I hereby give notice that an ordinary meeting of the Kaipātiki Local Board Community Forum will be held on:

**Date:** Wednesday, 27 March 2019  
**Time:** 6.00pm  
**Meeting Room:** Kaipātiki Local Board Office  
**Venue:** 90 Bentley Avenue  
Glenfield

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**Kaipātiki Local Board Community Forum**  
**OPEN AGENDA**

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**MEMBERSHIP**

- **Chairperson**: John Gillon  
- **Deputy Chairperson**: Danielle Grant  
- **Members**:  
  - Paula Gillon  
  - Ann Hartley, JP  
  - Kay McIntyre, QSM  
  - Anne-Elise Smithson  
  - Adrian Tyler  
  - Lindsay Waugh

(Quorum 4 members)

---

**Jacinda Short**  
**Democracy Advisor - Kaipatiki**

21 March 2019

Contact Telephone: (09) 484 6236  
Email: jacinda.short@aucklandcouncil.govt.nz  
Website: www.aucklandcouncil.govt.nz

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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.
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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 Auckland Council Code of Conduct for Elected Members (the Code) requires elected members to fully acquaint themselves with, and strictly adhere to, the provisions of Auckland Council’s Conflicts of Interest Policy. The policy covers two classes of conflict of interest:

i. A financial conflict of interest, which is one where a decision or act of the local board could reasonably give rise to an expectation of financial gain or loss to an elected member; and

ii. A non-financial conflict of interest, which does not have a direct personal financial component. It may arise, for example, from a personal relationship, or involvement with a non-profit organisation, or from conduct that indicates prejudice or predetermination.

The Office of the Auditor General has produced guidelines to help elected members understand the requirements of the Local Authority (Member’s Interest) Act 1968. The guidelines discuss both types of conflicts in more detail, and provide elected members with practical examples and advice around when they may (or may not) have a conflict of interest.

Copies of both the Auckland Council Code of Conduct for Elected Members and the Office of the Auditor General guidelines are available for inspection by members upon request.

Any questions relating to the Code or the guidelines may be directed to the Relationship Manager in the first instance.

4  Confirmation of Minutes

That the Kaipātiki Local Board Community Forum:

a) confirm the ordinary minutes of its meeting, held on Wednesday, 27 February 2019, 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  Petitions

At the close of the agenda no requests to present petitions had been received.
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 Kaipātiki Local Board Community Forum. 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.

8.1 Highbury House

Te take mō te pūrongo
Purpose of the report
1. The purpose of this deputation is to update the Kaipātiki Local Board regarding Highbury Community House.

Whakarāpopototanga matua
Executive summary
2. Angela Spooner, Highbury House Manager and Sarah McGregor, Highbury House Chairperson, will be in attendance to address the board in support of this item.

Ngā tūtohunga
Recommendation/s
That the Kaipātiki Local Board:
   a) receive the deputation from Highbury House.
   b) thank Angela Spooner and Sarah McGregor for their attendance and presentation.

Attachments
A 27 March 2019 - Kaipātiki Local Board Community Forum - presentation

8.2 Northart

Te take mō te pūrongo
Purpose of the report
1. The purpose of this deputation is to update the Kaipātiki Local Board regarding Northart.

Whakarāpopototanga matua
Executive summary
2. Wendy Harsant, Manager of Northart, will be in attendance to address the board in support of this item.

Ngā tūtohunga
Recommendation/s
That the Kaipātiki Local Board Community Forum:
   a) receive the deputation from Northart
   b) thank Wendy Harsant for her attendance and presentation.

Attachments
A 27 March 2019 - Kaipātiki Local Board Community Forum - Northart
8.3 Harbour Sport

Te take mō te pūrongo
Purpose of the report
1. The purpose of this deputation is to update the Kaipātiki Local Board regarding Harbour Sport and their achievements over the past year.

Whakarāpopototanga matua
Executive summary
2. Kevin O’Leary, General Manager of Harbour Sport and David Parker from Aktive, will be in attendance to address the board in support of this item.

Ngā tūtohunga
Recommendation/s
That the Kaipātiki Local Board:
   a) receive the deputation from Harbour Sport.
   b) thank Kevin O’Leary and David Parker for their attendance and presentation.

Attachments
A 27 March 2019 - Kaipātiki Local Board Community Forum - presentation

8.4 Bayview Community Centre

Te take mō te pūrongo
Purpose of the report
1. The purpose of this deputation is to update the Kaipātiki Local Board regarding Bayview Community Centre.

Whakarāpopototanga matua
Executive summary
2. Rachael Pates, Bayview Community Centre Manager and Shelley Pilkington, Chairperson of Bayview Governance Board, will be in attendance to address the board in support of this item.

Ngā tūtohunga
Recommendation/s
That the Kaipātiki Local Board Community Forum:
   a) receive the deputation from Bayview Community Centre.
   b) thank Rachael Pates and Shelley Pilkington for their attendance and presentation.

Attachments
A 27 March 2019 - Kaipātiki Local Board Community Forum - presentation
8.5 Chelsea Regional Park Association Inc (CHERPA)

Te take mō te pūrongo

Purpose of the report

1. The purpose of this deputation is to update the Kaipātiki Local Board regarding Chelsea Regional Park Association Inc (CHERPA).

Whakarāpopototanga matua

Executive summary

2. Pam Templeton, CHERPA Secretary and Bruce Stainton, Chairperson of CHERPA, will be in attendance to address the board in support of this item.

Ngā tūtohunga

Recommendation/s

That the Kaipātiki Local Board:

a) receive the deputation from Chelsea Regional Park Association Inc.

b) thank Pam Templeton and Bruce Stainton for their attendance and presentation.

Attachments

A 27 March 2019 - Kaipātiki Local Board Community Forum - presentation .......................................................... 95

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.”
Kaipātiki Local Youth Board update

File No.: CP2019/02130

Te take mō te pūrongo
Purpose of the report
1. The purpose of this report is to address the Kaipātiki Local Board to provide an update on the activities of the Kaipātiki Local Youth Board.

Whakarāpopototanga matua
Executive summary
2. An opportunity is provided for the Kaipātiki Local Youth Board to update the Kaipātiki Local Board on their activities.

Ngā tūtohunga
Recommendation/s
That the Kaipātiki Local Board Community Forum:
  a) receive the Kaipātiki Local Youth Board update.
  b) thank the Kaipātiki Local Youth Board for their attendance and presentation.

Ngā tāpirihanga
Attachments
There are no attachments for this report.

Ngā kaihaina
Signatories

<table>
<thead>
<tr>
<th>Authors</th>
<th>Jacinda Short - Democracy Advisor - Kaipatiki</th>
</tr>
</thead>
<tbody>
<tr>
<td>Authorisers</td>
<td>Eric Perry - Relationship Manager</td>
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</table>
Te take mō te pūrongo
Purpose of the report

1. An opportunity is provided for the Kaipātiki Local Board Chairperson to update members on recent activities, projects and issues since the last meeting.

Ngā tūtohunga
Recommendation/s
That the Kaipātiki Local Board Community Forum:

a) note the chairperson’s report.

Ngā tāpirihanga
Attachments
There are no attachments for this report.

Ngā kaihaina
Signatories

<table>
<thead>
<tr>
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<th>Jacinda Short - Democracy Advisor - Kaipatiki</th>
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Feedback on the Increasing Aucklanders’ Participation in Sport, Sport Investment Plan 2019-2039

File No.: CP2019/02784

Te take mō te pūrongo
Purpose of the report


Whakarāpopototanga matua
Executive summary

2. The Increasing Aucklanders’ participation in sport: Investment Plan 2019-2039, was endorsed by the Environment and Community Committee in December 2018 for public consultation (resolution number CP2018/07771).

3. The Kaipātiki Local Board received a report at its February 2019 business meeting inviting the board to formally indicate their support for the draft plan and to provide any additional feedback on the draft plan. This feedback would be provided to the Environment and Community Committee to consider prior to the plan’s adoption. A copy of this report, including a copy of the draft plan, is provided as Attachment A to this report.

4. At its February 2019 business meeting the Kaipātiki Local Board resolved to (resolution number KT/2019/9):
   a) delegate authority to the Deputy Chairperson, Member Hartley and Member McIntyre to develop feedback on behalf of the board on the draft Increasing Aucklanders’ participation in sport: Investment Plan 2019-2039, noting that:
      i. prepared feedback will be presented to the March business meeting for consideration and endorsement
      ii. local board feedback is required in order to inform regional decision making by the Environment and Community Committee at its June meeting
      iii. delegated members are encouraged to work with representatives of other local boards on the North Shore in an effort to develop feedback that is consistent across the sub-region.

5. A meeting of Local Board Members and Local Board Services staff from the Kaipātiki, Devonport-Takapuna, Upper Harbour and Hibiscus and Bays Local Boards was held on Tuesday 5 March 2019. This meeting was used to discuss possible content to include in the boards feedback. Following this meeting draft feedback was developed and circulated to the nominated Local Board Members of the Kaipātiki, Devonport-Takapuna Local Boards for feedback.

6. A subsequent meeting of the delegated Kaipātiki Local Board Members was held on Monday 18 March 2019 to refine the draft feedback.

7. The draft feedback developed by the delegated Kaipātiki Local Board Members on the Increasing Aucklanders’ participation in sport: Investment Plan 2019-2039 is provided as Attachment B to this agenda report for the full board to consider.

8. The next step from this report is that staff will complete 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.
Ngā tūtohunga
Recommendation/s
That the Kaipātiki Local Board Community Forum:
a) approve the draft feedback developed by the delegated Kaipātiki Local Board Members on the Increasing Aucklanders’ participation in sport: Investment Plan 2019-2039 as provided in Attachment B to this agenda report

Ngā tāpirihanga
Attachments

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Ngā kaihaina
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<tr>
<th>Authors</th>
<th>Paul Edwards - Senior Local Board Advisor - Kaipatiki</th>
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<tr>
<td>Authorisers</td>
<td>Eric Perry - Relationship Manager</td>
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Feedback on draft Increasing Aucklanders’ participation in sport: Investment Plan 2019-2039

File No.: CP2019/00960

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 (resolution number 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 board 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. The final decision on adoption of the plan will be sought in May 2019.

Ngā tūtohunga
Recommendation/s
That the Kaipātiki 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 tohutoho
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 local board plans.

Achieving the desired outcomes requires putting people at the heart 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 weighting 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.

**Figure 2: Intervention logic map**

<table>
<thead>
<tr>
<th>Problem</th>
<th>Key Shift</th>
<th>Benefit</th>
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<tbody>
<tr>
<td>50%</td>
<td><strong>Key shift 1</strong>&lt;br&gt;The demand for sport in Auckland is growing and changing, while the existing facilities are ageing.</td>
<td><strong>70%</strong>&lt;br&gt;Undertake 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. Increase Aucklanders’ participation in sport by adopting a strategic, evidence-based and outcome-focused approach to invest in sport.</td>
</tr>
<tr>
<td>40%</td>
<td><strong>Key shift 2</strong>&lt;br&gt;Not all Aucklanders have the same opportunities to access sport.</td>
<td><strong>30%</strong>&lt;br&gt;Prioritise investment to focus on increasing participation in community sport and basic provision of core and ancillary infrastructure. Improve value for money and efficiency of the Auckland Council’s investment in sport by adopting an investment framework to guide decision-making and improve process and practices.</td>
</tr>
<tr>
<td>10%</td>
<td><strong>Key shift 3</strong>&lt;br&gt;Auckland Council needs a more structured and strategic approach to invest in sport.</td>
<td><strong>30%</strong>&lt;br&gt;Invest in a range of assets and services to cater for the needs of communities.</td>
</tr>
<tr>
<td></td>
<td><strong>Key shift 4</strong>&lt;br&gt;Make structured, evidence-based investment based on a set of investment principles.</td>
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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.

Ngā whakaaweawe ā-rohe me ngā tirohanga a te poari ā-rohe
Local impacts and local board views

The local boards have an important role to play in shaping the draft plan

26. 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)
Kaipātiki Local Board Community Forum  
27 March 2019

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:

Māori Identity and Wellbeing
- Direction 1 – ‘Advance Māori wellbeing’
- Focus area 1 – ‘Meet the needs and support the aspirations of tamakī and their whanau’

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 whakamaurutanga
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>
</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, Pasifika 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

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<tr>
<th>No.</th>
<th>Title</th>
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<tr>
<td>A</td>
<td>Draft Increasing Aucklanders’ Participation in Sport: Investment Plan 2019-2039</td>
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</tbody>
</table>

Ngā kaihaina

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</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

<table>
<thead>
<tr>
<th>Category</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Adults</td>
<td>73%</td>
</tr>
<tr>
<td>Aucklanders who participate in sport and recreation regularly</td>
<td>90%</td>
</tr>
<tr>
<td>Aucklanders who would like to play more sport</td>
<td>71%</td>
</tr>
</tbody>
</table>

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.

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.
The key shifts

Current challenges

Investment decisions seek to achieve multiple objectives
The demand for sport in Auckland is growing and changing, while the existing facilities are ageing
Limited budget focused on mainly traditional sports and in response to demand rather than need
Not all Aucklanders have the same access and opportunities for sport
Auckland Council needs a more structured and strategic approach to invest in sport

TODAY

Focus Auckland Council investment on community sport – where it can add the most value
Invest mainly in single-purpose facilities without a systematic approach to cater for the different needs of communities
Make structured, strategic investment decisions based on evidence to improve efficiency, effectiveness and outcomes

TOMORROW

Long-term plan budget for sport will increase. Future investment will take a people-centric approach to increase participation in:
Emerging sports
High participation sports
Low participation communities

This means...

The only objective for our investment is increasing participation in community sport.
Future Auckland Council investment will be driven by Aucklanders’ needs, instead of responding to particular interest groups.
Funding will be split between three key groups:
- participants in high-participation sports
- participants in emerging sports
- those who are currently inactive or have low participation rates e.g. Pacific and Asian communities.
Participants in new sports will not compete for funding with traditional sports. New programmes and services will seek to get inactive Aucklanders engaged in sport.
We will achieve this goal by focusing our investment on fit-for-purpose facilities, programmes and services.
We will prioritise multi-sports facilities over bespoke facilities to cater for the largest number of people possible.
We will prioritise facilities that will meet the changing needs of our diverse communities.
We will use a robust investment decision-making framework driven by four investment principles: accountability, equity, outcome-focused and financial sustainability.
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

Sport
A physical activity that is competitive, organised and involves the observation of rules and may involve either team or individual participation.

Recreation
General or informal physical activity (for example, walking, swimming or kayaking in the sea).

Sport facility
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).

Community sport
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.
Chronological timeline for developing the plan

2016

21 Mar 2016

Mar-May 2016
Public consultation and stakeholder engagement through the Investors' Forum, Auckland Council advisory panels, sector advisory groups and sport sector workshops.

Mar-Apr 2016
Workshops with all 21 local boards.

2017

20 Jul 2016
Consultation and feedback summary report. [CP2016/12/144]

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. [CP2016/12/143]

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]

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. [CP2017/03/041]

8 Aug 2017
Environment and Community Committee considered the recommendations to expand the current revenue streams to increase funding for sport investment and agree to seek public feedback on the proposal. [CP2017/12/178]

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
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.

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.
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.

<table>
<thead>
<tr>
<th>Physical activity, health and wellbeing</th>
<th>Social and community benefits</th>
<th>Education outcomes and skills development</th>
<th>Economic development</th>
</tr>
</thead>
<tbody>
<tr>
<td>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 $179 billion of health-related expenditure, $235 billion of lost human capital and $10 billion of other costs in 2010.</td>
<td>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.</td>
<td>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.</td>
<td>The sport and recreation sector accounts for 2.4% of regional gross domestic product (GDP) – $1,015 million in 2009. There are approximately 11,945 people working in the industry, 1533 in related occupations and 21262 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.</td>
</tr>
</tbody>
</table>

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.
How does the plan relate to other Auckland Council documents?

Auckland Plan

Local Board Plans

Unitary Plan

Auckland Sport and Recreation Strategic Action Plan
Parks and Open Spaces Strategic Action Plan
Toi Whātiki: Arts and Culture Strategic Action Plan
Thriving Communities Strategic Action Plan
I am Auckland - Children and Young People’s Strategic Action Plan
Māori Plan for Tāmaki Makaurau

Increasing Aucklanders’ Participation in Sport: Sports Investment Plan 2019 - 2039
Open Space Provision Policy
Community Facilities Network Plan
Tākaro - Investing in Play

Auckland Council land assets
Local and regional services

Long-term Plan
Annual Plan
Local board agreements

Community-led
Community Occupancy Guidelines
Community Grants Policy
Facility Partnerships Policy
Auckland Council-led
Auckland Council facilities
Auckland Council services
Market-led
Procurement Policy
Unsolicited Proposals Policy
Strategic Partnerships Policy

Outcomes → Our role → Priorities → Delivery → Budget → Mechanism

Vision:
• what is the vision?
• what outcomes and benefits are we working towards?
• what will success look like?

Outcomes:
• what specific outcomes do we want for different populations, sectors, places, activities?
• what is our role in delivering them?

Investment:
• what should Auckland Council invest in, and where, to deliver these outcomes?
• what are the priorities, to address needs and gaps?

Options:
• will we deliver the outcomes by providing land, facilities or services, or a combination?

Planning:
• how much will we invest in the outcomes?
• how will we allocate:
  > capex (for assets)
  > opex (for everything else).

Enabling:
• how will we enable the community and the market to deliver the outcomes, alongside direct Auckland Council provision?
Collaborating with others to achieve outcomes

Section 1 Why we invest

Investors
Investors' Forum

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

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

Auckland's Sports Facilities Priorities Plan 2017-2027
Sports codes
Sports sector

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 Active Strategic Plan 2018-2020.
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 15% 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>70%</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></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></td>
<td>Key shift 3</td>
<td></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>40%</td>
<td>Key shift 4</td>
<td></td>
<td>KPI 5 (delivery): Increase services and the number of sport 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>30%</td>
<td>KPI 6 (delivery): Increase the pace of renewing and upgrading aging sports facilities.</td>
<td>This is an output indicator that shows how efficiently improve the quality of ageing facilities.</td>
<td>Data from Auckland Council's operations unit – data collected continuously and subject to periodic audits.</td>
</tr>
<tr>
<td>10%</td>
<td></td>
<td></td>
<td>KPI 7 (capacity 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>
<tr>
<td></td>
<td></td>
<td></td>
<td>KPI 8 (quality decisions): Approve investment projects that adopt the Cost and Benefit Model (CBA) to track maximisation 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>

A list of key performance indicators (KPIs) will be used to track progress of the plan over time. The KPIs were selected using five criteria - specific, measurable, achievable, relevant and timely.
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, kōro Rāhī)
     - sports played by growing ethnic populations (for example, Kabaddi).

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.

This focus will manage Auckland Council’s finite resources and better respond to community needs. It will provide certainty and send a clear signal to the sector about the council’s intentions over the long term. The decision to focus on participation outcomes was made by the Parks, Sports and Recreation Committee on 20 July 2016.

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.
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.

- **Core Infrastructure**
  - Infrastructure that is central to sport participation.
  - Example: Courts, fields, playing surfaces and lighting.

- **Ancillary infrastructure**
  - Infrastructure that enables safe and sanitary access for participants and spectators.
  - Example: Toilets, changing rooms, equipment storage and car-parking.

- **Incidental infrastructure**
  - Infrastructure that is not required for sports participation but exists for social and management purposes.
  - Example: Clubrooms and administration facilities.

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.

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 2

Setting the scope and focus does not mean exclusion of investment in certain types of sports facilities. Rather, it means Auckland Council will prioritise to avoid spreading funding too thin and focus investment in areas where investment can add most value and achieve the best outcomes.

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

Key shift 3
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

HIGH FINANCIAL PRESSURE
Limited budget

Number of projects funded by Auckland Council

LOW FINANCIAL PRESSURE
Expanding budget
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**: 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**: 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.

<table>
<thead>
<tr>
<th>Inequity in people’s access to sport</th>
<th>Inequality across sports codes</th>
<th>Inequality across geographical areas</th>
</tr>
</thead>
<tbody>
<tr>
<td>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.</td>
<td>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.</td>
<td>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.</td>
</tr>
<tr>
<td><strong>EXAMPLES</strong></td>
<td><strong>EXAMPLES</strong></td>
<td><strong>EXAMPLES</strong></td>
</tr>
<tr>
<td>Different age, gender and ethnic groups are interested in different sports.</td>
<td>Fields sports such as rugby and league use Auckland Council sport fields for free.</td>
<td>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.</td>
</tr>
<tr>
<td>Children in large families need affordable options to participate in sports.</td>
<td>Indoor sports such as gymnastics and basketball pay a hireage fee to use Auckland Council courts.</td>
<td>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.</td>
</tr>
<tr>
<td>People with disabilities need facilities and programmes that cater to their needs.</td>
<td>Traditional, high participation sports tend to have good access to Auckland Council facilities, programmes and support.</td>
<td>Urban areas may have limited access to open space but have better access to built facilities.</td>
</tr>
<tr>
<td>People in high socio-economic deprivation groups may need additional support to participate.</td>
<td>Emerging sports tend to be less organised. Their growth is limited without adequate access to facilities and programmes.</td>
<td>Rural areas tend to have fewer built facilities but more open space such as esplanades, beaches and regional parks.</td>
</tr>
</tbody>
</table>
Section 3
How we will work
We will adopt a new investment framework to assist decision-making and ensure delivery of outcomes. The framework provides a rigorous, disciplined approach to answer a set of critical questions before making final investment decisions.

### 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 (gymnastics, 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 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.
Scenario 1:  
A sub-regional multisport facility

Questions to consider:

- What are the community needs?
- 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?

Attachment A  
Item 13
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: 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 bind 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 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:

- Provision and management of sports facilities and programmes
- Direct financial contribution for capital and/or operating costs
- Use of Auckland Council land and/or buildings
- 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

---

#### Attachment A

**Item 13**

**Section 3 How we will work**

**A1: Sport and Recreation Facility Investment Fund**

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

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

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

<table>
<thead>
<tr>
<th>Investment</th>
</tr>
</thead>
<tbody>
<tr>
<td>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.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Monitoring</th>
</tr>
</thead>
<tbody>
<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 Sport and Recreation investment fund to the public and investors.</td>
</tr>
</tbody>
</table>
## 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.

### A3: Community access scheme

<table>
<thead>
<tr>
<th><strong>Application</strong></th>
<th>Applicants will need to show:</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<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></td>
<td>• Strategic alignment with:</td>
</tr>
<tr>
<td></td>
<td>- the investment outcomes and principles stated in this plan</td>
</tr>
<tr>
<td></td>
<td>- other priorities set out in the scheme’s guidelines.</td>
</tr>
<tr>
<td></td>
<td>• A cost and benefit analysis that demonstrates:</td>
</tr>
<tr>
<td></td>
<td>- the project is value for money</td>
</tr>
<tr>
<td></td>
<td>- analysis of public/private benefits</td>
</tr>
<tr>
<td></td>
<td>- the input, output, intermediate outcomes of the project, and links to the strategic outcomes the project aims to achieve</td>
</tr>
<tr>
<td></td>
<td>- performance measures to show the objectives have been met and methods to collect data.</td>
</tr>
</tbody>
</table>

| **Assessment** | Staff will assess the application based on the depth, breadth and quality of information provided in the applications. |
| **Decision-making** | The Governing Body will make the final decision based on staff recommendations. Results of various assessments will be presented in a summary table, supplemented by detailed tables of each assessment in the appendices. |
| **Investment** | 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. |
| **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 Community Access Scheme to the public. |
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*

<table>
<thead>
<tr>
<th>A4: Community Grants</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Application</strong></td>
</tr>
<tr>
<td>Applicants will need to show:</td>
</tr>
<tr>
<td>- strategic alignment with:</td>
</tr>
<tr>
<td>- sport and recreation priorities set out in the local plans</td>
</tr>
<tr>
<td>- the investment outcomes and principles stated in this plan.</td>
</tr>
<tr>
<td>- a cost and benefit analysis that demonstrates:</td>
</tr>
<tr>
<td>- the project is value for money</td>
</tr>
<tr>
<td>- the input, output, intermediate outcomes of the project</td>
</tr>
<tr>
<td>- an intervention logic diagram demonstrating the connections with Auckland Council’s strategic priorities and outcomes</td>
</tr>
<tr>
<td>- performance measures to show the objectives have been met and methods to collect data.</td>
</tr>
<tr>
<td><strong>Assessment</strong></td>
</tr>
<tr>
<td>Staff will assess applications based on the quality of information provided in the applications.</td>
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<tr>
<td><strong>Decision-making</strong></td>
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</tr>
<tr>
<td>Results of various assessments will be presented by staff 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>Funding will be provided to community groups once their applications are approved by the local board.</td>
</tr>
<tr>
<td>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.</td>
</tr>
<tr>
<td><strong>Monitoring</strong></td>
</tr>
<tr>
<td>Staff will conduct regular reviews of the accountability forms 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 community grants.</td>
</tr>
</tbody>
</table>
What does it look like in practice?

Scenario 3: Activation of a community house

### A5: Community leases

<table>
<thead>
<tr>
<th><strong>Application</strong></th>
<th>Applicants will need to show:</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>• a needs assessment that demonstrates the lease will meet community’s needs now and in future.</td>
</tr>
<tr>
<td></td>
<td>• strategic alignment with:</td>
</tr>
<tr>
<td></td>
<td>- sport and recreation priorities set out in the local plans</td>
</tr>
<tr>
<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>
</tr>
<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 buildings)</td>
</tr>
<tr>
<td></td>
<td>- assessment of potential service level changes before and after leasing</td>
</tr>
<tr>
<td></td>
<td>- performance measures to monitor progress over time and methods to collect data.</td>
</tr>
</tbody>
</table>

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

<table>
<thead>
<tr>
<th><strong>Decision-making</strong></th>
<th>Local boards will make the final decision based on staff recommendations.</th>
</tr>
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</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>Investment</strong></th>
<th>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.</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th><strong>Monitoring</strong></th>
<th>Staff will conduct compulsory annual reviews to ensure performance measures are met over time.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Utilisation data will be collected for both core activities and other uses (shared use, sub-leasing, hiring and commercial activities such as cafes and bars).</td>
</tr>
</tbody>
</table>

---

Section 3 How we will work

Attachment A  Item 13
### Scenario 3: Activation of a community house

### A6: Auckland Council asset renewals

#### Application

Applicants will need to show:
- a needs assessment that demonstrates the facility is still needed to meet local demand.
- strategic alignment with:
  - the investment outcomes and principles stated in this plan
  - sport and recreation priorities set out in the local board plans.
- a cost and benefit analysis that demonstrates:
  - the project is value for money
  - analysis of public/private benefit
  - the input, output, intermediate outcomes of the project, and links to the strategic outcomes the project aims to achieve
  - performance measures to show the objectives have been met and the methods used to collect the data.

#### Assessment

Staff will assess the proposed renewal project against other renewal projects based on the results of the needs assessment, strategic alignment and CBAx.

#### Decision-making

Local boards will make the final decision based on staff recommendations. Results of various assessments will be presented in a summary table, supplemented by detailed tables of each assessment in the appendices.

#### Investment

Once approved by local boards, staff will commence the renewal work.

#### Monitoring

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.
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.

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.
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 every investment project, although the scale of the investment should be adjusted to the scale of the investment and the final profile.
  - involving community leaders, key stakeholders, and partners in the process.
  - ensuring an outcome measurement baseline for different forms of investment.
  - ensuring that the evaluation processes for future investment are community-focused, and grants.

**Changes 2018-2020**
- Plan review every three years.

**Mid-2020**
- Adoption of the plan framework.
- Consultation on the plan.

**Late 2020—2039**
- Plan refresh.
- Information on the plan.
- Effective and transparent decision-making process.
- Evaluation and refining processes.
- Plan review every three years.

**Early 2019**
- Public consultation on the plan.
- Engagement with the sport sector and community stakeholders.

**Late 2019—2020**
- Refining current investment in sport.
- Sport investment.
- Community years.
- Sport strategies.
- Sport plans.
- Sport communities.
- Sport activities.
- Sport facilities.
- Sport funding and investments.
Feedback on draft Increasing Aucklanders’ participation in sport: Investment Plan 2019-2039

Ngā tūtohunga
Recommendation/s

That the Kaipātiki Local Board:

a) endorse the overarching purpose, objectives and outcomes associated with the draft Increasing Aucklanders’ participation in sport: Investment Plan 2019-2039 however express the following concern:
   i. that the high-level nature of the plan, lack of information on council’s current investment, and lack of information on any potential current under-funding may result in unintended consequences to the sport sector when implemented.

b) provide the following feedback on the draft Increasing Aucklanders’ participation in sport: Investment Plan 2019-2039 for consideration of the Environment and Community Committee:

<table>
<thead>
<tr>
<th>Topic</th>
<th>Feedback</th>
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<tbody>
<tr>
<td>Key shifts</td>
<td>i. endorse the key shifts in the council’s future investment approach provided they don’t disregard existing investment in both facilities and people</td>
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<td>ii. endorse the emphasis on multi sport facilities to cater for future sporting needs acknowledging that some facilities of a certain scale need a lead user.</td>
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<tr>
<td>Equity</td>
<td>iii. endorse the principle of equity as outlined in the draft Sport Investment Plan however request a baseline level of service is established to maintain adequate access to sport for all Aucklanders</td>
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<td>iv. note that current and future needs cannot be addressed with current facilities, due to a significant historic under-investment in sports facilities</td>
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<td>v. request the plan has a greater emphasis on sustainability of clubs and community groups, to ensure their long-term viability and success</td>
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<td>Investment framework</td>
<td>vi. endorse the proposed investment framework as it will ensure a structured, evidenced-based approach for sport investment</td>
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<td>vii. request a level of flexibility is provided for within the proposed investment framework for local boards to react to local investment decisions that are relatively minor in the total scheme of council’s investment in sport</td>
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<td>viii. endorse using the draft Increasing Aucklanders’ participation in sport: Investment Plan 2019-2039 as a guiding document for the investment into new facilities</td>
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<td>ix. request that investment decisions should be based on community outcomes as outlined in key documents such as Local Board Plans</td>
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<td>x. note that the plan may be used as a tool to help inform local board decision making on the future of local assets</td>
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<tr>
<td>General</td>
<td>xi. endorse the people-centric approach used to develop the plan</td>
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<td>xii. express concern that having only one objective for council’s investment in sport - to increase participation in community</td>
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sport - is potentially limiting, particularly considering the agenda report states that ‘the plan will guide all council investment in sport’

xiii. note that both active and passive sport and recreation contribute to enhanced outcomes, in particular physical activity, health and wellbeing, and social and community benefits

xiv. request connecting new and emerging sports with well-established sports to leverage off existing facility investment and to enable trial projects to be undertaken, such as adding temporary court markings, before investing in more permanent solutions

xv. express concern that incidental infrastructure such as clubrooms are identified as lower priority as these facilities are a key part of bringing people and communities together

xvi. express concern should this plan be used to inadvertently add costs to our sports clubs and organisations through charges for sports field use, increased facility hire or increased community lease costs

xvii. express concern that the draft plan includes limited analysis and information relating to the quantum of funding council currently provides in support of sport, and in particular, the lack of information regarding the potential under-funding of sport now and in the future

xviii. express concern that the draft Sport Investment Plan may have a detrimental impact on the ability of community sports clubs or organisations to partner with council to receive support for renewal and maintenance costs associated with community-owned buildings and assets (such as playing surfaces) on council-owned land

xix. express concern that the draft Sport Investment Plan has the ability to undermine the current community club based sport model and does not analyse the potential financial and social impact if the sport delivery model is changed

xx. express concern with the lack of analysis on the potential impact on sport volunteers (administrators, managers, coaches etc) and seek confirmation on how council will mobilise and coordinate the volunteer participation in sport if community sports clubs are weakened

xxi. endorse the use of partnerships to address the current and future investment required in sport facilities

xxii. endorse the close alignment between the Sport Investment Plan and the Facility Partnerships Policy when setting up and investing in community partnerships with the various sporting codes.

c) express concern with the following matters relating to the process of seeking local views and preferences on the on the draft Increasing Aucklanders’ participation in sport: Investment Plan 2019-2039:

i. the local board were not provided a briefing on the final draft plan

ii. due to local board feedback being sought concurrently with general public feedback an analysis of public submissions was not provided to enable the local board to hear its community’s views
d) request clarification on the process, outcomes and how local board and community priorities can be supported from the Sport and Recreation Facilities Investment Fund

e) express concern that the proposed $120 million to implement the plan is insufficient to meet current and future demand for sport and recreation activities.

f) does not support the reallocation or redistribution of local board budgets (e.g. renewals) to implement the plan.

g) request confirmation that this plan will not be used to inadvertently add costs to our sports clubs and organisations through charges for sports field use, increased facility hire or increased community lease costs.

h) request that the above feedback is circulated to all local boards for their information.
## ATTACHMENTS

<table>
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<tr>
<th>Item</th>
<th>Attachment</th>
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<td>27 March 2019 - Kaipātiki Local Board Community Forum - Highbury House</td>
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<td>presentation</td>
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<td>27 March 2019 - Kaipātiki Local Board Community Forum - Northart presentation</td>
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<td>8.3</td>
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<td>27 March 2019 - Kaipātiki Local Board Community Forum – Harbour Sport</td>
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<td>27 March 2019 - Kaipātiki Local Board Community Forum – Bayview Community</td>
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</table>
Highbury House
Beskeabrook’s Community House

HIGHBURY COMMUNITY HOUSE
A welcoming place where our community
connects and grows

OUR VISION:
A vibrant community fostering wellbeing
Item 8.1

Highbury House Events

Highbury House Co-lab Events
Item 8.1

Community Workshops

Community support
Thank you
Auckland Council | Kaipātiki Local Board

NORTHART ‘360’ Review
MARCH 2019

Prepared for: Auckland Council | Kaipātiki Local Board
Prepared by: Wendy Harvest | gallery@northart.co.nz

- Northart – celebrated 20th anniversary of opening of gallery in November 2018
- Over that time firmly established in Kaipātiki community, and North Shore and Auckland art scene
- Arts organisation that serves the community rather than community organisation that serves the arts
- Raising standards of art and exhibitions on the Shore
From the outset the organisation was to be one that would reflect the makeup of the local community and celebrate diversity.

- 6 Iraqi Artists (Feb 1999)
- Traditional Chinese painting and Calligraphy (Aug 1999)

First gallery on Shore to have exhibitions for
- Chinese (Lunar) New Year (Jan 2000)
- Matariki (June 2006)

**Council initiated Review of Northart in 2016/2017**

Finding 11 (with orange light)

That for members of the Chinese community residing and/or working in the Northcote area, further consideration be given as to how to promote Northart through networks in that community including creative ways of extending invitations to individuals and families that encourages them to find out more about a gallery that is likely to be valued as a great environment for learning and for allowing kids to appreciate art.
We took this feedback on board and to rectify the situation in 2017 Northart applied to the KLB and received a community grant to employ a Chinese Liaison arts co-ordinator and again in 2018.

It was a move that has been enormously successful.

Increase in number of exhibitions

New focus on younger contemporary Chinese artists and those studying at tertiary schools

Accompanied by increase in professionalism in curation of exhibitions and public relations between Northart and local Chinese community

Northart is now highlighting innovation and excellence in locally based Chinese art as it always has in the visual arts of other cultural groups
**Outcomes for community**

Demonstrated the importance of communication. So many of the older people in particular have very limited English.

Increase in visitors to exhibitions
Increase in enquiries from Chinese artists and others
25% Increase in use of Studio space by Chinese groups this year

Some increase in membership by Chinese artists and in Chinese volunteers
Gallery time for Kids

Chinese Liaison/arts co-ordinator and GTRK both very successful programmes which rely on annual grants.

To continue to build on their successes both need long term annual funding rather than depending on the outcome of annual grant writing.

Hugely beneficial to both the local community, especially Chinese and young families and the two very dedicated people (Miao Xu and Fiona Lee Graham) who put the programmes in place.
Harbour Sport in Kaipatiki

What We Do

- Support community development for sport and healthy lifestyles and strive to influence more people to participate in sport and physical activity.
- Provide advocacy, expertise, investment and support to RSOs, Clubs, Schools and Community organisations within our region.
- Support the capability of these organisations by modelling and sharing good practice in governance, management, leadership, community engagement and development.
- Work collaboratively developing relationships with and between Council, Local Boards, RSOs, Clubs, Schools and Community organisations.
- Seek contracts related to sport, recreation and health and where possible fill gaps in the community where delivery is required before turning it into a sustainable project that can be passed on to local community groups.
Attachment A

Item 8.3

Key Focus for Next 3 Years

- Young people 5 – 18
- Targeted communities
  - Asian,
  - Samoan,
  - Maori

Funding

- Auckland Council 5%
- Auckland Council Youth 5%
- Auckland Council Active 11%
- Events, Sponsorship 8%
- Contracts, Programmes and Other Income 15%
- Health Contracts 42%
- Gaming, Grants, Targeted Population Funding 9%
**ActivAsian**

- **Walk With Us Northcoast** – walking group to introduce migrants to local parks and walks – averages at 22 participants per session with 35 sessions in 2018
- **Spike Spin Smash** – 24 Social sport session at Birkenhead College - May to Oct – average of 50 - 80 participants each week delivered in partnership with North Shore Filipino Community Inc.
- **Have-a-Go** – Futsal for Chinese and Korean kids
- **6 sports activities facilitated at the Northcoast Chinese and Korean New Year Festival**
Item 8.3

SportSPasifik

- A total of 363 children participated in Polysports over 24 days during the four school holidays.
- A total of 257 Pacific people have participated in our NuWays Exercise Classes. Delivered in Northcote and Ranui.
- 10 Pacific families enrolled and participated in the NuMovement programme (Round 4) - A total of 52 participants.

Fundamental Movement Skills

- 13 Fundamental Movement Skills Workshops in 4 schools
  - Verran School, Malborough School, Kauri Park School and Windy Ridge School
  - 154 teachers attended
- AUT – Support for Teachers in Training
  - 3 Fundamental Movement Skills Workshops
  - 19 teachers in training participating
Cycling

- Harbour Sport delivered cycle skills training to 197 year 7 students at Northcate Intermediate in September 2018
- 12 teachers from Glenfield Intermediate School were upskilled in how to teach cycle skills to students.

KiwiSport

- 5 KiwiSport projects in the Kaipatiki Local Board area benefitted from the KiwiSport Local Community Fund, FastFund and Non-contestable fund
- 1,642 individual participants impacted by these projects
Secondary Schools

- Attendance from all schools at School Sport meetings and PD workshops throughout the year
- In depth support for the development of a Sports Strategic Plan at Northcote College
- Individual support for new Sport Coordinator at Glenfield College
- Support for Sports Review at Northcote College
- Harbour Student Sports Council 2018
  - Student representatives from Glenfield College and Northcote College

Green Prescription

Green Prescription (GRx) is a nationwide programme that motivates sedentary adults, through phone support, to lead an independently active lifestyle.

- Green Prescription has supported 883 Kaipatiki clients to get active with face-to-face or phone support.
- Harbour Sport offers free face-to-face consultations and low-cost group exercise at Glenfield Leisure Centre and Birkenhead Leisure Centre.
- Recently GRx have changed their service to be more accessible within the community delivering Group Consults at Glenfield Leisure and being available for drop in's for the community.
Active Families & Active Teens

Active Families assists families of overweight/obese children and the children themselves, to become more active, gain nutritional knowledge and become involved in regular activity.

- 39 Active Families have received support through family meetings, nutritional advice and weekly exercise classes in the past year.
- Sessions are based at Northcote Baptist Church with many children coming from the local area.

Community Strength and Balance

The health sector is working together to improve the effectiveness of injury prevention and rehabilitation for older people so they can live stronger for longer, in their own homes.

A key part of this work is the provision of community group strength and balance programmes for those older people who are at risk of falling. Approved classes meet an evidence-based criteria developed to improve strength and balance to help prevent falls and associated injuries.

- In the Kaipātiki Local Board area there are currently 18 approved Community Strength and Balance classes. The classes include Tai Chi, Physio-led classes, Gym-based classes such as Gold Fit and Fab Fit, Pilates and Zumba Gold.
Sport Capability

- Club and Competition development support given to North Shore Table Tennis Club
- Glenfield Rugby Club Targeted Communities Development
- Netball North Harbour Glenfield College Collaboration – Competition and Facility
- Ongoing support for clubs in targeted Communities of Activity ( Birkenhead / Beach Haven, Northcote & Glenfield)
- Generic Club Development workshop programme
- Collaboration with Local Board for contributions to Harbour Sports Summits and Sector Knowledge Days
- In-depth support for all sport and recreation organisations regarding Annual Plan submissions and Budget

Coaching

- Student Leadership Day created to provide 112 students from 18 schools the opportunity to enhance their leadership skills
- 21 development opportunities provided for 81 coaches from 11 sports
- Good Sports was delivered to 70 coaches from Takapuna Cricket & North Harbour Gymnastics
- Doubled Kiwisport investment into one full-time (40 hours) CSI coach development leader for Kaipatiki Region
- CSI delivered 16 workshops to upskill 83 junior coaches
Spaces & Places

- Ongoing support for the Glenfield College netball court redevelopment project resulting in Netball North Harbour preparing to launch the junior programme in April
- Consultation with Glenfield College & Birkenhead College regarding optimising indoor facilities
- Continued support for the Pacific Volleyball Group utilising Glenfield College facilities
- Facilitated conversations between Birkenhead College and Birkenhead United Football Club for shared facilities
- Engaged with Council staff regarding the Birkenhead War Memorial Master Plan

Events

Northcote Chinese & Korean New Year Festival

- Date: 10th February 2018
- Approximately 5000 community members in attendance
- An array of cultural performances, info stalls, sports, Asian cuisine and activities for families, free of charge
- A celebration of cultural diversity and the Lunar New Year in Northcote
- 15 diverse and colourful performances
Events

**Mud Monster Mud Rush**
- Date: 7th, 8th & 9th September
- 2.5km Muddy Obstacle Course at Massey University
- 140 participants and 1100 estimated spectators, with 246 participants from the Kaipatiki Region
- Majority of participants were families.

**Shore to Shore**
- Date: Sat 8th April
- 34th annual 5km Fun Run/Walk
- 4643 Total Participants with 919 from the Kaipatiki Region
- 44 schools represented
- Over $18,000 donated back to local schools in the form of Sports Distributors vouchers

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**Sport Excellence Awards**
Celebrating local sporting achievements. The Spencer on Byron - 16th November
- 325 attendees, 31 sports represented, 132 nominations and 98 finalists
- Shoot for the Stars theme with Ian Jones as the Guest Speaker
- Hand Up Fund auction raised $3750 and donated a total of $5000 to 5 junior athletes
- 3 Legend of Harbour Inductions: Greg Yelavich, Ian Shearer and Leslie Egnot

**Golf Day**
Pupuke Golf Club - 18th October
The 18 hole course consisted of 7 sponsored holes
43 Golfers
Bayview “Placemaking” 7 years on....

- Bayview had a unique set of problems and some unique solutions to them which have been tested and refined along the way.
- Funding and support from external organisations and a fantastic core of motivated locals with ideas and energy have been involved to turn ideas into reality.
- The vision that has been guiding the work is that “Bayview is a thriving, caring connected community”.
- Placemaking has been fully integrated into the work of our Governance Board and Centre procedures and is guiding decision making.
Bayview “Placemaking”
What we have learnt:

WHAT WORKS:
- Passionate people being given the opportunities and tools to run with an idea
- Free events for the community run at little or no cost
- Offering spaces at the Centre for groups to meet
- Being quick to react to popular threads on social media

WHAT DOESN’T WORK:
- Similar format meetings or groups running regularly – people want variety
- Pushing ideas onto the community – there needs to be a wave of support from the community
- Throwing money at projects / events, the offer of funding hasn’t brought anyone to us
- Projects that require consent / approval from outside organisations

Events around Bayview
What “Placemaking” looks like now:

**COMMUNITY EVENTS**
- Christmas carols
- Meet the Neighbours
- Spooky Mini golf
- Market days
- Quiz night
- Photography competition
- Where the fairies live

**SELF SUPPORTING GROUPS**
- Ladies social group
- Craft mob
- Community playgroup
- Youth Boxing
- Yoga

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**Community Survey results**

What people didn’t like about Bayview:
- Crime and feeling unsafe
- Speeding
- Noisy neighbours
- Vandalism
- Roaming dogs

What people love about Bayview:
- Community spirit
- Bush and natural environment
- School
- Community Centre

85% of people had visited the Community Centre
Where to next?

We are continuing to run events and activities at the Centre but want to offer a wider spectrum and higher frequency series of events through the winter months to keep people connected. Events in the pipeline include:

- Lego exhibition, Kids market (organized by local resident)
- Sustainable parenting events
- Home ownership workshop
- Family movie nights
- Community education
- Winter night bush walks

This is team work!

Thanks go out to a number of individuals and organisations across Kaipatiki who help us deliver our services:

- KLB staff and councillors who attend events, support and encourage our work, help publicise what we do and help financially support the Centre
- KCFRT team for facilitating connections, having fantastic ideas and innovative thinking
- Auckland Council for supporting community development
- The network of Community centre staff who share experiences, good and bad to help each other
- Passionate individuals who give their time and share their skills
IN A NUTSHELL...

There is NO council staff overview or protection of CEHP. The new Omnibus Management Plan would need to prioritise and resolve these current issues:

1. No Heritage protection – updating Heritage NZ, Panuku tenancy agreements
2. Poor Lake Health – long term plan / budget
3. Poor Park maintenance – track maintenance review, vagrant campsite
4. Poor Tree maintenance and Weed Control – Eco contract review?
5. Carpark & Security issues - increase in visitors from café, overnight camping and illegal dumping.

This Heritage Park deserves a higher standard of care...
CEHP MANAGEMENT OVERVIEW

- No ONE overall coordinator to oversee all AC maintenance
- No regular schedule of maintenance = poor level of park maintenance
- Poor internal communication between departments (eg. CF and contractors, Panuku and Heritage, Arborists and Wildlands)
- Reliance on community to report issues
- Many reported issues go unresolved for months - eg. track slip (Apr 2017), clearing vagrant site (2017-2019), basic tree maintenance, minimal weed control (Wildlands contract issues?).
- Park Ranger key contact for community planting and weeding but no time to coordinate maintenance (New role needed?)
THANK YOU...

We’d like to thank all the AC Community Facilities, Parks staff and contractors and the KLB, especially:

- Margot Mirbach
- Julie Crobb
- Anna Baine
- Mary Stewart – Biosecurity
- Scott Speed – Healthy Waters
- David Roberts – KPFCPR volunteer group
- Robin Byron – Heritage NZ
- Richard Bland – AC Heritage
- Shelley Watmon – Panuku
- And John Gillon and Anne-Elise Smithson

WHO DOES WHAT?

- ECO CONTRACT: Advanced Electricity, Parks
  Key: Manager, Drillers

- GENERAL MAINTENANCE: Community Horticulturists
  Key: Contact: Margot Mirbach
  (K Dave Pratt / Drillers)

- LAKE MANAGEMENT: Healthy Waters
  (Nicholas Sarge & Scott Speed)

- HERITAGE [1]: AC Heritage team
  (Richard Peace)

- PRESTON & WOOD CONTRACT: Property
  (Dave Maxwell)

- AERIAL CONTRACTORS (TREES):
  - FLEDGE MANAGEMENT: (Frankham)
  - CHESTNUT PRUNE: (Morley)
  - CARETAKER OF WILLOW TREES
  - COMMISSION OF RESTORATION PLAN (TRC)

- TRADE MAINTENANCE:
  - Group repair

- VEHICLES & GROUNDS
  - Paper maintenance / Sports
  - Overdue, trees, etc

- SUB CONTRACTORS:
  - PVC WINDERS

- SUB CONTRACTORS:
  - PVC WINDERS

- HERITAGE [2]:
  - Heritage education – mobile museum

- HORTICULTURE:
  - Heritage building
  - Maintenance

- SECURITY:
  - Security

- PROPERTY MANAGER:
  - Buildings

AC TEAMS & CONTRACTORS
ENGAGED IN CEMP MAINTENANCE
(GREY = POTENTIAL COMMUNITY PROJECTS)
1. HERITAGE PROTECTION

PROTECTING CHELSEA’S HERITAGE IN CEHP

- CEHP is classed as a “Category 1” Heritage listed area – yet the Unitary Plan schedule does not include any CEHP Heritage assets or notable trees schedule.
- Heritage NZ or AC Heritage NOT advised or updated on maintenance since 2010.
- Tenanted Heritage assets are not properly protected. Panuku manages Workers’ Cottages and Manager’s Residence but subcontract to an unknown Property Management company.
- Tenancy agreements are generic (ie. no specific requirements to maintain and protect heritage buildings or the surrounds). Eg. A cottage tenant recently built a shed on park grounds without consent
- External cottage maintenance overdue – leaking water pipes, brick path repairs, weeds in chimneys.

Top: Manager’s Residence built 1900-2; Bottom Workers’ Cottages built 1900.
1. Four Brick workers cottages built 1909
   - including brick footpaths
   - Heritage fruit trees
2. Manager’s residence and surrounds (1906-?)
   - Heritage fruit trees and specimen trees
   - Garden edging tiles
3. Three Brick Heritage Dams (1883-1901) - assessment needed? Maintenance checks by whom?
4. Wooden bridge (date?) across dam between Ponds 3 and 4 (AC assessed unsafe, agreed new bridge design to acknowledge heritage and be approved by Heritage NZ)
5. Old farmhouse / Managers residence site on Colonial Rd bend
   - steps and foundations
6. Old concrete and iron gateposts, lying near road bridge (Note: JP Adams’ 2010 Conservation Plan recommended these be rescued).

And potentially more to be discovered...

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**CEHP MANAGER’S RESIDENCE (built 1905-6)**


Manager’s driveway, unknown artifact.
HERITAGE MAINTENANCE ISSUES

Left: Top workers’ Cottage with illegal shed structure, 2018 (asked Panuku to remove, but took months).
Right: Footpath behind cottages reported leaks and cracks and loose bricks in 2016. AC fixed concrete path (different colour). Leaks and bricks repair pending (Panuku’s responsibility).

3. CEHP HERITAGE DAMS – built c1900

Upper dam, c 1905. Photo 2018
Lower dam, c 1905. Photo 2018
4-6. OTHER CEHP HERITAGE ASSETS

PROGRESS UPDATE FOR HERITAGE PROTECTION

- Aug 2018 – CHERPA contacted Panuku about tenant built shed on CEHP grounds
- Sep 2018 – Tenant began removing shed, but tarpaulins up and carport filled with items
- Dec 2018 - CHERPA met with Heritage NZ team to request help
- Dec 2018 – CHERPA requested better maintenance of cottage grounds, hedges (completed Jan 2019)
- Jan 2019 – met Heritage NZ architect Robin Byron and AC Heritage Richard Bland on site to assess cottage maintenance issues
- Feb 2019 – CHERPA invited Robin Byron to join presentation but unable to attend. Will instead work with CHERPA to help assess and update Heritage assets
- Feb 2019 – CHERPA emailed Erika Commers list of damaged heritage trees needing trimming
- Feb 2019 – Panuku advised tenancy agreements are generic
2. LAKE MANAGEMENT

A RARE COMBINATION OF HABITATS
A unique system of fresh water creeks, wetland, man-made lakes, and tidal beach. Four brick dams fed by stream (Duck Creek) vary between good and poor in water quality. Lower lake has high nitrogen and algae levels – factors include silt from Chatswood catchment, leaching from old landfill, erosion and slips, over-population of pest carp (koi) and poor aeration.
LAKE HEALTH CONCERNS

THREAT TO WETLAND HABITAT
Duck and swan numbers down. Lakes have a Pied Shag colony (40-60 birds) and Little Black Shags (10-15). Quite rare to get breeding colonies in an urban area. No monitoring of bird numbers, but anecdotaly appear to be reducing.

HEALTHY WATERS PLAN:
Short term: water testing of nitrate levels, ongoing monitoring to check effectiveness of stormwater redirection. Do they also check water levels.
Pest fish cull? Could Chelsea Sugar use an alternative water source?

COMMUNITY PROJECTS?
- Bird monitoring? Auckland Uni?
- Water testing in Duck Creek? (Wai Care)
- Floating wetland project?
- Water fountain?
3. GENERAL MAINTENANCE
(COMMUNITY FACILITIES > VENTIA)

CEHP MAP

SHOWING:
- UPPER PARK TRACK LINKS
- CARPARKS
- PROPOSED GATES (RED)
- BRIDGES (ORANGE)
- MANAGER’S DRIVEWAY
  AND HOUSE
- VAGRANT CAMPSITE
TRACK MAINTENANCE

Track maintenance had been very poor – advised in mid 2018 budget for CEHP tracks had not been allocated, despite several requests to CF over last few years. PROGRESS, FINALLY since Julie Crabb assigned to track upgrades the following are now underway:

1. **S9 Track slip** (Apr 2017 – Feb 2019) - reassessed following reopened temporarily, till new pathway and bridge replacement. **UPDATE:** Reassessment of other CEHP tracks has been requested by Julie C. Plans for 3 options for track realignment ready for community feedback.

2. **Chelsea and Fisherman’s Track upgrades** (begun mid Feb)
   
   Also Requested: a) **Rawene upgrade** - much needed, a key route to park (nearest entrance to Highbury). Steps and fill would make it safer and ‘accessible’.
   
   b) **Chelsea to KCP** - particularly muddy in winter, bush area being damaged by walkers avoiding mud.

GENERAL MAINTENANCE (CF > VENTIA)

Our key CF contact is Margot Mirbach

1. **Ventia maintenance under par** – lawnmower damage to trees, no hedge or edge trimming. Requested berms and hedges and cottage surrounds be maintained more regularly. - IMPROVED

2. **Reinstatement of Upper Park repairs**
   
   Stormwater Project reinstatement – gate and bollard repairs carpark resurfacing, and request for improvement to path linkages (Upper Park, Huka and Rawene tracks) – Margot looking into gate repair, but **this carpark needs complete overhaul, not minor repairs.**

3. **Vagrant campsite still not cleared** – person possibly returned, new tent – updated CF and Bylaws team (for the nth time) – CF checking on progress. (Issue with contractors??)
4. ECO CONTRACT
(TREE MAINTENANCE AND WEED CONTROL)

ECO-RESTORATION CONTRACTS

Biosecurity > Parks > Arborists > Wildlands ??? No CEHP Eco restoration plan for all teams

Biosecurity – High Value reserve, Regional Pest Management Strategy,

Parks – Arborists now manage Wildlands contract, Community ranger supports the volunteer community

Wildlands - Weed and Pest Control contractor, guided by Site Assessment Report (SAR) includes:
- Possum and rat control
- Maintenance on planting areas
- Long term Weed Control? Pine forest maintenance?

Arborist teams
- Long term Pine Forest Management (also in Wildlands contract?)
- Parkland tree maintenance, as reported (poor checking)
KEY ISSUES
1. UPPER PARK, PLANTED 2016

2. ROAD BRIDGE, PLANTED 2016

SLOW PROGRESS – A TIMELINE:
• 2015 Upper park slope and kowhai banks planted by Paul Cliffe
• 2016-17 – Weeding bees and multiple requests for follow up maintenance to Parks and Wildlands
• 2017-18 – Delays from Stormwater Project, new Project 17 contractors, waiting for tree consents
• 2018 – CF Venta meeting to ask if they work on road bridge area – told not in their scope.
• 2017 – Wildlands advise they can only work to the Site Assessment Report (SAR) upper park slope area not within the scope of the contract.
• Oct 2018 – CHERPA met with Steve Krebs and Anna Baine to discuss forest maintenance and privet removal (note Dec 2018 Steve replaced by Erika Commers as arborist)
• Nov 2018 – Urgent Pine tree removal completed by Steve Krebs / Treescape (Huka track)
• Dec 2018 - Park Ranger suggested CHERPA should use PPK grant for contractor assistance (TBC).
• Jan 2019 – CHERPA send PPK proposal for privet and willow removal (shared with Parks and PPK)
• Jan 2019 – Wildlands advise road bridge banks are not within their MU polygons.
• Feb 2019 – CHERPA organise community weeding on road bridge.
• Feb 2019 - Mary Stewart recommends Wildlands and Parks Arborists undertake privet and willow removal. Advised that Arborists now manage Wildlands contracts.
• Mary suggests CHERPA create a spreadsheet of all CEPH Eco-Restoration needs and Biosecurity will coordinate meeting with all teams to allocate (ie. Parks Arborists, Wildlands, Pest Free Kaipātiki grant and Community)... ie CHERPA has provided the list to help develop an overarching ECO-RESTORATION PLAN.
• Mar 2019 - Anna Baine, Park Ranger introduced her replacement Dan Morrow.
3. FOREST MAINTENANCE

- Wildlands Eco-contract includes gradual removal of pine forests over the long term. Appears maintenance checks were not being done – relying on community to report.

- In 2018 urgent requests to remove fallen pines and large dying pine near top of Huka track, completed by Steve Krebs and Treescape.

- Some other pines trimmed, but full check of the park not done. Many reported branches remain hanging.

- Ventia contractors mow around them rather than reporting for removal.

4. TREES MAINTENANCE

- Older Specimen trees – none trimmed since amalgamation.

- Low branches damaged by Ventia lawnmowers (oaks, macrocarpas, apple tree, poplar, titoki, kowhai), Parks arborist opted not to trim. More damage since… Awaiting update

- Dead branches on many trees need trimming to prevent weeds creeping up. Requested

- Advised heritage arborists can only work on Notable trees in Unitary Plan - none of the CEHP heritage trees are listed.
Attachment A

5. CARPARKING & SECURITY
PARKING AND CARPARK ISSUES

1. Less car parking available - increase of park visitors – Cafe open 7 days. More parking will be needed in upper carpark and on road when new boardwalk is completed.
2. Notable increase of freedom campers (in groups) and one car sleeper (increase in dumping waste and rubbish nearby).
3. Other night-time activity (often 6-8 cars, leaving beer cans, drug bags and condoms). Especially on boat ramp.
4. Increase in illegal dumping over last 2 years
5. Cottage tenants trucks, cars and vans on street during day.

OUR SOLUTIONS...

Agree locking gates to carparks and ‘NO OVERNIGHT CAMPING’ signage will increase vandalism.

A. **Repair both carparks** - upper and ‘scrapyard’ carpark – suggest asphalt, kerbing and drainage to improve erosion, repair bollards

B. **Replace entire hedge with bollards for better visibility?**

C. **Chain across boat ramp?**

D. **Install a RECYCLING Rubbish unit in scrapyard**
   (for other park users - Only ONE small rubbish bin in whole park).

Note: Gate and bollards damaged during
Stormwater project, erosion and surface water flow. 
**REPORTED TO CF.**

Now is a good time for improvements NOT repairs / reinstatement.
COMMUNITY INITIATIVES

COMMUNITY WORKING BEES

CHERPA Community working bees are a mere drop in the ocean of weeds at Chelsea. Size of the park and rate of weed growth make it hard to keep on top of weeds. The hardest part is keeping volunteers motivated and encouraging newbies when they see council contractors do very little to tackle the bigger jobs in the park.

In the last 5 years we have run approx 12 weeding bees in Upper Park and Road bridge, ranging from 3 - 15 volunteers at a time (20 or so unique individuals). Local community and corporates, including the KLB staff (thanks to KCFT).

Recently started Thurs evening and Sunday monthly working bees. Attendance low. Our new Community Restoration Plan, outlines areas for ongoing work, but can only achieve this if council could keep their maintenance up in other areas.
CHELSEA STAFF VOLUNTEER DAYS

Chelsea Sugar Staff Volunteer Day, August 2018 - Initiated by CHERPA initiated and Anna Baine and CS coordinated a Volunteer Staff Day. 40 volunteers planting natives and picked up litter in CEHP. Two more days planned after wattle removal till 2020, then plan other Volunteer Days in Chelsea or CS land.
TOP 10 REQUESTS FROM CEHP PARK USERS

1. **Rubbish bins**: (CF) Install Rubbish Recycling unit in Scapyard
2. **Logos, seating or picnic tables**: (CF) picnic area west side of Colonial Rd, Upper park, beside Scapyard
3. **Repair potholes in car parks and repair gates and bollards**: (CF / Stormwater reinstatement)
4. **Improve Lower Dam Lake health**: (HW) desilt or aerators, fountain, floating wetlands project?
5. **Weed and Pest tree removal**: Privet and Wattle (PFFK), weed maintenance in restoration planting areas (Wy)
6. **Track upgrades (CF)**
   a. Upgrade Rawene track (section S5)
   b. Link Upper park path to Huka and Rawene tracks (link S4 to S3 and S5)
   c. Chelsea to Kauri Pk track (sections S19, S20 and S21)
   d. Improve safety for kids along cliff walk to Chelsea Bay (S10) – Busier due to café and narrow for overtaking people and dogs – add barrier fence?
7. **Better tree maintenance**: esp. Check old pines along all tracks (esp. Rawene and Chelsea tracks) and look after heritage trees.
8. **Signage - permanent community noticeboard / map**: (in Upper Park, attach to east side of toilet block, CHEPPA access)
9. **Signage - New Park signage for all Kaipātiki reserves**
10. **Signage - Discovery Walk**: signs showing unique heritage features or species (eg. history of dams, notable heritage trees, wetland and bush species, pied shag colony, Duck creek).

MANAGEMENT PLAN & LONG TERM VISION
INDIVIDUAL VS. AN OMNIBUS MANAGEMENT PLAN

AC and KLB must consider...
- How CEHP Heritage assets will be protected under an Omnibus Plan (Unitary Plan?)
- CEHP First Agreement CS agreed to
  1. monitor water use, and lake levels
  2. stabilise and fill sinkholes in area at end of dog park (CS says not long now)
  3. offer NSCC first option on purchase Chelsea Sugar refinery’s ‘Horse Paddock’ to protect it from urban development.
- What about AC managing of other adjacent land parcels – CS owned 40 Huka Road and Rawene gully bush?

Could the transfer of the 3-4 Uruamo headland reserves to Regional Park status ensure better management? Is A Chelsea-Uruamo Regional Park including CEHP, Chatswood & Kauri Point Centennial Park (and the Huka-Rawene gully?)

CEHP MANAGEMENT: CHERPA WOULD LIKE TO SEE...

1. A Management Plan that prioritises heritage, protects the park from neglect or urban development, reviews all Chelsea Sugar consents (water use, landfill, road use, parking)
2. KLB and community protect the future of the Uruamo headland and consider transfer to Regional Park (Chelsea-Kauri Point?) to increase protection for the Uruamo headland.
3. CEHP Heritage assets and Notable trees added to Unitary Plan
4. Panuku tenancy agreements updated and renewed to include heritage protection of houses and surrounds
6. A Healthy Waters report outlining scope and budget of Chelsea Lakes desilting and restoration before 10 year budget deadline?
7. Development of an Eco Contract Restoration Plan for all teams and CF Maintenance Schedule that ensures regular checking and encourages reporting by contractors. Note CHERPA have provided Biosecurity with an Eco-Restoration list of issues as requested and will use this to consult all parties.
8. Evidence of prior consultation with tangata whenua re pre-Colonial history??
WHAT IS THE LONG TERM VISION FOR CHELSEA?

What will Chelsea Heritage Estate look like in ten, 50 or 100 years? Chelsea is a unique destination – it should be “the jewel in Kaipatiki’s crown”. It could be a top destination for regional land overseas visitors - and locals!

What small steps in the right direction can we make now?

- Promote ecology and heritage – design a sign-posted Discovery Walk
- A water fountain? (improves water flow)
- Pathway linking Rawene gully to Chelsea Estate?
- Set up a Community Hub for ecology, heritage or arts in the Manager’s Residence?
- Wetland Restoration or Bird Rescue Centre?
- Boardwalk linking Chelsea Bay to Birkenhead Wharf?
- Artist-in-Residence programme?

LINKS TO CEHP ARCHIVED DOCUMENTS
(All saved in Public CHERPA archive on Google Drive)
2010 Draft CEHP Management Plan
2010 Conservation Plan – by JP Adams

Unitary Plan – 14.1 Schedule of Historic Heritage
Unitary Plan – Chelsea Precinct
Unitary Plan – 10. Schedule of Notable Trees

Healthy Waters Lake Health (monitoring results and summary emails, Jan 2019)
2018 CEHP Wildlands Site Assessment Report (SAR)
2018-19 Track Upgrades and Track realignment projects (Julie Crabb)

Mar 2015 - CHERPA’s CEHP Eco Contract Restoration list (for Biosecurity)
Mar 2015 - Heritage NZ letter from Robin Byron, Heritage Adviser and Architect) TBC