td>
<td>Adopt local board work programmes</td>
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