I hereby give notice that an ordinary meeting of the Seniors Advisory Panel will be held on:

**Date:** Monday, 18 March 2019  
**Time:** 10.30am  
**Meeting Room:** Boardroom, Ground Floor  
**Venue:** Auckland Town Hall  
301-305 Queen Street  
Auckland

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### Te Rōpū Kaitohutohu Take Kaumātua / Seniors Advisory Panel

**OPEN AGENDA**

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### MEMBERSHIP

<table>
<thead>
<tr>
<th>Role</th>
<th>Name</th>
</tr>
</thead>
<tbody>
<tr>
<td>Chairperson</td>
<td>Janet Clews, CNZM, QSO, JP</td>
</tr>
<tr>
<td>Deputy Chairperson</td>
<td>David Wong Hop, MNZM, JP</td>
</tr>
<tr>
<td>Members</td>
<td>Judy Blakey, MNZM</td>
</tr>
<tr>
<td></td>
<td>Roger Fowler, QSM</td>
</tr>
<tr>
<td></td>
<td>Joan Lardner-Rivlin, MNZM, QSM</td>
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<tr>
<td></td>
<td>Daniel Newman, JP</td>
</tr>
<tr>
<td></td>
<td>Sonny Niha</td>
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<tr>
<td></td>
<td>Mihi Te Huia</td>
</tr>
<tr>
<td></td>
<td>Mere Tunks, QSM</td>
</tr>
<tr>
<td>Liaison Councillor</td>
<td>Cr Daniel Newman, JP</td>
</tr>
<tr>
<td>Chief Liaison Councillor</td>
<td>Cr Dr Cathy Casey</td>
</tr>
</tbody>
</table>

(Quorum 5 members)

---

Sandra Gordon  
Senior Governance Advisor  
13 March 2019

Contact Telephone: (09) 890 8150  
Email sandra.gordon@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.
The terms of reference set out the purpose, role and protocols of the Panel. Panel members abide by the Code of Conduct for members of Auckland Council advisory panels.

**Purpose**

As one of council’s engagement mechanisms with diverse communities, the demographic advisory panels provide advice to the governing body and council staff within the remit of the Auckland Plan on the following areas:

- Auckland Council’s regional policies, plans and strategies
- Regional and strategic matters including those that Council-Controlled Organisations deal with any matter of particular interest or concern to diverse communities.

**Outcomes**

The panel’s advice will contribute to improving the outcomes of diverse communities and social cohesion as set out in the Auckland Plan. The panel will advise through their agreed strategic agenda and detailed work programme.

**Strategic agenda and work programme**

The panel must develop a work programme and set a strategic agenda for the term. The agendas should be focused and integrated across the panels for collaborative input into shared agendas, particularly on the Auckland Plan, the Long-term Plan and annual plans. The panel should advise on council’s organisational strategies relevant to diverse communities.

The governing body and council staff should work with the panel for the development of their strategic agendas and work programme. An appropriate committee will approve the panel’s work programme and any subsequent major changes to it.

**Submissions**

The panel must not make formal submissions to Auckland Council on council strategies, policies and plans, for example, the annual plan.

In its advisory role to the council, the panel may have input to submissions made by the council to external organisations but do not make independent submissions, except as agreed with the council.

This does not prevent individual members being party to submissions outside their role as panel members.

**Review**

The form and functioning of the panels may be reviewed prior to or after, the end of the panel’s term in September 2019.
# Opening karakia and Welcome

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<td></td>
</tr>
</tbody>
</table>
1  Apologies
   
   At the close of the agenda no apologies had been received.

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

3  Confirmation of Minutes
   
   That the Seniors Advisory Panel:
   a) confirm the ordinary minutes of its meeting, held on Monday, 15 October 2018 as a true and correct record.

4  Additional Items
   
   At the close of the agenda no additional items had been notified.
Public Input - Asoka Basnayake and Nilima Venkat
File No.: CP2019/03218

Te take mō te pūrongo
Purpose of the report
1. To allow public input to be received at the open-to-the-public meeting.

Whakarāpopototanga matua
Executive summary
2. Asoka Basnayake and Nilima Venkat will address the panel in regard to issues that ethnic seniors are currently facing in Auckland.

Ngā tūtohunga
Recommendation/s
That the Seniors Advisory Panel:

a) thank and receive Asoka Basnayake and Nilima Venkat for their presentation to the panel in regard to issues that ethnic seniors are currently facing in Auckland.

b) receive any items of public input presented at the meeting.

Ngā tāpirihanga
Attachments
There are no attachments for this report.

Ngā kaihaina
Signatories

<table>
<thead>
<tr>
<th>Author</th>
<th>Sandra Gordon - Senior Governance Advisor</th>
</tr>
</thead>
<tbody>
<tr>
<td>Authoriser</td>
<td>John Nash – Lead Officer Support</td>
</tr>
</tbody>
</table>
Te take mō te pūrongo
Purpose of the report
1. To receive an update from the Liaison Councillor(s) to the Seniors Advisory Panel.

Whakarāpopototanga matua
Executive summary
2. Liaison Councillor(s) will provide an update of recent Council business to the Seniors Advisory Panel.

Ngā tūtohunga
Recommendation
That the Seniors Advisory Panel:

a) note the update from the Liaison Councillor(s).

Ngā tāpirihanga
Attachments
There are no attachments for this report.

Ngā kaihaina
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</table>
Te take mō te pūrongo
Purpose of the report
1. To receive information on Māori Library Services at Auckland Council.

Whakarāpopototanga matua
Executive summary
2. Judith Waaka, Pouarataki Ruataki Māori will be present to update the panel on Māori Library Services

Ngā tūtohunga
Recommendation
That the Seniors Advisory Panel:

a) receive and thank Judith Waaka for her presentation regarding Māori Library Services at Auckland Council.

Ngā tāpirihanga
Attachments
There are no attachments for this report.

Ngā kaihaina
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</table>
Consultation on increasing Aucklander's participation in sport investment plan

Te take mō te pūrongo
Purpose of the report
1. To encourage engagement in the upcoming consultation on Auckland Council’s draft plan for sport investment - *Increasing Aucklanders' Participation in Sport: Investment Plan 2019-2039*.

Whakarāpopototanga matua
Executive summary
2. Staff from Community and Social Policy will be present to update the panel on the consultation for the council’s sport investment plan and request feedback.

Ngā tūtohunga
Recommendation/s
That the Seniors Advisory Panel:

a) receive and thank Community and Social Policy staff on the consultation on Auckland Council’s draft plan for sport investment - *Increasing Aucklanders’ Participation in Sport: Investment Plan 2019-2039*.

b) provide feedback on the draft plan for sport investment - *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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</table>
Memorandum

To: The Chair of the Youth Advisory Panel
    The Chair of the Seniors Advisory Panel
    The Chair of the Disability Advisory Panel
    The Chair of the Pacific Peoples Advisory Panel
    The Chair of the Rainbow Communities Panel
    The Chair of the Ethnic Peoples Advisory Panel

Subject: Consultation on Increasing Aucklanders’ Participation in Sport: Investment Plan 2019-2039

From: Nancy Chu - Principal Analyst, Parks and Recreation Policy

Purpose

1. To encourage engagement in the upcoming consultation on Auckland Council’s draft plan for sport investment - Increasing Aucklanders’ Participation in Sport: Investment Plan 2019-2039.

A new investment plan will help the council respond to the changing needs of the community

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

3. 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.

4. 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.

5. 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.

The views of communities have helped shaped the draft plan

6. The plan is based on consultation in 2016 with advisory panels, sports sector organisations, local boards and the public. Common themes that emerged from this consultation have been incorporated in the plan, in particular:
   - equity-based investment targeting communities and demographic groups with the greatest need
   - developing multi-sport hubs rather than single-sport facilities
   - ensuring return on investment
   - encouraging growing cultural sports
   - using outcomes such as health, wellbeing and sustainability as measures of success.
7. Page 6 of the attached draft plan provides the chronological timeline for developing the plan.

Achieving the desired outcomes requires putting people at the heart of our investment

8. 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.

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

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

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

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

Figure 1: Key shifts

- **Key shift 1**: Long-term plan budget for sport will increase. Future investment will take a people-centric approach to increase participation in emerging sports and high participation sports.
  - **TODAY**: Limited budget which caters for spatial or code-specific needs or investment for particular interest groups.
  - **TOMORROW**: Focus Auckland Council investment on community sport where it can add the most value.

- **Key shift 2**: Make investment decisions to achieve multiple objectives.
  - **TODAY**: Make investment decisions to achieve multiple objectives.
  - **TOMORROW**: Invest in a range of facilities, services and programmes to break down barriers to participation.

- **Key shift 3**: Invest mainly in bespoke facilities without a systematic approach to cater for the different needs of communities.
  - **TODAY**: Invest mainly in bespoke facilities without a systematic approach to cater for the different needs of communities.
  - **TOMORROW**: Some investment decisions are isolated and reactive with gaps in information such as the cost, benefits and alternatives.

- **Key shift 4**: Make structured, strategic investment decisions based on evidence to improve efficiency, effectiveness and outcomes.
  - **TODAY**: Some investment decisions are isolated and reactive with gaps in information such as the cost, benefits and alternatives.
  - **TOMORROW**: Make structured, strategic investment decisions based on evidence to improve efficiency, effectiveness and outcomes.
Next steps

12. As part of the consultation process, staff would like to meet with advisory panels during March and April 2019. The indicative public consultation timeline is outlined in Table 1 below.

13. During the meetings, staff will invite the panels to formally indicate their support for the draft plan and provide feedback on a list of consultation questions (see Attachment).

14. To assist the implementation of the plan, staff will also seek information on particular community groups to understand their needs. The questions include:
   - what are the key barriers for participation for the community group you are representing?
   - what facilities/programmes do they need to increase participation?

15. Feedback from the advisory panels will be summarised, alongside other feedback received during the consultation, for consideration of the Environment and Community Committee in June 2019.

Table 1: Indicative dates for public consultation processes

<table>
<thead>
<tr>
<th>Deliverable</th>
<th>Milestone</th>
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<tbody>
<tr>
<td>Media release</td>
<td>18 March 2019</td>
</tr>
<tr>
<td>Workshops with local boards</td>
<td>February and March 2019</td>
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<td>ECC meeting seeking adoption of the final plan</td>
<td>11 June 2019</td>
</tr>
</tbody>
</table>

Attachment: Increasing Aucklanders’ Participation in Sport: Investment Plan 2019 - 2039
Consultation on *Increasing Aucklanders’ Participation in Sport: Investment Plan 2019-2039*

**Purpose**

To encourage engagement in the upcoming consultation on the council’s draft plan for sport investment - *Increasing Aucklanders’ Participation in Sport: Investment Plan 2019-2039*.

**Discussion questions**

- Does the panel have any questions about the plan?
- Will the panel assist with the consultation process by sharing this information with their wider communities and encouraging submissions to Shape Auckland?
- Does the panel support the plan?

**Background**

1. Auckland is experiencing rapid population growth and social change. Our diverse communities have different preferences and requirements for sport and recreation activities.
2. 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.
3. 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.

**Consideration**

4. The draft plan is based on research and feedback received from advisory panels, sports sector organisations, local boards and the public. Common themes emerged from advisory panels feedback have been incorporated in the plan, in particular:
   - equity-based investment targeting communities and demographic groups with the greatest need
   - developing multi-sport hubs rather than single-sport facilities
   - ensuring return on investment
   - encouraging growing cultural sports
   - using outcomes such as health, wellbeing and sustainability as measures of success.
5. During this consultation, staff will invite the panels to formally indicate their support for the draft plan and provide feedback on a list of consultation questions (see Attachment).
6. To assist the implementation of the plan, staff will also seek information on particular community groups to understand their needs. The questions include:
   - what are the key barriers for participation for the community group you are representing?
   - what facilities/programmes do they need to increase participation?
Next steps

14. The indicative public consultation timeline is outlined in Table 1 below.

15. During the meetings, staff will invite the panels to formally indicate their support for the draft plan and provide feedback on a list of consultation questions (see Attachment).

16. To assist the implementation of the plan, staff will also seek information on particular community groups to understand their needs. The questions include:
   - what are the key barriers for participation for the community group you are representing?
   - what facilities/programmes do they need to increase participation?

17. Feedback from the advisory panels will be summarised, alongside other feedback received during the consultation, for consideration of the Environment and Community Committee in June 2019.

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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.

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.

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.
Increasing Aucklanders’ Participation in Sport: Sports Investment Plan 2019 - 2039

Sport is important to Aucklanders

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

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

Investing in sport has a number of challenges

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

Not all Aucklanders have the same opportunities to access sport

- There is inequality 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 | TODAY | TOMORROW | This means...
--- | --- | --- | ---
The demand for sport in Auckland is growing and changing, while the existing facilities are ageing | Investment decisions seek to achieve multiple objectives | Focus Auckland Council investment on community sport – where it can add the most value | The only objective for our investment is increasing participation in community sport.

Not all Aucklanders have the same access and opportunities for sport | Limited budget focused on mainly traditional sports and in response to demand rather than need. | Long-term Plan budget for sport will increase. Future investment will take a people-centric approach to increase participation in: | Future Auckland Council investment will be driven by Aucklanders’ needs, instead of responding to particular interest groups.

Auckland Council needs a more structured and strategic approach to invest in sport | Invest mainly in single-purpose facilities without a systematic approach to cater for the different needs of communities | Invest in a range of multi-functional facilities, services and programmes to break down barriers to participation | Funding will be split between three key groups:
- participants in high-participation sports
- participants in emerging sports
- those who are currently inactive or have a 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 or 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.

The plan has three main parts

1. Section 1 “Why?”
Why we invest explains the reasons for having an investment plan for sports and the strategic, legislative and budgetary context.

2. Section 2 “What?”
What will we invest in explains what we want to achieve from investment in community sport, the scope and focus of that investment and the investment principles that will guide future decisions.

3. Section 3 “How?”
How will we work explains the investment framework that will help us to achieve the outcomes set out in Section 2. The investment framework presents a robust approach to invest in outcomes. Decision-makers will consider a number of critical questions before making final decisions.
### Chronological timeline for developing the plan

<table>
<thead>
<tr>
<th>Year</th>
<th>Event</th>
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</table>
| 2016 | **21 Mar**  
**Mar—May**  
Public consultation and stakeholder engagement through the Investors’ Forum, Auckland Council advisory panels, sector advisory groups and sport sector workshops.  
**Mar—Apr**  
Workshops with all 21 local boards. |
| 2017 | **20 Jul**  
Consultation and feedback summary report. [CP2016/12144]  
**20 Jul**  
Parks, Recreation and Sport Committee approved key components of the plan, modify the primary outcomes, principles, focus and scope of sports facilities investment. [CP2016/12613]  
**4 Apr**  
Environment and Community Committee agreed to develop an outcome measurement tool for sport investment modelled on the Treasury’s Cost Benefit Analysis Model and to pilot the tool. [CP2017/03041]  
**8 Aug**  
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. [CP2017/12376] |
| 2018 | **Feb—Jun**  
Engagement with local boards and workshops with a political working group on the key components of the draft plan. |
| 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.
Participation in sport has multiple benefits

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

**Physical activity, health and wellbeing**
The health benefits of sport and recreation activities are clear - they are substantial, population-wide and particularly important to older people. People who regularly participate in physical activity have reduced risks of both mental and physical illness. It’s estimated that inactivity costs Auckland $1.7 billion of health-related expenditure, $23 billion of lost human capital and $10 billion of other costs in 2010.

**Social and community benefits**
Most people participate in sport and recreation activities for enjoyment (98%) and social reasons (32%). Organised sport and recreation activities draw individuals and diverse groups of people together, fostering cooperation and strengthening social ties. These connections provide a sense of belonging and create networks that sustain local communities.

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

**Economic development**
The sport and recreation sector accounts for 2.4% of regional gross domestic product (GDP) - $1.015 billion in 2009. There are approximately 11,943 people working in the industry, 3,533 in related occupations and 212,162 volunteers. International events, such as the World Masters Games 2017, contributed approximately $37 million to Auckland’s GDP. Such events provide an opportunity to reinforce and enhance Auckland’s brand image as an attractive destination to visit and live.

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**Investment in Sport and Te Ao Māori**

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

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

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

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

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

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

Other complementary processes and documents include:

**Auckland’s Sports Facilities Priorities Plan 2017-2027**
A sector-led plan to clearly communicate their priorities for investment to Auckland Council, investors and potential partners.

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

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

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

**Auckland Sport and Recreation**
To discuss investment priorities and partnership opportunities.
How does the plan relate to other Auckland Council documents?

**Unitary Plan**
- Auckland Sport and Recreation Strategic Action Plan
- Parks and Open Spaces Strategic Action Plan
- Toi Whakitiki: 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 Tamaki Makaurau

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

**Local Board Plans**
- Auckland Council land assets
- Local and regional facilities
- 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**
- Vision: what is the vision?
- what outcomes and benefits are we working towards?
- what will success look like?

**Our role**
- what specific outcomes do we want for different populations, sectors, places, activities?
- what is our role in delivering them?

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

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

**Budget**
- Planning: how much will we invest in the outcomes?
- how will we allocate:
  - capex (for assets)
  - opex (for everything else)

**Mechanism**
- 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

Auckland Council

Sports Investment Plan 2019 - 2039

Golf Facilities Investment Plan

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

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 2015-2020.
1.2 Why now?

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

- **Challenges**
  - **Rapid population growth**
    - Auckland's population is growing by 1.5% annually. It is expected to increase by 1 million in the next 30 years.
  - **Changing community needs**
    - The makeup of Auckland will be different in the future, including:
      - more older people
      - 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 plan 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>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.</td>
<td>Increase Aucklanders’ participation in sport by adopting an evidence-based and outcome-focused approach to sports investment.</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>40%</td>
<td>Prioritise investment to focus on increasing participation in community sport and provision of core infrastructure.</td>
<td></td>
<td>KPI 2 (participation): Increase the proportion of children between 5 and 16 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>
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<tr>
<td>10%</td>
<td>Invest in a range of assets and services to cater for the needs of communities.</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>
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<td></td>
<td>Make structured, evidence-based investment based on clear principles.</td>
<td></td>
<td>KPI 5 (delivery): Increase services and the number of sports facilities delivered in geographic areas with an identified supply shortage.</td>
<td>This is an output indicator that shows how quickly Auckland Council could address community needs in areas with the greatest need.</td>
<td>Data from Auckland Council’s operations unit - data collected continuously and subject to periodic audits.</td>
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<td></td>
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<td></td>
<td>KPI 6 (delivery): Increase the pace of renewing and upgrading ageing sports facilities.</td>
<td>This is an output indicator that shows how efficiencies improve the quality of ageing facilities.</td>
<td>Data from Auckland Council’s operations unit - data collected continuously and subject to periodic audits.</td>
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<tr>
<td></td>
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<td></td>
<td>KPI 7 (quality decisions): Improve the number of investment decisions guided by the investment framework.</td>
<td>This is an activity indicator that shows whether investment decisions are evidence-based.</td>
<td>Data from Auckland Council’s democracy services - data collected continuously and subject to periodic audits.</td>
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<td>KPI 8 (quality decisions): Approve investment projects that adopt the Cost and Benefit Model (CBA) to track realisation of community benefits over time.</td>
<td>This indicator tracks how successful an investment is in achieving good outcomes.</td>
<td>Data from Auckland Council’s operations unit - data collected continuously and subject to audits.</td>
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</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.
Section 2

What we invest in
We will increase participation in community sport by investing in fit-for-purpose services, programmes and facilities, and focus on core infrastructure.

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

2.1 What are the outcomes we seek from sport investment?

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

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

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

We will target participation in three areas:

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

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

**TODAY**

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

**TOMORROW**

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

Emerging sports

High participation sports

Low participation communities

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

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

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

![Diagram of 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.

- **Check** We will provide a basic level of provision of fit-for-purpose sports facilities and programmes to support community sport.
- **Check** We will prioritise investment in core sport infrastructure and ancillary infrastructure required for safe and sanitary public access.
- **X** 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.

**Purpose**
- Core infrastructure: Infrastructure that is central to sport participation.
- Ancillary infrastructure: Infrastructure that enables safe and sanitary access for participants and spectators.
- Incidental infrastructure: Infrastructure that is not required for sports participation but exists for social and management purposes.

**Example**
- Courts, fields, playing surfaces and lighting
- Toilets, changing rooms, equipment storage and car-parking
- Clubrooms and administration facilities
What is happening now?

Auckland Council currently invests in a combination of local, regional and high performance sports facilities, as well as a range of ancillary and incidental infrastructures. This reflects the different priorities of individual legacy councils across Auckland and doesn’t have a clear, strategic focus for the region.

This risks diluting the council’s efforts and resources, and duplicating investments of other organisations such as Regional Facilities Auckland.

Consultation

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

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

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

The change we’re making

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

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

TODAY
Make investment decisions to achieve multiple objectives

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

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 2

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:

<table>
<thead>
<tr>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
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</thead>
<tbody>
<tr>
<td><strong>Equity</strong> &lt;br&gt; (40% of assessment)</td>
<td><strong>Outcome-focused</strong> &lt;br&gt; (30% of assessment)</td>
<td><strong>Financial sustainability</strong> &lt;br&gt; (20% of assessment)</td>
<td><strong>Accountability</strong> &lt;br&gt; (10% of assessment)</td>
</tr>
</tbody>
</table>

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**Equity**<br>
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.

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**Outcome-focused**<br>
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.

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**Financial sustainability**<br>
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.

---

**Accountability**<br>
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

<table>
<thead>
<tr>
<th>HIGH FINANCIAL PRESSURE</th>
<th>LOW FINANCIAL PRESSURE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Limited budget</td>
<td>Expanding budget</td>
</tr>
<tr>
<td>Number of projects funded by Auckland Council</td>
<td></td>
</tr>
</tbody>
</table>
The equity principle explained

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

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

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

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

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

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

**Equality is treating everyone the same**

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

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

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

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

### Inequity in people’s access to sport

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

### Inequality across sports codes

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

### Inequality across geographical areas

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

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

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

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

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

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

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

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

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

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

Scenario 1: A sub-regional multisport facility

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

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

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

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

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

Scenario 2: School netball courts

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

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

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

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

Scenario 3: Activation of a community house

A community group has approached Auckland Council to lease a large room in the local community house owned by the council. The room has been empty for a while because the roof is leaking.

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

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

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

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

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

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

Question 1: What are the community needs?

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

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

Questions to consider:

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

Question 2: Strategic alignment

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

Questions to consider:

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

Question 3: Better Business Cases (BBC)

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

Questions to consider:

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

The change we’re making

The assessment process will help ensure future investment in sport is evidence-based and focused on outcome delivery and good practice. We expect to see significant improvements in the quality of Auckland Council’s investment decisions in the future and increased consistency and transparency.

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

Scenario 1:
A sub-regional multisport facility

Question 1: What are the community needs?

Questions to consider:

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

Question 2:
Strategic alignment

Alignment with this plan

Investment outcomes

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

Scope and focus

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

Also consider alignment with:

- Sports Facilities Priorities Plan
- Auckland Sport and Recreation Strategic Action Plan
- Auckland Plan 2050.

Question 3:
Better Business Cases

Questions to consider:

- What is the strategic case? (a more detailed assessment of the strategic alignment analysis conducted in Phase 1)
- Is the project value for money? (economic case)

Cost-benefit analysis:

- Who is the target community?
- What are the costs and benefits the project seeks to deliver for the target community?
- What are the costs and benefits of the alternative options for the target community?
- How will the intended costs, benefits and outcomes be monitored over time?
- How can the intended benefits be linked to Auckland Council's strategic outcomes?
- Is it commercially viable? (commercial case)
- Is it affordable? (financial case)
- Does it have a sound governance structure and can it be delivered successfully? (management case).
How to invest?

Question 4: Is there a partnership opportunity?

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

Auckland Council as the principal investor in sport

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

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

Auckland Council as a partner in sport investment

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

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

Auckland Council having a supporting role in sport provision

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

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

The change we’re making

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

What does it look like in practice?

Auckland Council as the principal investor

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

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

Auckland Council as the a partner

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

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

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

Auckland Council having a supporting role

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

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

Question 5: What investment mechanisms should be used?

Auckland Council uses several mechanisms to invest in sport:

- 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

<table>
<thead>
<tr>
<th>Section 3 How we will work</th>
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### A1: Sport and Recreation Facility Investment Fund

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

| Assessment | Staff will assess the applications based on the depth, breadth and quality of information provided in the applications. |

| Decision-making | The Governing Body will make final decisions based on staff recommendations. Results of various assessments will be presented by staff in a summary table, supplemented by detailed tables of each assessment in the appendices. |

| 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 Sport and Recreation Investment Fund to the public and investors. |
What does it look like in practice?

Scenario 2: School netball courts

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

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

A2: Facility partnerships

For sport facility partnerships, the applicants will need to show strategic alignment with the investment outcomes and principles stated in this plan. Applicants will also need to meet requirements stated in Facility Partnership Policy.

A3: Community access scheme

Application

Applicants will need to show:
- a needs assessment that demonstrates the scheme will meet a known or identified geographic gap in the provision of the Auckland Council recreation facilities.
- Strategic alignment with:
  - the investment outcomes and principles stated in this plan
  - other priorities set out in the scheme’s guidelines.
- A cost and benefit analysis that demonstrates:
  - the project is value for money
  - analysis of public/private benefits
  - 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 methods to collect data.

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

A4: Community Grants

Application

Applicants will need to show:

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

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

Assessment

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

Decision-making

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

Investment

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

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

Monitoring

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

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

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

#### A5: Community leases

<table>
<thead>
<tr>
<th>Application</th>
<th>Applicants will need to show:</th>
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<tbody>
<tr>
<td></td>
<td>- a needs assessment that demonstrates the lease will meet community’s needs now and in future.</td>
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<tr>
<td></td>
<td>- strategic alignment with:</td>
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<tr>
<td></td>
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<tr>
<td></td>
<td>- the investment outcomes and principles stated in this plan.</td>
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<tr>
<td></td>
<td>- a cost and benefit analysis including:</td>
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<tr>
<td></td>
<td>- the input, output, intermediate outcomes of the lease</td>
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<tr>
<td></td>
<td>- an intervention logic diagram demonstrating the connections with Auckland Council’s strategic priorities and outcomes</td>
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<tr>
<td></td>
<td>- analysis of public/private benefits for each lease</td>
</tr>
<tr>
<td></td>
<td>- analysis of opportunity costs to Auckland Council for each lease (such as the underlying land value, alternative use of the land and building)</td>
</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>

| Assessment | Staff will assess the application based on the depth, breadth and quality of information provided in the applications. |
| Decisions-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 the local boards, staff will work with the applicants to form a lease agreement, based on performance measures stated in the applications. |
| Monitoring | Staff will conduct compulsory annual reviews to ensure performance measures are met over time. Utilisation data will be collected for both core activities and other uses (shared use, sub-letting, hire and commercial activities such as cafés and bars). |
### Scenario 3:
Activation of a community house

### A6: Auckland Council asset renewals

<table>
<thead>
<tr>
<th>Application</th>
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<tbody>
<tr>
<td>Applicants will need to show:</td>
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<tr>
<td>- a needs assessment that demonstrates the facility is still needed to meet local demand.</td>
</tr>
<tr>
<td>- strategic alignment with:</td>
</tr>
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<td>- the investment outcomes and principles stated in this plan</td>
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<thead>
<tr>
<th>Assessment</th>
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<tbody>
<tr>
<td>Staff will assess the proposed renewal project against other renewal projects based on the results of the needs assessment, strategic alignment and CBAs.</td>
</tr>
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<thead>
<tr>
<th>Decision-making</th>
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<tbody>
<tr>
<td>Local boards will make the final decision based on staff recommendations.</td>
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<table>
<thead>
<tr>
<th>Investment</th>
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<tbody>
<tr>
<td>Once approved by local boards, staff will commence the renewal work.</td>
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<table>
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<tr>
<th>Monitoring</th>
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<tbody>
<tr>
<td>Performance of the renewed asset will be monitored over time with performance measures.</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 asset renewals to the public.</td>
</tr>
</tbody>
</table>
How to invest?

Question 7:
How to report and monitor outcomes?

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

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

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

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

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

Section 3 How we will work

The contributions to the Auckland Plan 2050:

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

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

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

An indicative implementation timeline is provided below.

• Immediate adoption

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

• Changes 2019–2021

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

• Plan refresh every three years

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

After 2021, the plan will be refreshed every three years to coincide with the Long-term Plan processes and ensure alignment with the council’s strategic priorities.

Early 2019
Public consultation on the draft plan.
Targeted engagement with key stakeholders, the sport sector and local boards.

Mid–2019
Adoption of the plan
Immediate adoption of the investment outcomes, investment principles and investment framework.

• inform decision-making
• assess and prioritise proposals.

Late–2019
Piloting the new outcome measurement tool.
Tailoring the tool for different forms of sport investments.

2018 2019 2020 2021

Long-term plan
Decisions on the indicative figures and timing for sports projects over the next 10 years.

Late 2020–2021
plan refresh
Review and refine the plan to ensure it is fit-for-purpose and effective in assisting quality decision-making.
System assessment of community needs and funding gaps.

2019–2020
Refining current investments in sport through:
• community leases
• grants
• loan guarantees.

Removal of community loans, rates remissions and postponements as ways of sport investments.
Te take mō te pūrongo  
**Purpose of the report**

1. To inform the panel of the current work of interest Auckland Emergency Management is carrying out.

Whakarāpopototanga matua  
**Executive summary**

2. Auckland Emergency Management will speak to or present on key items of their current work of interest to the Panel.
3. A report is attached.

Ngā tūtohunga  
**Recommendation/s**

That the Seniors Advisory Panel:

a) receive and thank Auckland Emergency Management staff on the current items of work being carried out.

Ngā tāpirihanga  
**Attachments**

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<th>Title</th>
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<tbody>
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<td>B</td>
<td>Welfare Coordination in Emergencies: the Auckland Welfare Plan (Attachment A to the officer's report)</td>
<td>65</td>
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<tr>
<td>C</td>
<td>Pathways to Preparedness: A Planning Framework for Recovery (Attachment B to the officer's report)</td>
<td>105</td>
</tr>
</tbody>
</table>

Ngā kaihaina  
**Signatories**

<table>
<thead>
<tr>
<th>Authors</th>
<th>Sandra Gordon - Senior Governance Advisor</th>
</tr>
</thead>
<tbody>
<tr>
<td>Authorisers</td>
<td>John Nash – Lead Officer Support</td>
</tr>
</tbody>
</table>
Auckland Emergency Management – current items of work

Purpose

1. Auckland Emergency Management will speak to or present on key items of their current work of interest to the Panel:

   Awareness on our work in Readiness: Our Summer Storm Campaign and how it can be accessed for sharing this information across your networks
   Our work with Emergency Management Committees in Auckland across reduction, readiness, response and recovery

   Update on our work for Response: Progress on our work on Welfare Coordination in Emergencies: the Auckland Welfare Plan

   Discussion on our work in Recovery: On the draft Pathways to Preparedness: A Planning Framework for Recovery

Discussion questions

Readiness - Summer Storm Campaign
• Update and discussion.

Readiness - Emergency Management Committees
• Update and discussion.

Response - Welfare Coordination in Emergencies: the Auckland Welfare Plan
• Presentation, discussion and next steps.

Recovery - Pathways to Preparedness: A Planning Framework for Recovery
• Presentation and discussion focused on the questions:
  ▪ Have we captured community values and priorities?
  ▪ Are the ‘way we will work’ and the ‘work we will do’ clear?
  ▪ Is it clear that preparations for recovery are inclusive and includes seniors?

Background

2. Auckland Emergency Management is the part of Auckland Council dedicated to delivering the Council’s civil defence emergency management role. Its work in this area is highly collaborative with its many partners and includes activities to:

   • reduce the impacts and harm caused by emergencies
   • ensure readiness is maintained
   • coordinate effective response
   • coordinate efforts to recover from disaster
Consideration

Readiness
Summer Storm Campaign (5 mins)

Auckland Emergency Managements’ Summer Storm Campaign to promote preparedness in our communities around the impact of storm events – Across Radio and social media channels (Facebook ad’s) will be outlined.

Emergency Management Committee (5 mins)
3. Our engagement with Emergency Management Committees will be outlined. Committee membership includes NZ Police, Fire Emergency NZ, St John, Corrections, ATOC, District Health Boards, Work Safe, East Tamaki Business Association, Surf Life-Saving, Massey University and Auckland International Airport Limited. This engagement builds relationships, seeks to eliminate barriers to information sharing, enhance interoperability between partner agencies and ensure effective response and recovery capability is maintained.

Response
Welfare Coordination in Emergencies: the Auckland Welfare Plan (10 mins)

4. The Welfare Coordination in Emergencies: The Auckland Welfare Plan will be presented. It has been approved by the CDEM Group Committee and Auckland Emergency Management wants to share the final version with the panels who provided input into its development. The Welfare Plan details how we deliver welfare support to people and animals in an emergency and can be used by all Aucklanders to gain an understanding of the work that we do in emergencies and who is involved in that work.

Recovery
Pathways to Preparedness: A Planning Framework for Recovery (15 Mins)

5. Pathways to Preparedness: A Planning Framework for Recovery will be presented. This document was developed under the title ‘Resilient Recovery Strategy’ with your input. The name was changed to better reflect the document’s purpose and content. Your feedback will be sought on the questions outlined over the page.

Next steps
Pathways to Preparedness: A Planning Framework for Recovery

6. The Panel’s comments will be considered in preparing the final draft of the document and its associated work programme. The final draft will be reported to the Civil Defence Emergency Management Group Committee in August 2019 for adoption.

Attachments
Attachment A: Welfare Coordination in Emergencies: the Auckland Welfare Plan
Attachment B: Pathways to Preparedness: A Planning Framework for Recovery
Welfare coordination in emergencies

Auckland Welfare Plan
February 2019
Whakataukī:
Ehara tāku toa i te toa takitahi,
engari he toa takitini.
My strength is not mine alone,
but that of many.
Foreword

Emergencies, by their nature, take many forms and can affect us in different ways. They can have life-altering impacts on the physical, emotional and psychological well-being of individuals, whānau, and communities. It is important that in these events, those affected have timely access to emergency welfare support and services.

As home to New Zealand’s largest city, more than one third of the national population, approximately 1.7 million people from over 120 different ethnicities, live in the Auckland region. Auckland is as geographically diverse as it is demographically, from people living in low lying suburbs and coastal communities, to rural communities, to geographically isolated islands, and communities of urban high-rise city dwellers.

Our subtropical climate is dominated by irregular, sometimes severe, atmospheric conditions that can bring ex-tropical cyclones with strong winds and intense rain. These weather phenomena mean we are most susceptible to events such as flooding, and consequences like fires and electricity outages. The additional threat from low-frequency and high-consequence hazards such as volcanic eruption, earthquake and tsunami, make the hazard-scape of the region additionally complex.

Given Auckland’s exposure to hazards, our size, and our level of population growth and diversity, we can draw on the strength of our people and the partnerships with emergency welfare service agencies to provide appropriate support where it is most needed.

The Auckland Welfare Coordination Group, made up of key welfare services agencies, have co-designed the Welfare Coordination in Emergencies Plan to guide and enhance the delivery of emergency welfare services and support.

This plan can be used by anyone who has a role or interest in how this group of agencies are co-ordinated to respond to the welfare needs of the people of Auckland.

We all have a shared responsibility to grow our collective capability for preparing and responding to emergencies and we all have to work together to build a resilient Auckland.

As Chair of Auckland’s Civil Defence and Emergency Management Group Committee it is my privilege to introduce this plan for welfare coordination in emergencies.

Councillor Sharon Stewart,
Chair of Auckland’s Civil Defence and Emergency Management Group Committee
Rārangi Kōrero

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Item 9
He aha te mahi toko i te ora

**What is welfare**

The delivery of welfare in emergency management is made up of emergency services, social and health services and non-government organisations. We work together to minimise and address the impacts of an emergency on individuals, whānau and communities.

Te rurukutanga mahi toko i te ora i te mate ohotata

**Welfare coordination in an emergency**

Auckland Emergency Management (AEM) is responsible for the overall coordination of welfare services in an emergency. This is delivered in partnership through the Auckland Welfare Coordination Group (AWCG).

The AWCG work together to plan for and respond to emergencies through the development of a shared plan of action that can be followed in the event of an emergency. When an emergency event occurs, it is crucial for AWCG agencies and others to provide a coordinated approach to responding to the impacts on individuals, whānau and communities.

The AWCG is supported by the National Welfare Coordination Group (NWCG). They provide strategic support and guidance of planning, development and coordination.

This document has been developed by AEM and the AWCG to show the way we work and the work we do.
## The Auckland Welfare Coordination Group

The **Auckland Welfare Coordination Group** is made up of the following partners:

- Adventist Development and Relief Agency
- Ministry for Primary Industries
- NZ Companion Animal Council
- NZ Police
- Ministry of Business, Innovation and Employment
- Ministry of Civil Defence and Emergency Management
- Ministry of Children
- Ministry of Education
- Ministry of Foreign Affairs and Trade
- Salvation Army
- Red Cross
- Rural Support Trust
- Te Runi Kēkē
- Te Puni Kōkiri
- Victim Support
- SPCA
- Auckland Regional Public Health
- Department of Corrections
- District Health Boards
- Ministry of Health
- Ministry of Social Development
- Auckland Council

The AWCG also works with key non-governmental organisations and other agencies during an event.
Welfare in emergency principles

The National Welfare Plan has five principles that guide emergency welfare planning and arrangements to ensure that we keep the community at the heart of everything we do.

- recognise the diverse and dynamic nature of communities and the unique needs of vulnerable groups
- ensure that emergency welfare services address the specific welfare needs of individuals and families and whānau and communities
- ensure flexibility in the services provided and how they are best delivered
- integrate and align with local arrangements and existing welfare networks.

Ngā mātāpono mō te mahi toko i te mate ohotata

The principles for emergency welfare services are to:

- recognise the diverse and dynamic nature of communities
- strengthen self-reliance as the foundation for individual and family and whānau and community resilience
- ensure that emergency welfare services address the specific welfare needs of individuals and families and whānau and communities
- ensure flexibility in the services provided and how they are best delivered
- integrate and align with local arrangements and existing welfare networks.
The Auckland Welfare Coordination Group has adopted an integrated approach across the 4Rs of emergency management (see diagram). We do this maintaining strong interagency relationships and through the development of practices and tools (i.e. standard operating procedures) that we build and test together.
Reduction
Ensure risk reduction and mitigation measures are implemented and maintained within and across agencies.

Recovery
Ensure the continued delivery of welfare services to affected communities to bring about immediate, medium-term, and long-term holistic regeneration of a community.

Readiness
Plan for and establish arrangements for the effective delivery of emergency welfare services and ensure that business continuity has been factored.

Response
Identify and engage with communities to ensure appropriate needs-based emergency welfare services are provided.
Ngā mea hei whakaaro ake

Considerations

Welfare service considerations across all sub-functions.

- **Respect** – need to respect and show empathy towards those needing assistance.
- **Business continuity planning** – welfare services need to have arrangements in place to ensure they can contribute to the delivery of essential services and critical functions.
- **Culturally and linguistically diverse communities** – need to have access to services.
- **Community connectedness and networks** – foster/encourage communities to work together.
- **Public information** – need to use a variety of communication channels.
- **Training and vetting** – of people delivering welfare services.
- **Respect privacy (information sharing)** – all people collecting personal data need to abide by Privacy Act (1993) and Vulnerable Children’s Act (2014).
- **Adaptable use of technology and manual systems.**
He kōrero poto mō Tāmaki Makaurau
Auckland at a glance

Population - already at 1.7M people and projected to grow to 2.4M by 2048.

Languages - there are over 175 languages spoken in Auckland.

Housing - Auckland needs approximately 14,000 new homes built per year to keep up with projected population growth.

Visitors - over 2.7M international arrivals per year.

New residents - approximately 740 new residents per week.

Māori - Māori Mana whenua are represented by 19 iwi (tribes) or hapu (sub-tribes) with territorial affiliations to the area.

Size - approximately covers 16,157 km² land and sea.

Ethnicities - home to over 180 ethnicities.

Rural land - approximately 84% rural.

Coastlines - approximately 3,100 km of coastlines.

Urban - 94 per cent live in urban areas.

Age - under 25’s make up 34 per cent of the population.
Ko te wāhi ki tēnei mahere
How this plan fits

Our welfare framework

This Act outlines the welfare response required by Civil Defence Emergency Management Groups to 'provide for the relief of distress, including emergency food, clothing and shelter'.

Auckland Civil Defence Emergency Management Group Plan
Our strategy is the guiding document for how we work to build a resilient Auckland.

Auckland Welfare Plan
This is a dual purpose, inward and outward facing document that helps to inform and educate on what we do and why we do it.
The plan is informed by:

Welfare toolkit
- standard operating processes
- position descriptions, competency framework, training
- operational documents and templates
- guides
- practice tools
Welfare sub-function action plans

These plans are owned by members of the AWCG and will detail the nine welfare sub-functions at an operational level.

- Registration
- Needs assessment
- Inquiry
- Care and protection services of children and young people
- Psychosocial support
- Household goods and services
- Shelter and accommodation
- Financial assistance
- Animal welfare

Attachment B  Item 9
Ā mātau mahi

The work we do

Welfare is made up of nine sub-functions. Each has an identified lead agency and agencies that are responsible for the coordination and delivery of services of that sub-function.
Attachment B

Item 9

Auckland Emergency Management Vision
Building a resilient Auckland together

1. Registration
   The collation of affected people's details and identification of immediate needs.

2. Needs assessment
   The collation of affected people's details and identification of immediate needs.

3. Animal welfare
   Providing assistance to all animals affected by an emergency, including the temporary shelter and care of companion animals and their reunification with owners.

4. Financial assistance
   Providing essential immediate or longer-term financial assistance (including tax relief and ACC payments) from the government, and emergency grants from government and non-government agencies and organisations.

5. Shelter and accommodation
   Providing shelter and accommodation for people who have to leave their homes as a result of an emergency.

6. Household goods and services
   Providing essential goods and services when access to these has been disrupted.

7. Psychosocial support
   Providing psychological and social interventions that support recovery.

8. Care and protection services of children and young people
   Providing statutory care and protection services to children and young people separated from their parent, legal guardian, or usual caregiver during an emergency.

9. A cross-agency process of reconnecting people who are out of contact with family or significant others (beyond usual means of contact).
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**Sub-function Lead**

Auckland Emergency Management : NZ Red Cross
Te réhitatanga
Registration

1

Registration enables us to identify and document who requires assistance during and after an emergency. The registration process enables welfare agencies to implement their welfare response.

Principles

- Demonstrate a respectful and empathetic approach towards those affected by the emergency.
- Uphold the autonomy of affected people by ensuring the process of registration is voluntary.
- Protect the privacy of affected people by ensuring the privacy of individual information.
- Develop a plan for increasing numbers of registrants if the emergency event is large.
- Ensure the registration process covers options for culturally and linguistically diverse communities.
- Ensure information is gathered and collated in a timely and accurate manner.

Planning actions

- Decide what the mechanisms for registration are, both primary and back-up.
- Make sure all staff have had background checks and are suitably trained.
- Develop a plan for increasing numbers of registrants if the emergency event is large.
- Ensure the registration process covers options for culturally and linguistically diverse communities.
Response actions

- Make sure each affected person is registered. This can come from:
  - the person presenting themselves at the registration desk/area, or to a registrar
  - contact being made with a registrar in a community setting (or via self-service in a remote setting).
- Use the EMIS Welfare Registration System to store registrations and inquiries whilst ensuring the privacy and security of personal information about all registrants.

Challenges

- Language barriers.
- Capability and capacity of registrars.
- Lack of understanding of the purpose of registration.
- Cultural barriers or fear of the registration process.

LEAD AGENCY
Auckland Emergency Management

SUPPORT AGENCIES
- Inland Revenue
- NZ Red Cross

INTERDEPENDENCIES WITH OTHER SUB-FUNCTIONS
- Needs Assessment
- Inquiry
Te arotake i ngā hiahia

Needs assessment

Needs assessment is the process of understanding the changing needs of people who have been affected by an emergency. It includes the system by which needs are identified and how the response to the needs are coordinated through the sub-functions.

Principles

- Promote and respect people's self-reliance and how they can support each other.
- Adopt a flexible and community-centred approach.
- Understand that needs may not be immediately apparent and will differ between people and over time.
- Respect people's privacy.
- Keep the process simple and timely.

Planning actions

- Decide the mechanisms for needs assessment collection, referral and follow-up, both primary and back-up.
- Make sure all needs assessors have had background checks and are suitably trained.
- Develop a plan for increasing numbers of needs assessors if the emergency event is large.
- Build partnerships with existing networks and relevant organisations to enhance communication channels with non-English language speakers.

"There is no shame in getting assistance from people in such a situation."
**Response actions**

- Work with support agencies for needs assessment.
- Identify what support each person needs before referring them to the appropriate agencies.
- Information collected will be collated by the Welfare function in the Emergency Coordination Centre.

**Challenges**

- Language and cultural barriers.
- Changing needs over time.
- Collating large amounts of information.

**LEAD AGENCY**

Auckland Emergency Management

**SUPPORT AGENCIES**

- District Health Boards
- Ministry of Primary Industries
- Ministry of Social Development
- NZ Police
- NZ Red Cross
- Salvation Army
- St John
- Te Puni Kōkiri
- Victim Support

**INTERDEPENDENCIES WITH OTHER SUB-FUNCTIONS**

- Needs assessment can occur in conjunction with Registration
- Needs assessment has interdependencies with all welfare sub-function
He aromātai Inquiry

The process of inquiry involves assisting family, whānau, and significant others to make contact, and the subsequent inquiries and investigations to ensure they are reunited.

“When you are involved in something you want your loved ones to know that you are alive and well. Nothing becomes more important to you than knowing that everyone is ok.”
Response actions

- NZ Police will assist in missing person matters when a member of the public has exhausted their own means.
- When the scale of the emergency is such that the Police cannot manage the volume of calls through their BAU processes, the Red Cross Restoring Family Links should be considered.
- Ensure consistent public messaging around how and when to inquire with NZ Police as well as other alternatives.
- NZ Police will continue to perform duties to ensure preservation of life and property.

Challenges

- Ensuring quality information is provided to the inquiry group.
- Getting people to see the importance of registering on the Red Cross Restoring Family Links.

LEAD AGENCY
- NZ Police

SUPPORT AGENCIES
- Auckland Emergency Management
- District Health Boards
- Ministry of Education
- Ministry of Health
- Ministry of Foreign Affairs and Trade
- NZ Red Cross
- Primary Health Care
- St John

INTERDEPENDENCIES WITH OTHER SUB-FUNCTIONS
- Registration
- Needs Assessment
- Care and Protection of Children and Young People
Ko te tautiaki me te whakahaumaru i ngā tamariki me ngā rangatahi
Care and protection of children and young people

To plan for, deliver, and coordinate care and protection services for children and young people who have been identified (after registration) as being separated from their parents, legal guardians or usual caregivers.

- Children are kept safe and are cared for.
- Reunite children with their parents, legal guardians or usual caregivers as soon as possible and take all reasonable steps to do so before referring to NZ Police.
- Maintain strong relationships with community organisations and develop a clear understanding of the welfare needs of individuals and whānau.
- Recognise the diverse and dynamic nature of emergencies and their consequences on children and young people.

- Make sure all agencies develop and maintain plans that outline how they will collectively ensure that the needs of children and young people are met.
- Ensure that people involved in the provision and care of children and young people in an emergency are vetted according to legislative requirements.
• Identify children and young people who are separated from their families.
• Utilise support agencies’ information to identify caregivers and parents as soon as possible.
• The Oranga Tamariki National Contact Centre will be the primary contact point for community members to ensure an accessible and responsive service.

Response actions

• Language and cultural barriers.
• Working with homeless or transient youth.
• Getting back to a normal routine, for example, school.

Challenges

LEAD AGENCY
Oranga Tamariki – Ministry of Children

SUPPORT AGENCIES
• Ministry of Education
• Ministry of Health
• Ministry of Civil Defence & Emergency Management
• NZ Police
• NZ Red Cross
• Te Puni Kokiri

INTERDEPENDENCIES WITH OTHER SUB-FUNCTIONS
• Needs Assessment
• Inquiry
• Psychosocial Support

““When you have kids you need to be able to get things back to normal as fast as possible and sometimes something as simple as a pillow makes all the difference.””
5

He tautoko mō ngā āhuatanga papori ā-hinengaro
Psychosocial support

Psychosocial support during an emergency focuses on the interventions that are delivered to individuals and communities to ensure physical, psychological and social difficulties are eased at times of stress and uncertainty.

Principles

- Recognise that individuals and communities need time to recover.
- Reduce further harm.
- Provide wellbeing strategies over intensive forms of psychosocial assistance.
- Use the 'look, listen, link' approach.

Before an emergency

- Identify what communication methods will be used between lead and support agencies.
- Identify specialist support agencies to undertake the NZ Red Cross Psychological First Aid course and to participate in exercises.
- Develop a contingency plan for delivery of services if support agencies are unable to assist.
- Foster and maintain relationships with support agencies to assist with identification of vulnerable groups.
During an emergency

- Use the psychosocial ‘look, listen and link’ model to support community recovery.
- Provide targeted support through referral to health and other support agencies.
- Continuously review and endeavour to understand the needs of the community, including vulnerable groups.

Challenges

- Common understanding of what is ‘normal’ in emergencies.
- Culturally appropriate support.
- Changing nature of needs over time.
- Accessing those in need of support.

Natural disaster events are stressful and we often don’t think clearly during them.
Ngā rawa me ngā ratonga ā-kāinga
Household goods and services

Basic household goods and services may be provided to support affected people. This is a broad category, including food, water, clothing, bedding, furniture, medication and hygiene requirements. Goods and services are provided until normal systems of supply become available again.

- Basic supplies are provided to support community resilience.
- Work with community based support organisations to supply what is needed through mutual support.
- The provision of household goods and services is only undertaken when the usual means of supply is insufficient or inaccessible.
- Must at all times account for the dignity of those affected and consider culture, family make-up and religion where relevant.

- Work with support agencies to develop integrated plans based on agency capability, capacity and existing arrangements.
- Work with Auckland Council Local Boards and regional community organisations to develop mechanisms that enable communities to help themselves.
- Expand the range of supporting agencies to provide a flexible and appropriate response.
Response actions

- The Emergency Coordination Centre Logistics function will work closely with the Group, Auckland Council departments, suppliers and community leaders to access goods and services.
- Work with community networks to support them to coordinate a community response based on targeted needs.

Challenges

- Coordination of multiple suppliers.
- Supporting communities without disrespecting their innate resilience.
- Managing offers of assistance and donated items.

LEAD AGENCY
Auckland Emergency Management

SUPPORT AGENCIES
- Adventist Development and Relief Agency
- Auckland Council Animal Management
- Auckland Regional Public Health Service
- District Health Boards
- Ministry of Health
- Ministry of Primary Industries
- Ministry of Social Development
- NZ Defence Force
- NZ Red Cross
- Salvation Army

INTERDEPENDENCIES WITH OTHER SUB-FUNCTIONS
- Needs Assessment
- Shelter and Accommodation
- Financial Assistance

“Nearly every belonging was covered in flood water, what was untouched was eaten away by mold in the weeks following.”
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**Ngā wāhi me whakamaru me ngā wahi noho**

**Shelter and accommodation**

The purpose of the shelter and accommodation sub-function is to coordinate the provision of shelter and accommodation for people who have been displaced from their homes as a result of an emergency.

**Principles**

- Encourage people to stay at home or with family and friends when safe to do so.
- Take into account family and support networks and keep families together and close to essential services.
- People needing shelter and accommodation are likely to need other support services and should be referred accordingly. Shelter options should be safe, hygienic and accessible to those who need them.
- Avoid moving displaced people multiple times.

**Planning actions**

- Lead agencies work together to plan the transition between shelter and emergency accommodation to the shelter and accommodation sub-function including those who who may be able to shelter in place.
- Identify communal accommodation options through the Civil Defence Centre designation programme and other facilities partnerships.

**Temporary accommodation**

Provided to displaced people who cannot return to their homes for a prolonged period (weeks, months).

**Emergency accommodation**

Provided for displaced people for up to two weeks.

**Shelter**

Provided usually in a communal facility (but not necessarily a pre-designated Civil Defence Centre) for a family or group of people for up to a few days only.
“Everyone wants to get back to normal as soon as possible. Having nowhere to call my own was the most destabilising thing of all.”

**Response actions**
- Auckland Emergency Management’s welfare and logistics teams will work together to identify the needs of those displaced and the best practical shelter or emergency accommodation solutions.
- Auckland Emergency Management and Ministry of Business, Innovation & Employment will work together to ensure a seamless transition between shelter or emergency accommodation into temporary accommodation.
- People accessing this sub-function will also be referred to other sub-functions for further support and will be encouraged through active case management to identify further accommodation options if return home is not possible.

**Challenges**
- Housing availability in Tamaki Makaurau / Auckland and shortage of commercial accommodation.
- Geographical clustering of appropriate commercial accommodation options.

**LEAD AGENCIES**
- Auckland Emergency Management (Shelter & Emergency Accommodation)
- Ministry of Business Innovation & Employment (Temporary Accommodation)

**SUPPORT AGENCIES**
- Ministry of Education
- Ministry of Health
- Ministry of Social Development
- NZ Defence Force
- NZ Red Cross
- Te Puni Kōkiri
- The Salvation Army

**TEMPORARY ACCOMMODATION**
- Housing New Zealand
- Ministry of Education
- Ministry of Health
- Ministry of Social Development
- NZ Defence Force
- Te Puni Kōkiri

**INTERDEPENDENCIES WITH OTHER SUB-FUNCTIONS**
- Needs Assessment
- Financial Assistance
- Household Goods and Services
He āwhina ā-pūtea
Financial assistance

The Ministry of Social Development coordinates the provision of information about, and access to, the range of financial assistance available to people affected by an emergency.

Principles

- Agencies are responsible for determining whether eligibility criteria are met for the financial programmes they administer.
- Participating agencies will provide information on the assistance available through their agency, including contact information.
- People affected by emergencies have access to information on the range of financial assistance available through a variety of formats.
- Agencies will liaise closely with other sub-function agencies to ensure that where multiple needs are identified, the individual and/or family receives a wrap-around service to meet those needs, including financial assistance.

Planning actions

- Coordinate planning undertaken by all agencies involved in the provision of financial assistance.
- Coordinate the development of public information, including culturally and linguistically diverse options, so people affected in an emergency know how they can access the services provided.
Response actions

- Monitor the situation to ensure that available financial assistance meets the needs of those affected.
- The amount and type of financial assistance will depend on need and eligibility. Extra measures of assistance can also be granted depending on the scope and scale of the emergency.
- Pre-prepared information on and access to a range of financial assistance will be available through a variety of channels.
- In a large scale emergency the Government 0800 Helpline may be activated in consultation with the Group and the National Welfare Coordination Group.

Challenges

- Increasing public awareness of available support.
- Coordination of multiple agencies.

LEAD AGENCY
Ministry of Social Development

SUPPORT AGENCIES
- Accident Compensation Corporation
- Earthquake Commission
- Inland Revenue
- Ministry of Business Innovation & Employment
- NZ Red Cross
- The Salvation Army

INTERDEPENDENCIES WITH OTHER SUB-FUNCTIONS
- Needs Assessment
- Shelter and Accommodation
- Household Goods and Services

“We hadn’t faced this before. We didn’t know what to do, where to go and who would help.”
Te tiaki kararehe Animal welfare

Animal welfare helps provide for the needs of animals when their owners (or people in charge) are not able to do so themselves due to the consequences of an emergency.

My animals are a part of my family. I would never leave my animals.

- All animal owners, or people in charge of animals, should develop their own plans to care for their animals during emergencies.
- Comprehensive emergency management to support an all-hazards and all-species approach.
- Lead the development of animal welfare planning arrangements involving all animal welfare sub-function support agencies.
- Develop plans to allow animals, accompanied by owners, to attend nominated Civil Defence Centres for registration.
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**Animal Welfare**

**LEAD AGENCY**
Ministry of Primary Industries

**SUPPORT AGENCIES**
- Federated Farmers of New Zealand
- New Zealand Companion Animal Council
- NZ Veterinary Association
- Royal NZ Society for the Prevention of Cruelty to Animals
- Auckland Council Animal Management

**INTERDEPENDENCIES WITH OTHER SUB-FUNCTIONS**
- Needs Assessment
- Shelter and Accommodation

**Challenges**
- Temporary housing of animals
- Dependence on assistance animals
- Risk of pet owners breaching coordination to ensure animal welfare
- Creating a scalable framework

**Response actions**
- Coordinate the animal welfare sub-function for all animals (including animal rescue, animal shelter, food, water, husbandry and veterinary care and other essential services delivered by support agencies. This includes companion animals, production animals, animals in research, testing and teaching facilities, zoos and circus animals, and wildlife.
- Animal rescue should be considered across the work of the Emergency Coordination Centre.
- Resources should be mobilised as soon as possible during an emergency.
He huarahi e whai wāhi mai ai te tangata
Ways to get involved

To be prepared and able to deal with emergencies, here are some key considerations and questions to get you started:

1. Understand risk
   - How might you and others be affected by an emergency?
   - Are there reasons that make you more vulnerable to the impacts of an emergency?
   - What could you do to reduce your exposure or vulnerability to risks? It needn’t cost money.
   - Future-proof your life by considering long-term changes in your environment, including the impacts of climate change, for example the likelihood of severe storm events.

2. Plan to stay safe
   - Have you discussed what you, your family, community or business plan to do if an emergency occurs?
   - Does your place of work have a business continuity plan?
   - Do you know how you are going to contact each other during and after an emergency?
   - Where would you and those closest to you meet up if there are communication or access issues?

3. Be prepared
   - Thinking about the potential impacts that could occur, for example, power, water, communications outages, transport issues, needing to stay in or out of home for an extended period of time...
     - What information and resources do you, your family, community or business need to have available?
     - What strengths and resources do you have available now and how could you use them to cope during and after an emergency?
     - Try to find solutions that benefit you every day which will also help in an emergency e.g. solar lighting, a car phone charger, access to camping gear, maintaining a full gas bottle for cooking.
5. Stay informed

- Find out more. Talk to others about emergency risks and resilience. Sign up for emergency alerts and warnings.
- Keep learning and building your own capacity to deal with disruption and problem solving. You’re your area and community can be more resilient.
- For further information go to Auckland Council’s Emergency Management website: aucklandcouncil.govt.nz

4. Stay connected

- Get to know people in your neighbourhood and community.
- Support and participate in local community events.
- Communities and businesses that know each other are stronger in good times and in bad.
Draft

Pathways to Preparedness:
A Planning Framework for Recovery

February 2019
Pathways to Preparedness: A Planning Framework for Recovery

**Introduction**

How Auckland might recover from a disaster\(^1\) is important.

Pathways to Preparedness: A Planning Framework for Recovery (the Framework) sets the scene for recovery, provides direction based on community values and principles, outlines our approach to recovery and identifies actions to build momentum on improving our preparedness to recover from a disaster.

A detailed recovery work programme will be developed to deliver on these actions across Auckland Council group and with our partners.

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**The process we followed**

In the wake of lessons learned from Christchurch's unanticipated, catastrophic earthquakes the Civil Defence Emergency Management Act 2002 was amended to make greater provision for recovery. Among other things, the amendments require strategic planning to be undertaken to prepare for recovery before disaster strikes. The Ministry of Civil Defence and Emergency Management issued guidelines stepping out how this can best be done.

We followed this process to:

- identify an initial set of community values and priorities to inform our planning.
- set our recovery vision
- anticipate the consequences and opportunities of Auckland's hazards and risks
- focus on building capacity and capability; and addressing barriers to recovery
- identify actions to build momentum.

---

\(^1\) *Disaster* in the Recovery Framework is defined as an emergency (under section 4 of the Civil Defence Emergency Management Act 2002) event that requires a recovery.
Pathways to Preparedness: A Planning Framework for Recovery

Community values and priorities

Our Vision
Auckland’s people, communities, businesses and infrastructure are well-placed to recovery from disaster.

Actions to build momentum

Build capacity and capability; and address barriers to recovery

Anticipate the consequences and opportunities of Auckland’s hazards and risks

Monitoring and evaluation

Figure 1. Pathways to Preparedness
Pathways to Preparedness: A Planning Framework for Recovery

Community Values and Priorities

The Framework takes a community centric approach, recognising the significant challenges confronting all recovery efforts (from relatively localised events to large-scale disasters).

Community wellbeing is the focus of recovery. In the aftermath of a significant event, individuals and communities will want to get things moving back to normality as quickly as possible. They will also want to see how we keep community at the heart of any recovery effort.

Understanding community values and priorities provides guidance on what will be important to communities, as a basis for pre-event planning and preparations for recovery. They indicate preferences for community involvement and the things communities hold dear. For example, decision-making underestimated the value, the people of Christchurch attached to their built heritage, meaning the pace, manner and extent of demolition caused great upset. Through understanding community values and priorities, we are better able to ensure appropriate decision-making and priority setting processes, and opportunities for participation.

Identifying community values and priorities

Auckland Emergency Management has worked with Auckland Council’s local boards and Auckland Council’s demographic Advisory Panels (Seniors, Ethnic Peoples, Pacific Peoples, Disability, Youth and Rainbow Communities). Our discussions have highlighted some key values and priorities that will be consulted on across Auckland communities.

Strong themes centred on retention of heritage in the natural built and cultural context. The need for local knowledge, leadership, partnerships and voice. Communication and connection was a common theme in the discussions. It was felt that multiple avenues for communicating was a high priority and suggestions for connecting across diversity, hard to reach communities and leveraging traditional and digital media would need to be sought.

The importance of getting key infrastructure such as hospitals, lifelines utilities and social and community infrastructure up and running fast was also identified. Personal safety was also highlighted.

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<td>Independence, Resilience and Self Reliance</td>
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<tr>
<td>Community, Connection and Culture, Heritage, Amenity</td>
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<tr>
<td>Local Knowledge, Leadership, Partnership and Voice</td>
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<thead>
<tr>
<th>Community Priorities</th>
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<tbody>
<tr>
<td>Physical and Social Connections, Communication</td>
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<tr>
<td>Enabling Local Input, Lifelines and Key Infrastructure, Economic Recovery</td>
</tr>
<tr>
<td>Safety, Health and Personal Wellbeing (including our pets)</td>
</tr>
<tr>
<td>Security and Personal Property</td>
</tr>
</tbody>
</table>
Pathways to Preparedness: A Planning Framework for Recovery

Our Recovery Vision

Auckland’s people, communities, businesses and infrastructure are well-placed to recovery from a disaster.

Recovery

Recovery means “the coordinated efforts and processes used to bring to about the immediate, medium-term, and long-term holistic regeneration and enhancement of a community following an emergency.” Correspondingly, recovery activities deal with the consequences of an emergency. An emergency is when something happens which causes or may cause loss of life or injury, or endangers public safety or property that:

- cannot be dealt with emergency services or
- requires a significant and coordinated response.²

The definition of an emergency refers to the likes of earthquakes, tsunami, tornado, plague and floods as well as the leakage or spillage of dangerous substances or failure of or disruption to an emergency service or lifeline utility. For convenience and brevity, we use ‘disaster’ to mean and emergency event that requires a recovery.

The essential issue of recovery is that; what has been built up over many decades through private and publicly funded development, individual, family and civic effort can be destroyed or damaged all at once, needing to be regenerated within a comparatively short period of time. Resulting disruption to businesses, housing, infrastructure networks, facilities and amenities impact on daily life and living standards, potentially for some time.

Recovery is complex and takes time. Recovery initially faces high levels of uncertainty, as the situation evolves. Time required for recovery to be completed can challenge people’s expectations and aspirations. They may feel like their life is on hold.

Preparations for recovery under this Framework aim to respond to and be fit for purpose for any scale of event. For example, depending on its scale, Auckland Council may have to reprioritise its activities to support a recovery.

What does Well-placed mean?

An underlying theme of recovery and its essential problem is complexity. Well-placed means being well prepared.

Lessons have been learnt from recent large events such as the Christchurch earthquakes and Kaikoura earthquakes. Intentionally preparing for recovery rather than leaving matters to chance or orchestrating recovery on the fly, greatly increases the prospects of more effective recovery – that is:

- the early commencement of organised recovery activities

² Adapted from definitions in the Civil Defence Emergency Management Act 2002.
Pathways to Preparedness: A Planning Framework for Recovery

- with a clear sense of purpose
- supported by participants and affected communities.

Achieving a successful start to a recovery requires a shared understanding of what a recovery is; what needs to be done (at least initially), and access to funding and resources. This in turn requires clear roles and responsibilities supporting cooperation and collaboration across many organisations and people, across many work streams. At a more detailed level it requires:

- clear, well understood processes for the transition to recovery
- assessing people’s needs and the damage to buildings and infrastructure
- procuring, allocating and managing resources
- managing the delivery of services and implementation of activities and projects.

Reinstatement, regeneration or enhancement?

Ultimately questions arise as to how ambitious or achievable recovery should be.

‘Build Back Better’ is a term arising out of the fourth priority for action (of 4) – “Enhancing disaster preparedness for effective response and to build back better in recovery, rehabilitation and reconstruction”, of the Sendai Framework for Disaster Risk Reduction endorsed by the United Nations

‘Over the years there has been an appreciation that reconstruction is an opportunity to build back better. Today recovery is defined as the restoration and improvement of facilities, livelihoods and living conditions of disaster-affected communities, including efforts to reduce disaster risk factors,”4 and is reflected in the definitions for recovery and recovery in the Civil Defence Emergency Act 2002.

What this means in practice can be very difficult. What was lost may not be able to be replaced exactly, the values of assets written down, insurance may only cover what previously existed in its then condition and regulations may impose their own requirements.

Responsible and cost-effective rehabilitation of a community does not guarantee a community will be restored to its original state. However, there may be opportunities to enable communities to improve on previous conditions. Through taking a broad, flexible or innovative view, enhancements may include new behaviours increased personal or community resilience, application or urban design and or universal design principles rather or improved structures or up-sized infrastructure.

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4 UN World Conference on Disaster Risk Reduction, 14-18 March 2015, Sendai, Japan.
Pathways to Preparedness: A Planning Framework for Recovery

**Understanding consequences and opportunities**

New Zealand and international experience demonstrates the advantages of pre-event planning and preparation over leaving it to chance or having to orchestrate a recovery on the fly.

Pre-event planning and preparation for recovery is supported by analysis of the likely impacts and consequences of emergency events. The potential hazard and its impacts interact with the circumstances existing at the time and in the area the emergency event takes place. Further, community values and priorities form part of and inform these circumstances. Understanding the impacts and circumstances, and their interaction in time and place is integral to planning for recovery. Scenario planning and running scenario-based exercises can assist greatly in this area.

This approach helps identify critical factors to an effective recovery, opportunities to improve community resilience and where possible, mitigate existing and identified hazards and risks. Through working with communities, we can prioritise areas of vulnerability while leveraging and supporting continued resilience within recovery.

![Diagram](image)

Figure 2. Anticipating what recovery may have to address.

The Auckland CDEM Group’s Plan ‘Resilient Auckland’ identifies several hazards and risks to the Auckland region, including natural events (such as volcanic eruption, severe weather events, tsunami, and coastal inundation) and infrastructure and lifeline utility failures (such as disruption to electricity, water, and transport networks).

When planning for impacts of hazards and risks, consideration needs to be given to the four recovery environments – social, built, economic and natural.

Auckland faces unique challenges - super diversity, rural and urban contexts, housing supply, homelessness, aging infrastructure and high rates of growth and development, which are key considerations for a potential disaster and ongoing recovery effort.

Emergencies and their consequences can be localised, affecting an area within a single local board’s boundaries or of wider impact, affecting an area that is part of multiple local boards, or the entire region.

Some emergencies may involve a series of cascading events, each of which may require different, but complimentary recovery activities. For example, a volcanic eruption in the north...
Pathways to Preparedness: A Planning Framework for Recovery

of the Auckland Volcanic Field may cause evacuations and damage on the North Shore, but ashfall may progressively damage wastewater treatment networks that eventually leads to region-wide lifeline utility failures. The context of a recovery can be extremely dynamic.

It should be noted however, there are limitations to the extent to which impacts of hazards and circumstances can be fully anticipated. Work to better understand Auckland’s hazards and risks and their impacts is part of Auckland Emergency Management’s ongoing work programme.
Pathways to Preparedness: A Planning Framework for Recovery

Building capacity and capability, and addressing barriers

Auckland Emergency Management and the Auckland CDEM Group are particularly focused on building capacity and capability for recovery and to addressing barriers that may inhibit or obstruct effective recovery.

The Framework takes a broad view to shaping the way we will work in recovery and enabling the work we will do recovery, informed by the community values and priorities.

The way we work – a partnership approach

Auckland Emergency Management and the CDEM Group takes a partnership approach, seeking the best of organic forms, supportive of community action and emerging solutions, and highly structured, institutional / governmental forms to provide coordination and operate at scale. This will enable Auckland Emergency Management, Auckland Council and our partners to deliver a more effective and coordinated recovery informed by community values and priorities.

The partnership approach recognises and respects diversity to ensure recovery is inclusive and provides opportunities for community participation. It is implemented through:

- prioritising the wellbeing of individuals, families and communities and their recovery
- restoring and/or improving the function of infrastructure, structures, physical networks and urban fabric that support communities
- enabling the restoration and/or regeneration of natural environments and their habitats and ecosystems
- supporting the interactions between businesses, business people, employees, resources and assets, and the commerce and trade generated in the economic environment.

The partnership approach identifies scalable, flexible and adaptable coordinating structures, aligned to key roles and responsibilities. It is a mechanism to link local and central government, the private sector and non-government (NGO) and community organisations that play a vital role in recovery. For example – the larger the scale of a recovery the more likely it will orient towards government structures and processes. This raises potential for flexibility, innovation and empowering the recovery of individuals to be unintentionally inhibited.

This approach builds on the work of Auckland’s CDEM Group / Auckland Emergency Management across the 5 R’s – reduction, readiness, response, recovery and resilience, our focus on communities and strengthening resilience and the strengths of the Auckland Council group and its partners. It provides opportunities for communities of practice to be activated, and guides and champions in the community to play a role informing and supporting the recovery effort assisting their communities.

Building upon existing partnerships the approach will also work across wider groups to embrace new formal and informal partnerships.
Pathways to Preparedness: A Planning Framework for Recovery

The way we work – collaborating across formal and informal partnerships

Auckland Emergency Management provides the specialist roles serving Auckland Council’s civil defence function under the Civil Defence Emergency Management Act 2002 and would lead the initial stages of recovery.


Auckland Council’s governing body has delegated responsibility to the Civil Defence Emergency Management Committee as the decision maker for the Group.

Auckland Emergency Management and the CDEM Group works closely and collaboratively with many stakeholders. For example, the Auckland Welfare Coordination Group is made up of 26-member agencies active in response. Many of these emergency services, social and health service and non-governmental organisations will also support recovery.

Auckland Emergency Management engages Auckland Council’s local boards across the pre-event recovery work programme and will work closely with local boards when undertaking a recovery in their area or areas.

Auckland Emergency Management will further develop its relationships across the emergency management sector and its communities through the implementation of this Framework. Developing and building relationships with Auckland’s iwi and mataawaaka is a particular focus and a priority.

The work we do – addressing barriers to recovery

Recovery gives rise to a range of inherent challenges and issues, as multiple activities are delivered simultaneously across workstreams addressing recovery in the natural, social, built and economic environments.

Through the development of this Framework, engagement with the Ministry of Civil Defence Emergency Management, recovery literature and our engagement with our partners we have identified five focus areas to assist in preparing for recovery. They direct activity towards what is crucial to recovery or address barriers to recovery in Auckland. Focusing on effective recovery the five areas seek to ensure:

- capacity and capability is available
- collaboration is supported
- recovery is communicated
- recovery is understood
- monitoring and evaluation.
Pathways to Preparedness: A Planning Framework for Recovery

Figure 3 – Five Focus Areas

It is recognised that effective recovery requires supporting work programmes in addition to implementation of the Framework, such as:

- refining Standard Operating Procedures for recovery
- implementing the readiness work programme of the Incident Management Team
- incorporating and learning from international and New Zealand recovery efforts
- supporting the development of emergency management recovery networks, like the Northern Recovery Managers Group.
Pathways to Preparedness: A Planning Framework for Recovery

### Actions to build momentum

The following section outlines high-level, short to medium-term actions. They respond to the set of initial community values and priorities outlined earlier and are directed towards the five focus areas.

They will drive the recovery work programme across the breadth of preparation, relationship building and communication. Delivering on the identified actions will progress us towards achieving the longer-term vision, and that progress will be monitored and evaluated.

Auckland Emergency Management will develop a prioritised work programme to deliver on the identified actions. Our Civil Defence Emergency Management partners will be involved along the way to ensure inter-agency operability is maintained, operational needs are assured and to affirm our shared understanding.

Initially focused within Auckland Emergency Management, a whole-of-council approach to implementing the work programme will involve Auckland Council group first, and then our partners, before expanding outwards engaging additional partners and reaching out into the community.
### Auckland's diversity

Auckland hosts a rich and diverse population by age, gender, religion, sexuality, nationality and culture. This is a strength of Auckland while also meaning specific needs might present themselves in a recovery. Achieving effective recovery will require the flexibility to ensure recovery works for all Aucklanders and their communities. Communication, understanding recovery, and being able to engage and participate may be challenging for some communities.

<table>
<thead>
<tr>
<th>Opportunities</th>
<th>Actions</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cultivate improved cultural awareness to be able to understand specific concerns, to enable them to be addressed.</td>
<td>Access and tap into resources across the Auckland Council group and externally to better communicate and engage.</td>
</tr>
<tr>
<td>Leverage the potential of Auckland Council's demographic Advisory Panels – Seniors, Ethnic Peoples, Pacific Peoples, Disability, Youth and Rainbow Communities</td>
<td></td>
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</table>

### Building a better understanding of Recovery

Understandably, recovery is not well understood. It has a limited profile beyond the CDEM sector and people with personal knowledge. The current level of understanding is a barrier to people’s ability to anticipate and prepare in advance of an emergency event.

Auckland hosts a rich and diverse population by age, gender, religion, sexuality, nationality and culture. This is a strength of Auckland while also meaning specific needs might present themselves in a recovery. Achieving effective recovery will require the flexibility to ensure recovery works for all Aucklanders and their communities. Communication, understanding recovery, and being able to engage and participate may be challenge in some communities.

<table>
<thead>
<tr>
<th>Opportunities</th>
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</thead>
<tbody>
<tr>
<td>Develop a 'Recovery story' supported by key messages and education materials (translated in different languages).</td>
<td>Leverage opportunities to raise the profile and discuss recovery with new audiences through the CDEM Group, Auckland Council group, partners and communities.</td>
</tr>
<tr>
<td>Support Auckland Emergency Management’s education and outreach programme across the five R’s.</td>
<td>Cultivate improved cultural awareness to be able to understand specific concerns, to enable them to be addressed.</td>
</tr>
<tr>
<td>Access and tap into resources across the Auckland Council group and externally to better communicate and engage.</td>
<td>Leverage the potential of Auckland Council’s demographic Advisory Panels – Seniors, Ethnic Peoples, Pacific Peoples, Disability, Youth and Rainbow Communities.</td>
</tr>
<tr>
<td>Managing Expectations</td>
<td>Opportunities</td>
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<td>-------------------------------------------------------------------------------------</td>
<td>-------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>The disruption to daily life and routines can be sudden and significant. Previously routine tasks become complicated and can subject to repeated change.</td>
<td>Clear and consistent communication is critical to maintaining trust in the community</td>
</tr>
<tr>
<td>The level of upset can be exacerbated by ongoing change due to recovery activities or weather changes. Previous plans go on hold.</td>
<td>Strike a balance between ambition and achievability in planning and preparations for recovery / in a recovery.</td>
</tr>
<tr>
<td>Change of this magnitude can be disempowering and a source of frustration and distress for many.</td>
<td>Leverage creativity, community spirit and participation in a recovery to promote solutions and assist in the recovery effort.</td>
</tr>
<tr>
<td>Everyone is eager to return to something that resembles what was normal before the event, as soon as possible.</td>
<td></td>
</tr>
<tr>
<td>The nature of the event, its impacts and the scale of the recovery effort required inform the type and extent of recovery efforts required.</td>
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</table>
### Economy / Local Economy

<table>
<thead>
<tr>
<th>Opportunities</th>
<th>Actions</th>
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<tbody>
<tr>
<td>Disruption can bring business, trade and commerce to a standstill. Orders and commitments may not be met, and employees may have not work. Everybody suffers hardships without cash flow or access to money to access necessities. Disrupted supply lines may need to be restored. Distinctions between rural and urban local economies are also important. For example, seasonal activities may have needs or requirements with potential consequences for production over an extended period.</td>
<td>Investigate opportunities and mechanisms for local sourcing/procurement of goods and services during a recovery. Work with Business Associations to encourage uptake of Business Continuity Planning and practices amongst their member businesses. Leverage a better understanding of the Auckland’s and local economies through engagement with potential Task Group members for the economic environment. Leverage opportunities for youth employment. Understand the implications of seasonal cycles and underlying activities to identify factors which are critical to Auckland’s rural economy.</td>
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</table>

### Funding and resources

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<thead>
<tr>
<th>Opportunities</th>
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<tbody>
<tr>
<td>Replacing capital and social investment, restoring natural ecosystems and regenerating the environments that support social and economic well-being requires significant funding. The commitment of financial and human resources to prioritise recovery activities is also significant. Accessing needed skills and expertise can be additional challenges. Sustaining a recovery, prudent financial management, appropriate project management, while maintaining a focus delivering on the desired outcomes is complex in a pressured environment. Recovery from smaller events can seem disproportionately large, while major and significant events present hurdles that are magnitudes greater. The longer recovery continues the greater the pressure on resources as demand to deliver disrupted projects and work programmes builds. This can pose particular challenges where the event and recovery are limited to a part of the region.</td>
<td>Building shared organisational understanding of what recovery may involve across Auckland Council group, CDEM group, Task Groups, and progressively, with Auckland’s communities. Sharing of Standard Operating Procedures, plans and recovery documentation as appropriate, and subsequent updates. Generate a deeper shared understanding of arrangements regarding the servicing of recovery in respect of financial, information and project management, specialist and expert advice and general administration. Understanding the way business units across Auckland Council group deliver their services. Raising the profile of recovery arrangements and the understanding of what might be required of service delivery business units and their contractors. Identifying key skills, expertise and services contributing to recovery across Auckland Council group and partner organisations.</td>
</tr>
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### Māori communities

<table>
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<th>Opportunities</th>
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<tbody>
<tr>
<td>Recent experience of response and recovery from disasters has benefited from the participation, support and leadership of mana whenua and local wi at all levels – from delivering services to decision making.</td>
<td>Develop a shared understanding of recovery within Auckland Emergency Management’s wider engagement with mana whenua and mataawaka. Build on the opportunities for collaboration to cultivate leadership, participation and outcomes for Māori.</td>
</tr>
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## Attachment C

### Item 9

<table>
<thead>
<tr>
<th>Pre-existing issues</th>
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<tbody>
<tr>
<td>Any existing issues at the time of an event will be magnified in their effect and consequence. Housing is under pressure in Auckland, with elevated house prices and rental costs, homelessness and high demand for social housing and refuge. Emergency accommodation will be a challenge in these circumstances. Peoples health conditions, disabilities, or personal circumstances may make them especially vulnerable to sudden change and disruption to their environment. Transport bottlenecks or previously known weakness in a network may have a pronounced effect in a particular event.</td>
<td>Environmental scanning to maintain general awareness of issues and challenges facing Auckland across the four recovery environments. Maintain engagement with partners and stakeholders and leverage opportunities to gather information and intelligence • in recovery planning and preparations • through the duration of recovery. Access expertise, knowledge available, information and advice through the membership of the task groups established to support recovery after an event (see below).</td>
</tr>
</tbody>
</table>

### Psychosocial recovery

International and more recent experiences in New Zealand has raised awareness of the way that emergency events can have very different impacts on people. Some may be unscathed, and others impacted to varying degrees. Impacts may only become apparent after the passage of time. A person individual circumstances can make it more difficult to cope with ongoing disruption and change, to make decisions and to support others. Equally, individual recovery from such impacts takes time and is non-linear or continuous, with many ‘ups’ and ‘downs’ possible. | Ensuring people involved in recovery maintain an awareness of the complexities of psychosocial recovery that individuals may be going through. Sharing best practice amongst experienced practitioners with and amongst front-line staff. Apply case management and debriefing principles. Psychosocial first aid training or other for all people in contact roles. Awareness raising of the psychosocial impacts on responding agencies and staff and the putting in place of support mechanisms. |
## Task Groups

Task Groups are established to provide advice and assistance for each of the natural, social, built and economic environments.

Each Task Group has a Terms of Reference, setting out its functions, roles and responsibilities. Task Groups may also comprise sub-task groups.

Potential members are practitioners, experts or leaders in their field whose knowledge would benefit a recovery. They are generally busy people, which can be a barrier to maintaining Task Groups, keeping informed and abreast of best practice in recovery.

Further, the membership of Task Groups needs to reflect the nature and scale of the task for each event.

<table>
<thead>
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<th>Opportunities</th>
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<tr>
<td>Establishing a ‘pool’ of potential Task Group members to ensure readiness and the ability to scale a recovery proportionate to the nature of the disaster.</td>
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</tr>
<tr>
<td>The pool for each recovery environment may be comprised of both:</td>
<td>Explore the current capacity and capability for recovery within participating agencies.</td>
</tr>
<tr>
<td>- a core membership comprised of people within the wider Auckland Council group / emergency sector</td>
<td>Explore potential arrangements they may operate in a recovery and their staffing.</td>
</tr>
<tr>
<td>- a wider membership of people who might only be called upon if the event demands it.</td>
<td>Ensure key staff in the recovery are different from key staff in response.</td>
</tr>
<tr>
<td>Core members would be more involved with up to 4 meetings/exercises a year.</td>
<td>Train staff for recovery as required (potentially based on common arrangements).</td>
</tr>
<tr>
<td>Wider group members would be less involved, though steps taken to ensure relationships and awareness is maintained.</td>
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### Collaboration is supported

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<th>Opportunities</th>
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<tbody>
<tr>
<td>Collaboration</td>
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</table>

Effective recovery requires high levels of coordination and collaboration, with everyone actively participating.

Achieving this level of collaboration is supported by:

- strong institutional and personal relationships
- clear roles and responsibilities
- a shared understanding of what is to be achieved in a recovery
- effective support systems and communication.

- Develop guidelines setting out the process, considerations, information/intelligence required and potential sources to assist in considering whether a recovery process needs to be activated - incorporate key elements into Standard Operating Procedures, with thresholds.

- Share Standard Operating Procedures, plans and recovery documentation (and subsequent updates) with partners as appropriate.

- Build and maintain institutional and personal relationships amongst key agencies.

- Clarify agreed roles and responsibilities amongst leading partners and key agencies.

- Formalise arrangements, roles, responsibilities in key areas through developing protocols, memorandum of understanding or similar.

  (Key areas = support delivery of a critical service or critical resources or arrangements important in every recovery)
<table>
<thead>
<tr>
<th>Monitoring and evaluation</th>
<th>Development of a monitoring and evaluation framework for recovery able to be applied to:</th>
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<tbody>
<tr>
<td>The response to, and recovery from an event are frequently reviewed to identify what went well/not so well and improvements to future practice.</td>
<td>• provide insight into the relevance of high-level independent metrics</td>
</tr>
<tr>
<td>Monitoring and evaluation are integral to programme management and the development of best practice.</td>
<td>• track the extent of progress towards achievement of the Framework’s vision for recovery</td>
</tr>
<tr>
<td>Levels of disruption or distance from previous norms are readily identifiable from common high-level metrics, such as regional GDP or the unemployment rate. Comparisons of these types of metrics (when available) lend themselves to debates on the progress or success of recovery from a significant event. These types of metrics are important and produced methodically by agencies external to a recovery. More particularly, indicators need to be identified to be able to track progress towards fulfilling the vision and objectives for recovery. Similarly, indicators are required to provide information on the extent to which the principles are being applied. Indicators are also required to track progress on the tasks/actions identified in Recovery Action Plans, formulated after an event.</td>
<td>• progress towards completing items on the recovery work programme (generated from the Framework’s actions)</td>
</tr>
<tr>
<td></td>
<td>• provide insight into the overall efficacy pre-event planning and preparations for recovery</td>
</tr>
<tr>
<td></td>
<td>• track progress towards the completion of actions and tasks under a Recovery Action Plan formulated for the recovery from an emergency event</td>
</tr>
<tr>
<td></td>
<td>• provide insight into the overall efficacy of actions and tasks under a Recovery Action Plan formulated to address the consequences in a disaster.</td>
</tr>
</tbody>
</table>
Te take mō te pūrongo
Purpose of the report
1. To inform the Advisory Panels about Auckland's Water Future: A Discussion Document that will inform future policy regarding water management in Tāmaki Makaurau.

Whakarāpopototanga matua
Executive summary
2. Staff will be present to update the panel on the consultation process and gain feedback.

Ngā tūtohunga
Recommendation/s
That the Seniors Advisory Panel:

a) receive and thank staff on the consultation process on Our Water Future: A Discussion Document.

b) provide feedback on the Our Water Future: A Discussion Document.

Ngā tāpirihanga
Attachments

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<tr>
<td>B</td>
<td>Our Water Future: A discussion document</td>
<td>129</td>
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</tbody>
</table>

Ngā kaihaina
Signatories

<table>
<thead>
<tr>
<th>Author</th>
<th>Sandra Gordon - Senior Governance Advisor</th>
</tr>
</thead>
<tbody>
<tr>
<td>Authoriser</td>
<td>John Nash – Lead Officer Support</td>
</tr>
</tbody>
</table>
Our Water Future: A Discussion Document

Purpose

To inform the Advisory Panels about Auckland’s Water Future, a discussion document that will inform future policy regarding water management in Tāmaki Makaurau.

Discussion questions

- What do communities in Tāmaki Makaurau value most about water?
- How concerned are your communities about our water issues?
- What do communities in Tāmaki Makaurau think is important for the council to be doing for the future of Auckland’s water?

Background

1. Water is a precious resource and requires a holistic management approach. A holistic approach means we consider water in all its forms, including rain water, streams, rivers and coasts, water for supply to businesses and households and water waste.

2. Auckland Council is creating a Water Strategy that looks across the full range of water issues in our region, so that we’re prepared when we need to make big, potentially difficult decisions about how we manage water in the coming years.

3. The water strategy will direct how the council will:
   - Take care of our natural waterbodies – streams, rivers, lakes and harbours
   - Meet daily water needs as our population grows
   - Look after our waters while managing growth and development
   - Prepare for the impacts of climate change.

Consideration

4. The council released the discussion document Our Water Future on 17 February 2019. Our Water Future lays out the vision, values, the big issues facing Auckland in relation to water management and the principles and processes to support effective management. A summary of the document is attached to this report.

5. Feedback on the document is open until 19 April 2019. More information about events and activities are available on the council’s Have your Say website.

6. Panel members are encouraged to have their say and to discuss the document and participation in the conversation within their own communities.

Attachments

Attachment A: Our Water Future Executive Summary
EXECUTIVE SUMMARY

Tō tātou wai ahu ake nei
OUR WATER FUTURE
A DISCUSSION DOCUMENT
Mihi

Ka mihi ake ai ki ngā maunga here kōrero, ki ngā pari whakarongo tai, ki ngā awa tuku kiri o ōna manawhenua, ōna mana ā-iwi taketake mai, tauiwai atu. Tāmaki – makau a te rau, muraau a te tini, wenerau a te mano.
Kāhore tō rite i te ao.

I greet the mountains, repository of all that has been said of this place, there I greet the cliffs that have heard the ebb and flow of the tides of time, and the rivers that cleansed the forebears of all who came those born of this land and the newcomers among us all.
Auckland – beloved of hundreds, famed among the multitude, envy of thousands.
You are unique in the world.

Kupu takamua

Foreword

Protecting our streams, rivers, lakes and harbours is a top priority for Aucklanders, and there are big challenges we need to tackle.
We’ve made a good start on some of the immediate issues, like cleaning up our beaches and replanting our streams. However, there is much more we need to do if we are to secure our water future.
In Auckland, localised floods, slips and coastal erosion happen often. Although it rains frequently, we have to rely on our neighbours in the Waikato to meet our drinking water needs. As our population grows, and the impacts of climate change begin to bite, we need to think very carefully about our water future.
Working in partnership with Māori is an essential part of this process. Te mauri o te wai, recognising the lifegiving nature of water, is a view that treats water with the respect it deserves.
We can all contribute to a better water future. I invite you to read this discussion document and let us know what you think. Let’s work together to ensure a secure, sustainable and healthy future for water in Auckland.

Councillor Penny Hulse
Chair, Environment and Community Committee
Tō tātou wai ahu ake nei
Our water future

Clean, healthy water is essential to our future. It gives us life, shapes our environment and adds to the beauty of our region. Our connection with water is part of what makes living in Tamaki Makaurau / Auckland so special.

As our region continues to grow and change, we need to look after this most precious taonga / treasure.

11,117km² of ocean
3200km of coastline
16,500km of permanently flowing rivers
72 natural and artificial lakes
multiple aquifers

Defining our water future is a task for everyone together. We know that Aucklanders want cleaner, healthier waters. Now, we want to take the conversation wider, to think about the many ways we depend on water.

Auckland Council has decided to prepare a water strategy for the region, to describe how we will:

- take care of natural waterbodies – our streams and rivers, lakes and harbours
- meet our daily water needs as our population grows
- look after our waters while managing our growth and development
- and prepare for changes in our climate and our communities.

We want to hear what you think.

What kind of water future could we create?
What vision could we aspire to?
What are the big water issues we need to tackle?

As it flows from the ranges to the sea, water provides for us all.
Ngā wero kei mua i a tātou

Our challenges

We face a number of pressing challenges to our water future that we can’t afford to ignore. None of them have a quick fix, and we don’t yet have all the solutions that we need.

Pollution is harming our waters

Our waters are degraded, especially where they are close to urban areas (see map). Contaminants (such as oil from cars, rubber from tyres, sediment from land, and human and animal waste) are washing into our waterways. This damages ecosystems and poses risks to human health.

We need to clean up our rivers, lakes, streams and harbours.

**Causes of degradation of our waterways:**

<table>
<thead>
<tr>
<th>Rural activity</th>
<th>Development</th>
<th>Faecal contamination</th>
<th>Transport</th>
<th>Littering and spills</th>
</tr>
</thead>
<tbody>
<tr>
<td>Livestock</td>
<td>Earthworks</td>
<td>Animals</td>
<td>Brake linings</td>
<td>Litter</td>
</tr>
<tr>
<td>Fertiliser</td>
<td>Paved surfaces</td>
<td>Birds</td>
<td>Tyre abrasion</td>
<td>Chemical spills</td>
</tr>
<tr>
<td>Forest harvesting</td>
<td>Stream modification</td>
<td>Wastewater leaks</td>
<td>Road runoff</td>
<td>Illegal drainage</td>
</tr>
</tbody>
</table>

**Key impacts:**

- Sediment
- Nutrients
- Contaminants
- Heavy metals
- Pathogens
- Erosion

*Littertrap on Ōtara Stream preventing plastics and floating rubbish reaching the Tāmaki Estuary.*
Water quality is generally better in remote parts of the region, and worse in more populated areas.

(Source: Research and Evaluation Unit, Auckland Council, 2018)
A growing population will need more drinking water

Freshwater is a scarce resource, even though it rains frequently. We have limited large rivers, lakes and groundwater/aquifer resources in the region to draw water from. We are currently applying to take additional water from the Waikato River. This is expected to meet our urban supply needs until around 2050, or longer if we can be more efficient with our water use.

In rural areas, we have a very limited understanding of how much water is being used. We think we are close to the limit of what we can sustainably take from aquifers in some parts of the region.

We are going to need to make better use of the water that we have, or find new sources of supply by 2050.
The climate is changing

We are operating in an ever-changing context, vulnerable to natural hazards such as flooding, coastal sea level rise and inundation, erosion and drought and the increasingly evident effects of climate change. For example, 137,000 buildings in Tāmaki Makaurau are prone to some form of flooding, of which 16,000 are at risk of flooding above floor level.

We will need to make changes to be ready for the increasing risks.

**A future with more weather extremes:**

<table>
<thead>
<tr>
<th>Season</th>
<th>Rainfall</th>
<th>Total Rainfall</th>
<th>Extreme Rainfall</th>
<th>Drought</th>
<th>Hot Days</th>
<th>Cold Nights</th>
<th>Risk of Fire</th>
</tr>
</thead>
<tbody>
<tr>
<td>Spring</td>
<td>↓</td>
<td>↑</td>
<td>↑</td>
<td>↑</td>
<td>↑</td>
<td>↓</td>
<td>↑</td>
</tr>
<tr>
<td>Autumn</td>
<td>↑</td>
<td>↑</td>
<td>↑</td>
<td>↑</td>
<td>↑</td>
<td>↓</td>
<td>↑</td>
</tr>
</tbody>
</table>

*(Source: NIWA 2017)*

**Improvements are expensive**

Managing growth, with an ever-increasing need to build more houses across the region, is our most pressing challenge. The next thirty years will require significant investment in water infrastructure for this new growth and also to maintain our existing water assets. Between 2019 and 2048, we expect to have spent around $35.7 billion on water infrastructure. Responding to water issues takes money and time (and the costs of doing nothing will likely end up being higher in the long run).

We want to make sure our decisions are improving our water future, not deferring the problems for future generations to resolve.

<table>
<thead>
<tr>
<th>Infrastructure type</th>
<th>Capital expenditure</th>
<th>Operating expenditure</th>
</tr>
</thead>
<tbody>
<tr>
<td>Water supply</td>
<td>$7.7 Billion</td>
<td>$10.7 Billion</td>
</tr>
<tr>
<td>Wastewater</td>
<td>$11.6 Billion</td>
<td>$18.0 Billion</td>
</tr>
<tr>
<td>Stormwater</td>
<td>$6.1 Billion</td>
<td>$7.0 Billion</td>
</tr>
<tr>
<td>Total water</td>
<td>$25.4 Billion</td>
<td>$35.7 Billion</td>
</tr>
</tbody>
</table>

We’re planning to invest a lot in our water infrastructure. *(Source: Infrastructure Strategy)*

**Central government regulations are changing**

In the next few years, it is likely that central government will set higher standards for drinking water, the discharges from wastewater treatment plants and the stormwater system.

They are also looking at changing how services are delivered. Some of the options include creating publicly owned drinking water and wastewater providers that operate across council boundaries.

These processes might change how our water services in Tāmaki Makaurau are regulated and delivered.

We have communicated our support for the government’s position that drinking water, wastewater and stormwater assets must remain in public ownership. We have also identified that any subsidies needed to support smaller communities to meet increased water standards should come from national revenue. Rates and local user charges collected in Auckland should only be used to fund services in Auckland.
Tā tātou whāinga marohi: he whakauru i te wai hei pū aronga

**Our proposed approach: putting water at the centre**

We are preparing an Auckland Water Strategy to respond to the challenges to our water future. We want to create a vision for water in Tāmaki Makaurau that:

- is special to this place
- recognises the vital relationship between our water and our people
- recognises the role of mana whenua as kaitiaki / guardian within the region
- represents values that can unify us in our actions
- sets a long-term aspiration for the way we take care of our waters.

The vision doesn’t have to describe where we are today, but rather where we want to get to.

We think the following proposed vision statement is a good aspiration to work towards:

**Te mauri o te wai o Tāmaki Makaurau – the life supporting capacity of Auckland’s waters – is protected and enhanced.**

Te mauri o te wai is about the health of water. Water has mauri, a vitality or essence that supports life. The actions we each take can enhance mauri or they can diminish mauri.

It is also about the deep connections between water, the environment and people. Te mauri o te wai calls for a future where our young people can swim in and eat from our rivers, estuaries and harbours.
Our water values

A value-based approach connects our decisions back to what matters most. We are proposing the following values to underpin our proposed vision of te mauri o te wai:

- **Ecosystems**
  - *Ngā pūnaha hauropi* (Healthy water systems) nourish the natural environment.

- **Water use**
  - *Te whakamahi wai* (We meet our everyday water needs safely, reliably and efficiently).

- **Recreation and amenity**
  - *Ngā mahi ā-rēhia me ōna wāhi urunga* (We enjoy being in, on and near the water).

- **Culture**
  - *Tikanga taketake* (Water contributes to our identities and beliefs, as individuals and as part of communities).

- **Resilience**
  - *Te manawaroa* (Our communities, catchments and coastlines are resilient to natural hazards and the impacts of climate change).

The National Policy Statement for Freshwater Management requires that we develop values to inform the setting of freshwater objectives and limits. This includes compulsory values of ecosystem health and human health for recreation. These are used to inform the setting of freshwater objectives and limits. We are proposing to use the values we describe here as we develop Auckland's response to the policy statement.

**Lessons from other cities**

We have identified some common themes from water strategies around the world, that are relevant to Tāmaki Makaurau:

- recognising water supports prosperity, community and economic wellbeing
- being future-facing, aiming for inter-generational sustainability and resilience
- placing priority on looking after the environment and ecosystems
- managing hazards and ensuring security of supply
- taking an integrated approach to decision making across the water cycle.
Ka pai ake tā tātou ahu haere
Improving as we go

We have a lot to do to achieve our proposed vision and values. It’s important to acknowledge that we’re already doing well in some areas:

- our municipal drinking water supply is rated ‘Aa’
- we have the lowest per capita water use in New Zealand
- we recover energy from wastewater at the Māngere and Rosedale wastewater treatment plants and from the water supply dams to help run our systems.

<table>
<thead>
<tr>
<th>Total Water Use Per Person Per Day 2018 (litres):</th>
</tr>
</thead>
<tbody>
<tr>
<td>Wellington</td>
</tr>
<tr>
<td>350</td>
</tr>
</tbody>
</table>

We’re making significant investments to improve our performance:

- the water quality targeted rate commits an additional $452 million over the next 10 years to deliver cleaner harbours, beaches and streams
- the central interceptor project (a huge new wastewater tunnel to be built between Western Springs and the Māngere wastewater treatment plant, starting this year) will reduce wet weather overflows from the wastewater system.

We’re making sure we share what we know:

- Safeswim.org.nz provides real-time predictive information about health risks for swimmers
- flood mapping in the Unitary Plan lets property owners understand potential risks.

And we’re prepared to try new approaches to water management:

- the Water Sensitive Design Guidelines encourage lower-impact development practices
- stream daylighting projects are reconnecting communities and ecosystems.
Auckland Council, Watercare and Auckland Transport look after:

- **365 million** litres of drinking water per day
- **27** drinking water sources
- **450 million** litres of wastewater per day
- **330,000+** manholes
- **474** rivers and streams
- **3200 km** coastline
- **9200+ km** of water supply pipes
- **8000+ km** of waste water pipes
- **6300+ km** of stormwater pipes

*Croftfield Wetlands filter and clean stormwater in the Wairau Valley.*
Ngā take matua

The big issues

From our discussions across the council family, including Watercare and Auckland Transport, we think there are four priority issues for us to work on. We have identified some areas we would like to expand as part of developing the water strategy:

Cleaning up our waters
We would like to explore how we can move further, faster with cleaning up our waters. Some of the possibilities include better data-sharing, streamlining processes to encourage water sensitive design, identifying other sources of funds, and stepping up the effort to identify and fix sources of pollution.

Growth in the right places
We would like to look further at the tools that are needed to manage and enable growth in ways that will protect and enhance te mauri o te wai. This includes how we might protect the places where water is relatively healthy, and use growth as an opportunity to improve the impacts on areas that are already degraded.

Coastal Erosion at Stanmore Bay.
Meeting future water needs

We need to evaluate a range of options for meeting our future water needs. This includes making the most of what we already have, and potentially developing other new sources of supply, such as rainwater harvesting and water re-use. We would also like to improve our groundwater monitoring.

Water supply and demand in metropolitan Auckland

Adapting to a changing water future

As the frequency and severity of hazard events increases, we need to work with communities to develop a shared understanding of risks, responses and the allocation of responsibilities.

Flood damage to Clark Street, New Lynn, March 2017.
Ka pēhea ā mātou mahi: ngā mātāpono me ngā tukanga

How we will work: principles and processes

We are proposing the following six principles to guide us as we work:

1. **Recognise that water is a treasured taonga.** Water is life, and needs to be managed carefully to restore te mauī te wai.

2. **Work with ecosystems.** Working with the natural environment, and mimicking its systems wherever possible is key to a water sensitive approach.

3. **Deliver catchment scale thinking and action.** The catchment is the best scale to think about water flows and uses, and the balance between different activities and effects.

4. **Focus on achieving right-sized solutions with multiple benefits.** Local variables will drive the fine-grained responses to our regional aspirations, with different solutions appropriate at different scales.

5. **Work together to plan and deliver better water outcomes.** We all have a stake in our water future. Engaging with mana whenua, communities, and across disciplines helps find durable and effective solutions.

6. **Look to the future.** Our planning and development takes future uncertainties into account, so that communities and infrastructure are future-proofed and resilient.

We think that there are four key elements that we need to improve within our processes, to help us apply the principles in our work:

1. **Applying a Māori world view.** Putting te mauī o te wai at the centre of decisions, incorporating mātauranga Māori (Māori knowledge and expertise), and increasing opportunities for mana whenua to exercise their enduring kaitiaki role over the waters of Tāmaki Makaurau.

2. **Creating our water future together.** Empowering Aucklanders to take care of our waters, and ensuring we all take responsibility for our impacts.

3. **Setting priorities for investment.** Balancing community expectations about improving our water infrastructure, with the community’s ability to pay.

4. **Achieving net benefits for catchments.** Developing practical methods to allow us to offset and mitigate effects so that, overall, our waterways end up better off than they started.
Kimihia ētahi atu kōrero

Find out more

The health of our waters affects everyone’s future. We want to hear from you: do the challenges, vision and values we propose in this discussion document reflect your views? What kind of water future do you envisage? And what do we need to do to get closer to that vision?

You can have your say on the ‘our water future’ discussion document from 17 February to 19 April 2019. We’ll also be running events around the region. Visit the website at akhaveyoursay.nz

If you want more detail on any of the issues raised in this summary, you can look at the full discussion document or sign up to updates at aucklandcouncil.govt.nz/ourwaterfuture
Attachment B

Item 10

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February 2019


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Age Friendly City - Update

File No.: CP2019/03329

Te take mō te pūrongo
Purpose of the report
1. To receive an update on the age-friendly city initiative.

Whakarāpopototanga matua
Executive summary
2. Rebecca Kruse, Principal Policy Analyst will be present to update the panel on the age-friendly city initiative.

Ngā tūtohunga
Recommendation
That the Seniors Advisory Panel:

a) receive and thank Rebecca Kruse for her presentation regarding the age-friendly city initiative.

Ngā tāpirihanga
Attachments
There are no attachments for this report.

Ngā kaihaina
Signatories

<table>
<thead>
<tr>
<th>Author</th>
<th>Sandra Gordon - Senior Governance Advisor</th>
</tr>
</thead>
<tbody>
<tr>
<td>Authoriser</td>
<td>John Nash – Lead Officer Support</td>
</tr>
</tbody>
</table>
Seniors Advisory Panel - Members' Update

File No.: CP2019/03226

Te take mō te pūrongo
Purpose of the report
1. To provide members of the Seniors Advisory Panel an opportunity to update the meeting with upcoming events and issues impacting senior communities.

Whakarāpopototanga matua
Executive summary
2. Seniors Advisory Panel members will discuss issues impacting senior communities or highlight upcoming events which are of interest.

Ngā tūtohunga
Recommendation
That the Seniors Advisory Panel:

a) receive the update about upcoming events and issues impacting senior communities.

Ngā tāpirihanga
Attachments
There are no attachments for this report.

Ngā kaihaina
Signatories

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<tbody>
<tr>
<td>Authoriser</td>
<td>John Nash – Lead Officer Support</td>
</tr>
</tbody>
</table>
Te take mō te pūrongo
Purpose of the report
1. To receive an update on the Seniors Advisory Panel work programme for the 2018/19 financial year.

Whakarāpopototanga matua
Executive summary
2. Cecily Dower, Deputy Lead Officer, will provide the panel with an update on the work programme for the 2018/19 financial year.

Ngā tūtohunga
Recommendation
That the Seniors Advisory Panel:

a) receive an update on the work programme from Cecily Dower, Deputy Lead Officer.

Ngā tāpirihanga
Attachments

<table>
<thead>
<tr>
<th>No.</th>
<th>Title</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>A0</td>
<td>Seniors Advisory Panel Work Programme, updated 18 March 2019</td>
<td>151</td>
</tr>
</tbody>
</table>

Ngā kaihaina
Signatories

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</thead>
<tbody>
<tr>
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</tbody>
</table>
### SENIORS ADVISORY PANEL WORK PROGRAMME 2018-2019 (as at December 2018)

**Priority areas for the Seniors Advisory Panel:**
- better public transport services and more accessible options for senior citizens
- quality mixed housing and urban design
- more culturally diverse programmes
- more engaging recreational and community spaces and activities
- protecting our environment for the next generations

**The Seniors Advisory Panel:**
- contributes to improving the outcomes for senior citizens and social cohesion as set out in the Auckland Plan
- advises on council’s effective engagement with senior citizens
- is focused on regional issues that have a high impact, aligned with the forward work programme of the Environment & Community Committee.

<table>
<thead>
<tr>
<th>Council initiative</th>
<th>Description</th>
<th>Panel’s input</th>
</tr>
</thead>
</table>
| **Auckland Plan Refresh** | The Auckland Plan Refresh updates the council’s strategic direction for Auckland for the next 30 years. The current Auckland Plan was adopted in 2012. The plan is now being refreshed, and will be clearer and more focused on the key issues. | • Panel members attended the Auckland Plan Refresh integrated panel sessions on 26 April 2017 to advise on Refresh process.  
• The panel offered additional feedback to the Auckland Plan team in the May workshop. Staff organised community workshops with the stakeholders recommended by the panel. Memo sent to all panels on 22 September updating on targeted engagement and strategic framework.  
• Long Term Plan and Auckland Plan formal consultation processes and documents ran at the same time in February/March 2018.  
• The chairperson attended 3 different sessions held on 3, 10 and 14 May, to receive feedback and analysis from Auckland Plan Refresh consultation and to participate in discussion.  
• Panels presented their feedback to the joint F&P/Planning committee meeting on 21 March.  
• The panels feedback during the early engagement phases provided valuable direction for the draft plan and its formal feedback during consultation, and input during the May 2018 workshops helped shape the final plan  
• The Auckland Plan 2050 was adopted by the Planning Committee on 5 June 2018, which included the introduction of a Regional Fuel Tax |
| **Long-term Plan 2018-2028** | The Long-term Plan sets out the priorities and funding for council activities that are planned over a 10-year period. It includes financial and non-financial information for the council and council-controlled organisations. | • To advise on the needs and priorities of senior citizens  
• An integrated panel session was held on 30 October 2017. This feedback was incorporated into a presentation to the Finance and Performance Committee on 15 November.  
• The Mayoral Proposal was released on 29 November 2017. The Long Term Plan and Auckland Plan formal consultation processes and documents ran at the same time in February/March 2018. The panels presented their feedback to F&P/Planning committee on 21 March 2018. Panel chairs received feedback and analysis from LTP consultation on 9 May.  
• The 10-year Long Term Plan was approved at the Governing Body meeting held on 31 May 2018, which included the introduction of a Regional Fuel Tax |
<table>
<thead>
<tr>
<th>Council Initiative</th>
<th>Description</th>
<th>Panel’s Input</th>
</tr>
</thead>
</table>
| **Engagement approach**           | The council is striving to achieve best community engagement processes and practices for engagement with senior citizens. The panel will assist the development of the council’s comprehensive stakeholder lists for senior citizens. The panel will provide advice related to council’s photo stock and the need to increase the range of images which reflect the diversity of Auckland’s older citizens. | • To offer feedback and advice to the Citizens and Engagement unit  
• To advise on the Auckland Council Engagement Guidelines for more effective engagement with senior citizens  
• An official photographer was invited to attend the Senior Advisor Panel Community event. 6 photos taken at the Community Forum have been accepted by The Wire for inclusion in the council’s photo stock  
• The panel attended and exhibited at The Mosaic of Ageing Conference held on 6-8 September. 27 conference attendees participated in a survey run by the panel regarding Auckland becoming a more Age Friendly City. The results were shared with staff. |
| **Community forums**              | The panel is entitled to organise one or more community forum(s) within an operating budget to engage with senior citizens on council’s substantial issues or issues important to the communities.                                                                 | • To design the panel’s community forum(s) to bring senior citizens to discuss council issues and/or issues important to senior citizens.  
• A successful Community Forum was held on Friday 16 March 2018, themed Focus on the Future – The Journey to (Planning for) Age Friendly Communities. The panel received feedback from the forum participants which was included in the panels feedback to the joint Finance and Performance Committee and Planning Committee held on 21 March 2018. |
| **Tākaro – Investing in Play**    | The council seeks panel’s input to ensure that council’s investment in play is directed to where it can deliver the greatest value to the most people.                                                                 | • Jacqueline Fa’amatuainu-Pointon presented Investing in Play: Takaro Consultation Project on 21 August 2017, Analysis will take place over the next 2 months  
• The advice from the Seniors Panel was incorporated into the consultation summary report, together with feedback from other demographic advisory panels. The report was presented to the Environment and Community Committee in February.  
• The draft investment plan is currently in development. Indicative timeframes for publication and consultation on the draft is now August-September, with a view to having a final version adopted by December.  
• Mace Ward, Parks, Sports and Recreation, and Garth Dawson, Leisure Operations presented to the 19 November panel meeting regarding Play for older people/engagement with seniors on active recreation. |
| **Regional Facilities Auckland**  | Regional Facilities Auckland strives to offer cultural and social programmes which are more inclusive of diverse communities. In particular it seeks to ensure its services and processes meet the needs of senior citizens                                                                 | • To advise RFA about more inclusive services, programmes and processes.  
• Judy Lawley presented an overview of the Regional Facilities Auckland (RFA) on 17 July 2017. The panel provided feedback on how RFA can enhance services for senior citizens. |
| **Investing in Aucklanders**      | The Community and Social Policy Unit is starting a qualitative engagement process to elicit Aucklanders’ views on their lived experiences of inclusion and belonging, exclusion and social isolation. This work also focuses on barriers to participation and council’s role. The project will take a holistic approach to inclusion and will engage with a diverse range of population groups. | • To help shape the engagement process, contribute a diverse set of perspectives throughout the process, and provide advice on wider community engagement  
• Further advisory panel engagement will be sought through several co-design phases and a summit in 2018.  
• On 25 September 2017, the panels attended an integrated panel session to advise on Investing in Aucklanders. Teena Abbey, Community Policy has completed a series of public engagement and consultation. Some panel members attended the stakeholder meeting held on 10 April 2018.  
• At the Environment and Community Committee held on 12 June 2018 approval was given to the start of up to five inclusion pilots to help Aucklanders feel an improved sense of belonging and participation. |
### Council Initiative

<table>
<thead>
<tr>
<th>Description</th>
<th>Panel’s input</th>
</tr>
</thead>
</table>
| **Housing and urban design** | - To advise on council’s policy approach to mixed and affordable housing and homelessness issues, including urban and universal design  
- On 15 May the panel advised on the use of the Universal Design Tool and offered feedback on the tool.  
- On 16 October the affordable housing policy team attended the Open Panel meeting. They would like to thank the Seniors panel for providing advice on the homelessness policy project and development of the regional, cross sectoral homelessness strategy. The team have commenced engagement with key stakeholders which includes government departments and service providers, along with advisory panels.  
- This initial phase of engagement is to develop our understanding of where homelessness fits with the strategic priorities of government and other agencies. We are also exploring how these agencies would like to be involved in the development of the strategy, and their ideas about mechanisms for collaboration and oversight. Development of the strategy will commence early in 2018 centred around a methodology based on co-design and collective impact.  
- The affordable housing policy team will continue to update the Seniors Panel on progress and seek further input through this process. |
| **Inclusive Auckland Framework** | - To advise on council’s approach to working inclusively with diverse groups  
- Deborah James, Head of Diversity and Inclusion, attended the Senior Advisory Panel meeting on 18 September.  
- On 17 May, the panel chairs and deputy chairs had its first annual meeting with GB and ELT members. There were approx. 40 attendees including ten governing body members and six ELT members.  
- An integrated session was held on 8 November with the theme of Auckland Transport. Shane Ellison, Chief Executive – Auckland Transport gave a presentation. Approximately 33 panel members, 8 Governing Body members, and around 8 members of the Auckland Council Executive Lead Team members attended.  
- A further integrated session was held on 30 November with the theme of Becoming a smart city and including a year-end celebration. |
| **Auckland Transport** | - On 17 July the panel met AT staff and advised on overall issues and challenges senior citizens have with the public transport system.  
- AT staff will seek advice on bus network redesign, hop and gold card and cycle/walk ways  
- AT staff attended the 16 October panel meeting to discuss the Super Gold card.  
- The Panel were concerned about the design of the K-Road station for City Rail Link. At the 18 September 2017 meeting, the Panel provided advice to City Rail Link Ltd staff who were invited to present on the design of the City Rail Link (CRL) K-Road Station Project. The panel were particularly concerned with the Mercury Lane incline from the K-Road station.  
- Auckland Transport presented to the 21 November meeting on Karangahape Road Streetscape.  
- Auckland Transport attended the June 2018 panel meeting to update on the Central Bus Network changes  
- At the Governing Body meeting on 26 July 2018, an item was considered entitled City Rail Link: approval for change of project scope to provide additional future capacity. Accessibility of the K-Road station design was discussed.  
- On 19 November, AT presented on the Regional Public Transport Plan and the panel provided feedback. |
<table>
<thead>
<tr>
<th>Council Initiative</th>
<th>Description</th>
<th>Panel’s input</th>
</tr>
</thead>
</table>
| Environment and open space         | Council is responsible for managing many aspects of Auckland’s natural environment, including air and water quality, beaches, forests and open spaces, and waste management. The panel is aware of a generational responsibility to protect and improve the environment and open spaces for future generations, in particular by applying Te Ao Maori values and approaches. The panel contributes to environmental initiatives that improve public open spaces and protect our environment. | • To advise on Council’s approach to environmental and open space protection, including reduction of plastic waste and kauri dieback.  
• The panel provided advice to the joint Finance and Performance, and Planning Committee meeting held on 21 March 2018 which supported a targeted rate for clean water and harbours as well as options to address Kauri dieback and other environmental protection.  
• On 31 May 2018, the Governing Body approved a water quality targeted rate to clean up Auckland's waterways and beaches and a natural environment targeted rate to fund pest and disease control  
• Restrictions are now in place for many tracks in the Waitākere Ranges and other areas due to the kauri dieback. |
| Public Safety and Nuisance Bylaw Review | The council is reviewing the Public Safety and Nuisance Bylaw. Main areas of the bylaw for panels' advice include begging, car window washing and fireworks amongst many other issues. | • The panel advised on the Public Safety and Nuisance Bylaw Review in May 2017  
• The engagement period for the bylaw review ended on Friday 30 June. All feedback received and research undertaken during the engagement period were collated and a findings report was presented to the Regulatory Committee.  
• The Bylaw contains 49 issues. Decisions on these issues were undertaken from March to June 2018.  
• The Public Safety and Nuisance Bylaw 2013 statement of proposal was adopted for public consultation at the Governing Body meeting held on 27 September 2018. This information will be provided to local boards and advisory panels for their views |
| Auckland to consider becoming an Age Friendly City as part of the World Health Organisation’s Global Network. | The panel would like to encourage Auckland to become an Age Friendly City. At present the council is working on the Investing in Aucklanders’ project. The panel feels that becoming an Age Friendly City would not detract from this project. | • The 10 July Environment and Community Committee considered a report regarding Age Friendly Cities and resolved as follows:  
That the Environment and Community Committee:  
a) acknowledge and thank the Seniors Advisory Panel for their presentation regarding Auckland joining the World Health Organisation Global Network of Age-friendly Cities and Communities  
b) agree Option 2: the council maintains existing approach and invests some resources to seek membership of the WHO Global Network of Age-friendly Cities and Communities. Noting that all future implementation actions requiring financial decisions will be subject to Annual and Long-term Plan processes.  
On 19 November 2018, Rebecca Kruse and Tina Abbey reported on progress towards the Age-friendly city initiative. |
<table>
<thead>
<tr>
<th>Item</th>
<th>Date and advice</th>
<th>Presenter</th>
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</thead>
<tbody>
<tr>
<td>Regional Facilities Auckland</td>
<td>17/7/17 – provided feedback on the ways that Regional Facilities Auckland can take account of the senior community.</td>
<td>Paul Brewer, Chief Operating Officer of RFA</td>
</tr>
<tr>
<td>Auckland Council’s Response to Homelessness</td>
<td>16/10/17 – provided insights into the prevalence of homelessness for seniors and asked to be involved in the development of the cross-sectoral homelessness strategy.</td>
<td>Kimberley Howell, Policy Analyst, Affordable Housing</td>
</tr>
<tr>
<td>Voter Participation Initiative</td>
<td>20/11/17 – provided advice regarding their experience and barriers to participation for the 2016 Auckland local body elections</td>
<td>Katie Watson, Senior Advisor, Voter Participation</td>
</tr>
<tr>
<td>Universal Design Tool</td>
<td>19/2/18 – provided advice on the Universal Design Tool and advised Roger and Judy would alternate at the Universal Design Forum meetings</td>
<td>Elise Copeland, Principal Specialist</td>
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<tr>
<td>Water Utility Consumer Assistance Trust</td>
<td>19/2/18 – provided advice regarding the WUCAT to ensure CAB is promoting it and that communities understand it is funded by Watercare</td>
<td>Heather Nicholson, WUCAT</td>
</tr>
<tr>
<td>Volunteering Auckland</td>
<td>16/4/18 – provided advice to Cheryll on ways to encourage more people to volunteer.</td>
<td>Cheryll Martin, GM Volunteering Auckland</td>
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<tr>
<td>Harboursport</td>
<td>21/5/18 – provided advice regarding the livestonger website and programme</td>
<td>Kerri Moran, Community Strength and Balance Manager</td>
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<tr>
<td>Library Mobile Services</td>
<td>21/5/18 – provided advice regarding an expanded regional mobile library and access service</td>
<td>Darryl Soljan, Head of Community Libraries</td>
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<tr>
<td>Emergency Management – Disaster Recovery (EDMR)</td>
<td>21/5/18 – provided advice regarding disaster recovery</td>
<td>Lucy Benge and Wayne Browne, Auckland Emergency Management</td>
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<tr>
<td>Central Bus Network</td>
<td>18/6/18 – provided advice around safety regarding transitions and connections (lighting etc)</td>
<td>Sanjana France and Carla Norris, Auckland Transport</td>
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<tr>
<td>Auckland Climate Action Plan</td>
<td>16/7/18 – provided advice regarding the plan</td>
<td>Alex Tang and Lauren Simpson, Chief Sustainability Office</td>
</tr>
<tr>
<td>Kia Whai Whare Tatou Katou: Regional, cross sectoral homelessness plan for Auckland</td>
<td>16/7/18 – provided feedback on the plan and agreed to attend the engagement event in August/September</td>
<td>Kimberley Howell and Peter Chaudry, Affordable Housing</td>
</tr>
<tr>
<td>Community Venue Hire</td>
<td>20/8/18 – Panel members requested further information on community venue hire, and provided advice on how council could more meet the needs of seniors in this space</td>
<td>Kevin Marriott, Manager Community Places</td>
</tr>
<tr>
<td>Cemeteries and Crematoria Bylaw</td>
<td>20/8/18 – Council is reviewing the Cemeteries and Crematoria Bylaw and code of practise. Staff consulted with panel members regarding the bylaw</td>
<td>Julie Harker and Bonny Apps, Policy Analysts, Social Policy &amp; Bylaws</td>
</tr>
<tr>
<td>Elections</td>
<td>20/8/18 – Janet Clews and Judy Blakey will be the representatives on the cross panel working group with Joan Lardner-Rivlin as backup, which met on 31/10/18</td>
<td>Katie Watson, Senior Advisor &amp; Jeanette Johnston, Manager Election Planning</td>
</tr>
<tr>
<td>Generations – Insights and opportunities</td>
<td>17/9/18 – provided feedback and offered to utilise their networks for connectiveness</td>
<td>Emily Preston, Senior Project Lead – Innovation Unit</td>
</tr>
<tr>
<td>Haumaru Housing</td>
<td>15/10/18 – the panel asked questions and provided feedback</td>
<td>Gaby Clezy, Chief Executive Officer</td>
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<tr>
<td>Co-ordinated approach to welfare in emergencies</td>
<td>15/10/18 – Discussion re the assistance provided to Aucklanders following the April 2018 storm and the panel agreed to provide feedback</td>
<td>Kerri Maxwell, Principal Advisor – Strategy &amp; Partnerships, Auckland Council</td>
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<tr>
<td>Accessibility Legislations</td>
<td>19/11/18 – panel recommended to GB (via Cr Newman) to requested central government to commit to enact national accessibility legislation</td>
<td>Janet Clews, Chairperson, Senior Advisory Panel</td>
</tr>
<tr>
<td>Review of Auckland’s Signage Bylaw 2015</td>
<td>19/11/18 – provided advice on the bylaw</td>
<td>Catherine Temple, Social Policy and Bylaws</td>
</tr>
<tr>
<td>Auckland Transport - Regional Public Transport Plan</td>
<td>19/11/18 – received a presentation and provided feedback. All feedback received from the public and other interest groups has since been analysed and used to help us inform the plan. The plan was approved by the AT Board at the 12 February Board and is now available at <a href="https://at.govt.nz/rptp">https://at.govt.nz/rptp</a></td>
<td>Andrew McGill, Integrated Network Planning Manger</td>
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</tbody>
</table>
Te take mō te pūrongo

Purpose of the report

1. To provide an update on any items of interest, and discuss items of relevant significance to the Seniors Advisory Panel’s work.

Whakarāpopototanga matua

Executive summary

2. The chair will give a verbal update.

Ngā tūtohunga

Recommendation

That the Seniors Advisory Panel:

a) note the update from the Chair.

Ngā tāpirihanga

Attachments

There are no attachments for this report.

Ngā kaihaina

Signatories

<table>
<thead>
<tr>
<th>Author</th>
<th>Sandra Gordon - Senior Governance Advisor</th>
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<tbody>
<tr>
<td>Authoriser</td>
<td>John Nash – Lead Officer Support</td>
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