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

**Date:** Wednesday, 27 March 2019  
**Time:** 6.00pm  
**Meeting Room:** Whau Local Board Office  
**Venue:** 31 Totara Avenue  
New Lynn

---

**Whau Local Board**

**OPEN AGENDA**

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**MEMBERSHIP**

Chairperson  
Tracy Mulholland

Deputy Chairperson  
Susan Zhu

Members  
Derek Battersby, QSM, JP  
Catherine Farmer  
Duncan Macdonald, JP  
Te’eva Matafai  
David Whitley

(Quorum 4 members)

Vera Ganason  
Democracy Advisor - Whau

21 March 2019

Contact Telephone: 021 573 230  
Email vera.ganason@aucklandcouncil.govt.nz  
Website: www.aucklandcouncil.govt.nz

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**Note:** The reports contained within this agenda are for consideration and should not be construed as Council policy unless and until adopted. Should Members require further information relating to any reports, please contact the relevant manager, Chairperson or Deputy Chairperson.
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1 Welcome

2 Apologies

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

3 Declaration of Interest

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

Specifically members are asked to identify any new interests they have not previously disclosed, an interest that might be considered as a conflict of interest with a matter on the agenda.

The following are declared interests of the Whau Local Board.

<table>
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<th>Organisation / Position</th>
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</thead>
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<tr>
<td>Tracy Mulholland</td>
<td>• New Lynn Business Association – Business Associate/Contractor</td>
</tr>
<tr>
<td>Susan Zhu</td>
<td>• Chinese Oral History Foundation – Committee member</td>
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<td>• The Chinese Garden Steering Committee of Auckland – Board Member</td>
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<tr>
<td>Derek Battersby</td>
<td>• New Lynn Tennis Club – Patron</td>
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<td></td>
<td>• West Lynn Gardens – Patron</td>
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<td>• Tag Out Trust – Deputy Chairman</td>
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<td>• New Lynn Bowling Club - Patron</td>
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<td>• New Lynn RSA - Member</td>
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<tr>
<td>Catherine Farmer</td>
<td>• Avondale-Waterview Historical Society – Member</td>
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<td></td>
<td>• Blockhouse Bay Historical Society – Member</td>
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<td></td>
<td>• Portage Licensing Trust – Trustee</td>
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<td></td>
<td>• Blockhouse Bay Bowls – Patron</td>
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<td></td>
<td>• Forest and Bird organisation – Member</td>
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<td>• Grey Power - Member</td>
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<tr>
<td>Duncan Macdonald</td>
<td>• Avondale Community Society – Chairman</td>
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<td>• Avondale-Waterview Historical Society - Member</td>
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<td>• Avondale Jockey Club – Member</td>
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<td>Te’eva Matafai</td>
<td>• Pacific Events and Entertainment Trust - Co-Founder</td>
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<td>• Miss Samoa NZ - Director</td>
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<td></td>
<td>• Malu Measina Samoan Dance Group - Director/Founder</td>
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<td></td>
<td>• Pasifika Festival Village Coordinators Trust ATEED - Chairperson</td>
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<td>• Aspire Events – Director</td>
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<tr>
<td>David Whitley</td>
<td>• Rosebank Business Association - Member</td>
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<td>• REINZ - Member</td>
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<td>• Chamber of Trade - Mentor</td>
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<td></td>
<td>• Lopdell House - Trustee</td>
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<td></td>
<td>• Amalgamated Hardware Merchants (AHM) Apprenticeship Trust – Trustee</td>
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<td></td>
<td>• Rotary New Lynn – Head director of Public Relations New Lynn</td>
</tr>
</tbody>
</table>
4 Confirmation of Minutes

That the Whau Local Board:
a) confirm the ordinary minutes of its meeting, held on Wednesday, 27 February 2019, as a true and correct.

5 Leave of Absence

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

6 Acknowledgements

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

7 Petitions

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

8 Deputations

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

8.1 Deputation – Recycling Household Waste by Auckland Council

Te take mō te pūrongo
Purpose of the report

1. Kay Schnepel will be in attendance to present an issue on recycling household waste by Auckland Council.

Whakarāpopototanga matua
Executive summary

2. Kay Schnepel wishes to raise concerns around the lack of progress by Auckland Council in recycling household waste.

3. Both supermarkets in New Lynn have removed their soft plastic recycle bins and Council does not provide this service.

4. An online query was registered via Auckland Council’s website regarding the above issue on or around 26 January. Apart from an acknowledgement of receipt, a formal response has not yet been provided to the query.

5. The issue is now brought to the attention of the local board.

Ngā tūtohunga
Recommendation/s

That the Whau Local Board:
a) receive the presentation on the issue of recycling household waste by Auckland Council and thank Kay Schnepel for her attendance.
9 Public Forum

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

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

10 Extraordinary Business

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

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

(a) The local authority by resolution so decides; and
(b) The presiding member explains at the meeting, at a time when it is open to the public,-

(i) The reason why the item is not on the agenda; and
(ii) The reason why the discussion of the item cannot be delayed until a subsequent meeting.”

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

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

(a) That item may be discussed at that meeting if-

(i) That item is a minor matter relating to the general business of the local authority; and
(ii) the presiding member explains at the beginning of the meeting, at a time when it is open to the public, that the item will be discussed at the meeting; but

(b) no resolution, decision or recommendation may be made in respect of that item except to refer that item to a subsequent meeting of the local authority for further discussion.”
Whau Ward Councillor Update

File No.: CP2019/02704

Te take mō te pūrongo / Purpose of the report
1. A period of time (10 minutes) has been set aside for the Whau Ward Councillor to have an opportunity to update the Whau Local Board on regional matters.

Ngā tūtohunga / Recommendation/s
That the Whau Local Board:

a) thank Whau Ward Councillor Ross Clow for his update.

Ngā tāpirihanga / Attachments
There are no attachments for this report.

Ngā kaihaina / Signatories

<table>
<thead>
<tr>
<th>Authors</th>
<th>Vera Ganason - Democracy Advisor - Whau</th>
</tr>
</thead>
<tbody>
<tr>
<td>Authorisers</td>
<td>Glenn Boyd - Relationship Manager Henderson-Massey, Waitakere Ranges, Whau</td>
</tr>
</tbody>
</table>
Te take mō te pūrongo
Purpose of the report
1. To adopt the Whau Local Board Grants Programme 2019/2020

Whakarāpopototanga matua
Executive summary
2. The Auckland Council Community Grants Policy guides the allocation of local, multi-board
and regional grant programmes to groups and organisations delivering projects, activities
and services that benefit Aucklanders.
3. The Community Grants Policy supports each local board to review and adopt their own local
grants programme for the next financial year.
4. This report presents the Whau Local Board Grants Programme 2019/2020 for adoption (see
Attachment A).

Ngā tūtohunga
Recommendation
That the Whau Local Board:
a) adopt the Whau Local Board Grants Programme 2019/2020.

Horopaki
Context
5. The Auckland Council Community Grants Policy guides the allocation of local, multi-board
and regional grant programmes to groups and organisations delivering projects, activities
and services that benefit Aucklanders.
6. The Community Grants Policy supports each local board to review and adopt their own local
grants programme for the next financial year. The local board grants programme guides
community groups and individuals when making applications to the local board.
7. The local board community grants programme includes:
   • outcomes as identified in the local board plan
   • specific local board grant priorities
   • which grant types will operate, the number of grant rounds and opening and closing
dates
   • any additional criteria or exclusions that will apply
   • other factors the local board consider to be significant to their decision-making.
8. Once the local board grants programme 2019/2020 has been adopted, the types of grants,
grant rounds, criteria and eligibility with be advertised through an integrated communication
and marketing approach which includes utilising the local board channels.
Tātaritanga me ngā tohutohu
Analysis and advice

9. The aim of the local board grant programme is to deliver projects and activities which align with the outcomes identified in the local board plan. The new Whau Grants Programme has been workshopped with the local board and feedback incorporated into the grants programme for 2019/2020.

10. The new grant programme includes:
   - grant round dates which exclude decision dates coinciding with the local government elections in October 2019
   - a higher priority for resident-led projects that strengthen and connect neighbourhoods.

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

11. The grants programme has no identified impacts on council-controlled organisations and therefore their views are not required.

12. Based on the main focus of an application, a subject matter expert from the relevant department, will provide input and advice. The main focus of an application is identified as arts, community, events, sport and recreation, environment or heritage.

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

13. The grants programme has been developed by the local board to set the direction of their grants programme. This programme is reviewed on an annual basis.

Tauākī whakaaweawe Māori
Māori impact statement

14. All grant programmes respond to Auckland Council’s commitment to improving Māori wellbeing by providing grants to organisations delivering positive outcomes for Māori. Applicants are asked how their project aims to increase Māori outcomes in the application process.

Ngā ritenga ā-pūtea
Financial implications

15. The allocation of grants to community groups is within the adopted Long-term Plan 2018 - 2028 and local board agreements.

Ngā raru tūpono me ngā whakamaurutanga
Risks and mitigations

16. The allocation of grants occurs within the guidelines and criteria of the Community Grants Policy. Therefore, there is minimal risk associated with the adoption of the grants programme.

Ngā koringa ā-muri
Next steps

17. An implementation plan is underway and the local board grants programme will be locally advertised through the local board and council channels, including the council website, local board facebook page and communication with past recipients of grants.
Ngā tāpirihanga
Attachments

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Ngā kaihaina
Signatories

<table>
<thead>
<tr>
<th>Authors</th>
<th>Marion Davies - Grant Operations Manager</th>
</tr>
</thead>
<tbody>
<tr>
<td>Authorisers</td>
<td>Shane King - Head of Operations Support</td>
</tr>
<tr>
<td></td>
<td>Glenn Boyd - Relationship Manager</td>
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<td></td>
<td>Henderson-Massey, Waitakere Ranges, Whau</td>
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Whau Local Board
27 March 2019

Whau Local Board Grants Programme 2019/2020
Whau Local Board Grants Programme 2019/2020

Our Local Grants Programme aims to provide contestable and discretionary community grants to local communities.

Outcomes sought from the local grants programme

Our grants programme will be targeted towards achieving the following outcomes, as outlined in our local board plan:

- Well-planned towns, facilities and housing
- Great neighbourhoods with strong community connections, capacity and voices
- It's 20 minutes to all we need by walking, cycling and public transport
- Enhanced natural environment
- Strong local businesses and more quality local jobs
- Celebrating our creative edge in our streets, neighbourhoods and communities
- Our heritage is known, protected and our stories are shared

Our priorities for grants

The Whau Local Board welcomes grant applications that align with one of more of the following priorities and deliver initiatives and activities to achieve the Whau Local Board plan.

Well-planned towns, facilities and housing

- Our towns and neighbourhood centres are busier, cleaner and safer
- Whau has a network of great community buildings, sports fields and parks
- More people are more active more often

Great neighbourhoods with strong community connections, capacity and voices

- Our towns and neighbourhood communities are stronger
- Māori leaders, Pasifika, Chinese, Indian and other ethnic and resettled communities contribute to the Whau’s future
- Our children and young people are supported to learn and be active
- Mana whenua and mataawaka are acknowledged and their needs and aspirations are widely known
- Celebrate our diverse communities and their heritages
- Our most in need have a place to go for help

It’s 20 minutes to all we need by walking, cycling and public transport

- Increase awareness of our local links
Enhanced natural environment
- The water quality of our rivers and streams is improving
- More of our parks, coasts and waterways are being restored
- Whau is living more sustainably
- Know, grow, protect and manage better our urban trees and green areas

Strong local businesses and more quality local jobs
- Our local businesses are stronger and more successful
- Whau is growing more new local business and quality jobs
- Our local businesses have access to more skilled local workers now and in the future

Celebrating our creative edge in our streets, neighbourhoods and communities
- Whau’s communities can access and participate in arts activity
- Whau is known for its robust and flourishing creative economy
- Art and culture is celebrated in our place-making

Our heritage is known, protected and our stories are shared
- We celebrate and support protection from a strong research foundation
- Gather and share historical knowledge
- Preservation of our places and stories

Higher Priority
- Resident-led projects that help strengthen and connect neighbourhoods

Lower Priorities
We will consider applications for other services, projects, events and activities outside the current priorities, however these will be considered a lower priority.

The Whau Local Board will consider the following activities as lower priorities:
- administration and salary costs
- events which charge an admission fee
- applicants that have already received one successful grant application within the current financial year
- where the applicant has a considerable cash surplus (relative to the amount applied for), unless they can verify that it is a tagged reserve and cannot be used as a contribution towards the submitted project
- applicants who have not considered other sources of funding for their project
**Investment approach**

The Whau Local Board will allocate budget annually to support the local grants programme which will be divided into three approaches:

- Quick Response Grants: for grants $500 to $2,000
- Local Grants: Generally for grants $2,000 to $5,000

**Match funding**

The Whau Local Board will prioritise grants with a strong "match funding" approach i.e. where groups can demonstrate significant community contribution in time, cash and/or in kind services.

**Application dates**

Grant rounds for 2019/2020 will be as follows:

**Quick Response**

<table>
<thead>
<tr>
<th>2018/19 grant rounds</th>
<th>Opens</th>
<th>Closes</th>
<th>Decision made</th>
<th>Projects to occur after</th>
</tr>
</thead>
<tbody>
<tr>
<td>Round one</td>
<td>7 October 2019</td>
<td>1 November 2019</td>
<td>11 December 2019</td>
<td>22 December 2019</td>
</tr>
<tr>
<td>Round two</td>
<td>23 April 2020</td>
<td>8 May 2020</td>
<td>17 June 2020</td>
<td>1 July 2020</td>
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**Local Grants**

<table>
<thead>
<tr>
<th>2018/19 grant rounds</th>
<th>Opens</th>
<th>Closes</th>
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<th>Projects to occur after</th>
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</thead>
<tbody>
<tr>
<td>Round one</td>
<td>3 June 2019</td>
<td>5 July 2019</td>
<td>28 August 2019</td>
<td>1 September 2019</td>
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<tr>
<td>Round two</td>
<td>17 February 2020</td>
<td>27 March 2020</td>
<td>20 May 2020</td>
<td>1 June 2020</td>
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**Multi-board funding**

We will work with the neighbouring local boards to deliver multi-board funding. The applicant will need to clearly demonstrate how the proposal benefits people and communities in the Whau area.

<table>
<thead>
<tr>
<th>2018/2019 Multi-board grant rounds</th>
<th>Opens</th>
<th>Closes</th>
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<tr>
<td>Round two</td>
<td>20 January 2020</td>
<td>13 March 2020</td>
<td>20 May 2020</td>
<td>1 June 2020</td>
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Accountability measures
In addition to the measures in the community grants policy the Whau Local Board requests that all successful applicants as far as possible provide photographs of the activity funded.
Brains and Archibald Park Concept Plan Adoption

File No.: CP2019/02807

Te take mō te pūrongo
Purpose of the report

1. To seek adoption of the final concept plan for Brains Park and Archibald Park in Kelston and allocation of additional budget for the development of the playground at Archibald Park.

Whakarāpopototanga matua
Executive summary

2. Archibald Park and Brains Park are two of the most significant parks in Kelston and provide numerous parks services including walking and cycling paths, formal and informal sports, club rooms and community buildings, playgrounds, and access to the Whau River.

3. A number of projects are planned for delivery in the next few years which will impact Archibald Park in particular, including completion of Te Whau Pathway, development of a new playground, upgrades to the boat ramp and a possible waka ama storage facility.

4. The attached concept plan provides a vision to guide how both Archibald Park and Brains Park could be improved over the short, medium and long term. It will consolidate projects as well as identify future opportunities and ensure a holistic approach to development in these two parks which meets the aims of the local community and mana whenua.

5. The Whau Local Board allocated $50,000 Locally Driven Initiative Opex to the delivery of a number of parks planning projects across the local board area in financial year 2017/2018. This included production of concept plans for Brains Park and Archibald Park.

6. Significant consultation with mana whenua groups, the local community, local schools, the Whau Local Board, and other council departments has been undertaken to shape the development of this plan. All those engaged in this process are supportive of the final attached plan.

7. Outcomes identified in the plan will benefit the local community through provision of improved facilities for active and passive recreation including play, biking, boating, walking, and cycling, opportunities for relaxation and socialisation, as well as fostering an increased connection with nature.

8. Several developments outlined in the concept plan will be delivered with budgets already allocated, including stage one of the proposed playground, and outcomes linked to the boating zone at Archibald Park.

9. In July 2018, $580,000 Locally Driven Initiative Capex was allocated to the development of the playground at Archibald Park. On completion of a detailed concept design the cost is now estimated at $770,000 to complete all works. Therefore, an additional $190,000 is required for this project.

10. Other priority projects in the concept plan will be discussed with the Whau Local Board and Locally Driven Initiative Capex will be requested to progress these projects.

Ngā tūtohunga
Recommendation/s

That the Whau Local Board:

a) adopt the Brains and Archibald Park Concept Plan, dated June 2018 as presented in Attachment A to this report
b) note that the board made an initial commitment in July 2018 of $580,000 Locally Driven Initiative Capex towards development of the playground at Archibald Park.

c) allocate an additional $190,000 of Locally Driven Initiative Capex to fully deliver the Archibald Park playground development project which, following detailed concept design (Attachment B), has a quantity surveyed price estimate of $770,000.

Horopaki Context

11. Kelston lies near the western border of the Whau Local Board area, and has a population of approximately 4,400 residents. The suburb is bordered by the Whau River, a significant catchment for the region, on its north, east and western edges.

12. Archibald Park and Brains Park are two of the most significant parks in Kelston, providing rich historical context to the area, and serving the Kelston community as public open space.

13. Brains Park is an important sports complex, providing infrastructure to enable football and softball clubs to base themselves at the park. A recently upgraded set of multi-use courts accommodates netball, tennis and football.

13 The park provides limited environmental outcomes as it is mostly grassed fields, with some native and exotic trees found on the northern and southern boundaries. An overland flow path is piped through the center of the park and emerges in the south in mixed vegetation.

14 The park provides an important walkway connection across the suburb, which is part of the wider greenways network. In addition, a playground with features designed for older children is present in the park.

15. Archibald Park is an important landscape feature for the area, encompassing nearly 13 hectares of open space. This area was used as a stopover by early Māori when traversing the portage through the Whau River between the Waitematā and Manukau harbours. The area was used by Europeans for farming and brickmaking due to its beneficial access to the harbour. The majority of the park was reclaimed from the river for use as a landfill in the 1960’s.

16. Today the park provides a number of sports fields used for rugby and kilikiti, as well as access to the Whau River for boats at the southern carpark. Te Whau Pathway runs through the middle of the park, and in the future will provide walking and cycling connections through to Te Atatū and New Lynn. A circuit of walkways provide passive recreation opportunities including walking, dog walking and cycling. The park has a boat ramp and a recently installed pontoon. Medium sized events are held regularly at the park.

17. The park provides environmental outcomes through storm water treatment swales, and native plantings at the interface with the river. The close connection and sweeping views to the Whau River deliver opportunities for the public to connect with nature.

18. Future projects identified and funded for delivery at Archibald Park include the development of a new playground and a waka ama storage facility.

19. In financial year 2017/2018, the Whau Local Board allocated $50,000 Locally Driven Initiative Opex towards the delivery of a number of parks planning projects across the local board area. This included production of a concept plan for both Brains and Archibald Parks.

20. In July 2018, $580,000 of Locally Driven Initiative Capex (LDI Capex) was allocated for the development of the playground at Archibald Park. This cost was based on the high level concept.

21. On completion of a detailed concept design the quantity surveyor’s estimate has determined that the true cost of the project is now estimated at $770,000 to complete all works. Therefore, an additional $190,000 is required for the full delivery of the concept design.
Tātaritanga me ngā tohutohu
Analysis and advice

Concept Plan Development

22. Parks Services staff identified possible improvements to park services within each park which could be undertaken in the short, medium and long term. Themes considered at this stage included connections, accessibility, passive and active recreation, sustainability, community spaces, connection with nature and safety and security.

23. Community Facilities Investigation and Design team helped to shape the identified improvements to parks services into a concept plan, considering upgrades to existing assets and development of new assets on the site. Mana whenua engagement and public consultation at this stage helped to further shape the opportunities and park service improvements identified.

24. Initial concept design of the proposed playground at Archibald Park was packaged together with this piece of work, to ensure holistic design and integration into the wider park plan. This resulted in the production of a draft concept plan, which upon consultation was met widely with support from all stakeholders, including mana whenua and the public.

25. The final concept plan provides benefits to the local community including:
   - amenity improvements – new or improved locations for picnicking, relaxing and appreciating views over the Whau River at Archibald Park;
   - walkway improvements – new or improved path connections to enable walking and cycling within and between parks;
   - recreation improvements – new or improved play features to cater for various age groups, as well as learn-to-ride facilities and enhancement of sports fields;
   - community improvements – establishment of community spaces to facilitate socialisation, events and creativity; and
   - environmental improvements – additional native planting and repair of streams/storm water management through the site.

26. The final concept plan details a number of specific improvements to assets within the park, which will require further investigation and design prior to delivery. These include:

Brains Park:
   - new picnic and amenity areas, as well as improved path connections around the park perimeter;
   - establishment of a community garden and space, in collaboration with community stakeholders;
   - additions to the existing hard court and play facilities to create a space appropriate for older children and young teenagers; and
   - environmental improvements – additional native planting and repair of the streams/storm water management through the site.

Archibald Park:
   - development of a new multi-age playground to cater to both toddlers and children;
   - amenity improvements including seating and a shelter, as well as dedicated event spaces;
   - improvements to the ‘boating zone’, including carpark alterations, waka ama storage and a pontoon;
   - learn-to-ride facilities, including both on road (concrete) and off road (pump track) experiences;
   - fitness stations along the path network; and
Item 13

- environmental improvements – additional planting of swales throughout the site and planting of amenity trees within tree pits.

27. Funding has been allocated to deliver some of these improvements, including development of stage one of the proposed playground, and outcomes linked to the boating zone at Archibald Park.

28. In future years, prioritised unfunded projects from the concept plan will be discussed with the Whau Local Board and appropriate budget sought for their delivery.

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

29. The development of the Brains and Archibald Parks Concept Plan was undertaken in collaboration with Community Services and Community Facilities and the outcomes agreed by both departments.

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

30. Investment into Brains and Archibald Parks through this concept plan provides numerous benefits to the local community, and also to the sensitive and important environment of the Whau River.

31. This also helps to meet a number of objectives identified within the Whau Local Board Plan 2017, including “great neighbourhoods with strong community connections, capacity and voices”, “it’s 20 minutes to all we need by walking, cycling and public transport”, “enhanced natural environment”, “celebrating our creative edge in our streets, neighbourhoods and communities” and “our heritage is known, protected and our stories are shared”.

32. Workshops were held with the local board to discuss this project in August 2017, March 2018 and June 2018.

33. Feedback from the local board throughout this process emphasised the need to balance both environmental and recreational improvements. They also suggested the delivery of the playground and other improvements at Archibald Park could be staged.

34. Initial public feedback was sought via consultation ran from the Kelston Community Hub in September 2017. This was used to help inform the initial concept plan draft. Thorough consultation was run via Shape Auckland and Have Your Say websites over May 2018. Feedback for the final concept plan was positive, with support for all identified actions. Concerns around noise from the pump track were raised and will be considered during detailed design of this component.

35. The final draft was workshopped with the local board on 20 June 2018. The Whau Local Board was supportive of the final concept plan.

36. LDI Capex funding of $580,000 was approved for the development of a playground at Archibald Park July 2018. At the completion of the detailed concept design phase it was determined that the cost of the project is estimated at $770,000. This leaves a shortfall of $190,000. This was discussed with the board at a workshop on 6 March 2019 where board members indicated support toward the allocation of additional budget to the project.

Tauākī whakaaweawe Māori
Māori impact statement

37. Mana Whenua were engaged throughout the development of the concept plan at several Park, Sports and Recreation Kaitiaki Forums. The final draft of the plan was endorsed by all representatives present at the forum in early June 2018.

38. Mana Whenua were invited to two site walkovers on 9 and 10 October 2017, which representatives from five groups attended and provided feedback around relevant cultural considerations this helped to shape the finer details of the concept plan.
39. Mana Whenua will be engaged to provide input when future projects are identified and initiated. Specific opportunities for artistic input have already been identified within the Archibald Park playground project.

40. The concept plan references the importance of Mana Whenua as kaitiaki (guardians) of the whenua (land), and reflects Auckland Council’s desire to deliver the vision of a world class city, including a Māori identity that is Auckland’s point of difference in the world.

**Ngā ritenga ā-pūtea**

Financial implications

41. On 25 July 2018 the board allocated $580,000 of LDI Capex for the development of the playground at Archibald Park. At the completion of the detailed concept design phase it was determined that the cost of the project is estimated at $770,000. This leaves a shortfall of $190,000. This was discussed with the board at a workshop on 6 March 2019 where board members indicated support to allocate the additional budget to the project.

42. Funding is also in place for the construction of a waka ama storage facility which compliments the recently constructed pontoon.

43. In future years, unfunded candidate projects from the concept plan for potential Locally Driven Initiative Capex or Opex allocation will be identified by staff.

**Ngā raru tūpono me ngā whakamaurutanga**

Risks and mitigations

44. This concept plan may require amendment in the future should new projects be put forward or required for the parks. This could include closed landfill remediation works or alterations to the sports field layout. Collaboration between departments will ensure that the identified high level improvements to park services will not be impacted by any such changes.

**Ngā koringa ā-muri**

Next steps

45. Projects which have been allocated funding will be progressed through detailed design and delivery. Updates will be brought back to the local board for approval.

46. In future years, unfunded candidate projects from the concept plan for potential Locally Driven Initiative Capex or Opex allocation will be identified by staff.

**Ngā tāpirihanga**

Attachments

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<td>Archibald Park Playground Detailed Concept Design</td>
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**Ngā kaihaina**

Signatories

<table>
<thead>
<tr>
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<td>Thomas Dixon - Parks &amp; Places Specialist</td>
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<td></td>
<td>Glenn Boyd - Relationship Manager Henderson-Massey, Waitakere Ranges, Whau</td>
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Green Bay Parks – Adoption of Concept Plans

File No.: CP2019/02839

Te take mō te pūrongo

Purpose of the report

1. To seek adoption of final concept plans for Crum Park, Green Bay Domain, Godley Green, Barron Green and Green Bay Community Corner.

Whakarāpopototanga matua

Executive summary

2. The Whau Local Board allocated $50,000 of Locally Driven Initiative Opex for the delivery of a number concept plans for park upgrade projects in the Green Bay area, in financial year 2017/2018. Parks selected were Crum Park, Green Bay Domain, Godley Green, Barron Green and Green Bay Community Corner.

3. The purpose of each concept plan is to provide a clear design framework to guide how these parks could be improved over the short, medium and long term. This will consolidate any planned projects as well as identify future opportunities, to ensure a holistic approach to development in these parks that meets the aims of the local community and mana whenua.

4. Parks services were assessed across each park, including environmental management, physical and community connections, recreational and amenity opportunities and safety and security. Specific opportunities for improvements were identified using these principles to produce concept plans for the future development of each park.

5. Significant consultation with mana whenua groups, the local community, local school networks, the Whau Local Board and other council departments has been undertaken to shape the development of each plan. All those engaged in this process are supportive of the final attached plans.

6. Outcomes identified in the concept plans will benefit the local community through provision of improved facilities for active and passive recreation including play, biking, walking, sports, opportunities for relaxation, socialisation and community connection, as well as fostering a connection with nature.

7. Several actions outlined in these concept plans will be delivered with budgets already allocated in the financial year 2018/2019 Community Facilities work programme. This includes further investigation into development of the old depot site at Crum Park and a minor development project at Green Bay Community Corner.

8. In future years, priority projects from each concept plan will be identified by staff and communicated to the Whau Local Board. Budget will be sought for the implementation of these projects.

Ngā tūtohunga

Recommendation/s

That the Whau Local Board:

a) adopt the Crum Park Concept Plan dated July 2018 as presented in Attachment A to this report

b) adopt the Green Bay Domain Concept Plan dated July 2018 as presented in Attachment B to this report

c) adopt the Green Bay Parks Activation Plan dated July 2018, for Godley Green, Barron Green and Green Bay Community Corner as presented in Attachment C to this report.
Horopaki

Context

9. Green Bay, located within the Whau Local Board area, is a suburb with a significant amount of public open space, including regionally important parks such as Craigavon Park and Crum Park, and local favourites such as La Rosa Garden Reserve and Barron Green.

10. Many of the smaller local parks within Green Bay are underdeveloped and do not currently serve the local community as well as they could. This includes parks such as Godley Green, Green Bay Domain and Green Bay Community Corner.

11. Continued development of key parks within Green Bay will help to increase use and enjoyment of open space, leading to numerous benefits for the public.

12. In financial year 2017/2018, the Whau Local Board allocated $50,000 Locally Driven Initiatives OPEX towards the delivery of a number of parks planning projects across the local board area. This included production of full concept plans for Crum Park and Green Bay Domain.

13. Smaller activation plans were developed for the three smaller parks of Godley Green, Barron Green and Green Bay Community Corner; however these were later expanded to include full concept designs for each park upon the request of the local board.

Tātaritanga me ngā tohutohu

Analysis and advice

14. Parks Services staff identified possible improvements to park services within each park which could be enabled in the short, medium and long term. Themes considered at this stage included connections, accessibility, passive and active recreation, sustainability, community spaces, connection with nature, amenity values and safety and security.

15. The Community Facilities Investigation and Design team helped to shape the identified improvements into a concept plan, considering upgrades to existing assets and development of new assets on the site.

16. Input was sought from other departments, including working with the Contaminated Land team, Community Facilities Renewals team, the Arts, Culture and Events department, and staff at the Green Bay Community Hub at Barron Green. This ensured that the plans were feasible, aligned with existing projects and helped to meet wider council aims where possible.

17. Mana whenua engagement and public consultation at this stage helped to further shape the opportunities and high level park service improvements identified.

18. This resulted in the production of a draft concept plan, which upon consultation was met widely with support from all stakeholders, including mana whenua and the public.

19. The final concept plans provide benefits to the Green Bay community, including:

- Amenity improvements – new or improved locations for picnicking, relaxing and socialisation. Improved interface with neighboring properties
- Safety improvements – improved sightlines and reinstatement of unsafe areas such as the Crum Park depot
- Recreation improvements – improved play features in several parks, as well as establishment of activities such as biking, disc golf, basketball and calisthenics
- Access improvements – new or improved path connections resulting in improved park access and path circuits
- Community opportunities – establishment of community spaces to enable education, community partnerships, events and creativity
- Environmental improvements – additional native planting and repair of streams/storm water management.
20. The final concept plan details a number of specific improvements to assets within each park, which will require further investigation and design prior to delivery. These include:

**Crum Park:**
- new active recreation at the site of the previous depot. e.g. BMX pump track
- upgrade of the existing playground and surrounding area
- new path connections around the northeastern sports fields
- establishment of a nine-hole disc golf course
- upgrade of selected paths to greenways width upon renewal
- swale planting alongside path, and naturalisation of channelised stream sections
- establishment of a community orchard in partnership with local schools; and
- upgrades to amenity including new seats and signs.

**Green Bay Domain:**
- improve pedestrian/cycle access with creation of a new shared path as outlined in the Whau Neighbourhood Greenways Plan
- enhance planting of swales and boundary planting
- diversify and extend play including youth play/recreation upon renewal e.g. basketball
- amenity improvements including seating, upgraded signage and furniture; and
- replacement of the toilet facility with a much reduced footprint upon renewal.

**Godley Green:**
- safety fencing to improve separation from road
- reconfigured path maze area into a bee friendly garden and orchard, including seating
- new informal path linking the upper to lower areas with eco-trail or educational features
- additional planting in existing wetland and boundary planting areas; and
- amenity improvements including upgraded signage and furniture.

**Barron Green:**
- upgrade and expansion of playground area upon renewal, including nature play
- installation of a new timber deck for use in conjunction with the community house
- improved pedestrian linkage to Godley Road
- additional planting in existing boundary planting areas; and
- amenity improvements including upgraded signage and furniture.

**Green Bay Community Corner:**
- crown lifting of planted park frontage to improve sightlines. Additional planting within existing mulched areas; and
- investigation into installation of mana whenua designed art on the site.

21. Funding has been allocated in the financial year 2018/2019 Community Facilities work programme for further investigation into development of the old depot site at Crum Park and implementation of a minor upgrade Green Bay Community Corner.

22. In future years, prioritised unfunded projects from these concept plans for potential Locally Driven Imitative Capex allocation will be identified by staff and communicated to the Whau Local Board for their consideration.
Ngā whakaaweawe me ngā tirohanga a te rōpū Kaunihera
Council group impacts and views

23. The development of the concept plans was undertaken in collaboration with Community Services, Community Facilities, the Contaminated Land team and the Arts, Culture and Events department.

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

24. Investment into parks within Green Bay would provide numerous benefits to the local community.

25. This also helps to meet a number of objectives identified within the Whau Local Board Plan 2017, including “great neighbourhoods with strong community connections, capacity and voices”, “it’s 20 minutes to all we need by walking, cycling and public transport”, “enhanced natural environment” and “our heritage is known, protected and our stories are shared”.

26. Workshops were held with the local board to discuss this project in August 2017, March 2018 and June 2018.

27. Feedback from the local board throughout this process focused on ensuring the improvements suggested for these parks were responding to the desires voiced by the local community. Particular importance was placed on engagement with the community hub and local schools.

28. Initial public feedback was sought via a consultation evening at the Green Bay Street Foods event on 8 December 2017. Follow up meetings with both the Green Bay Community Hub and Green Bay Schools was held to seek their input specifically. This was used to help inform the initial concept plan drafts.

29. Thorough consultation was later run via Shape Auckland and Have Your Say websites over June 2018. Feedback for the final concept plans was positive, with wide support for all identified actions. Several additional suggestions from the community at this stage had to be ruled out due to impracticality.

30. The final draft was workshopped with the local board on 20 June 2018. Board members present were supportive of the final concept plans for each of the five parks.

Tauākī whakaaweawe Māori
Māori impact statement

31. Mana Whenua were engaged throughout the development of the concept plan at several Park, Sports and Recreation Kaitiaki Forums in September 2017 and again in March 2019.

32. Ensuring that the natural environment was improved, was highlighted as a priority, particularly for the existing native forest at Crum Park, existing streams, and any changes which might impact the coast.

33. Mana Whenua will be engaged to provide input when future projects are identified and initiated.

34. The concept plan references the importance of Mana Whenua as kaitiaki (guardians) of the whenua (land), and reflects Auckland Council’s desire to deliver the vision of a world class city, including a Māori identity that is Auckland’s point of difference in the world.

Ngā ritenga ā-pūtea
Financial implications

35. Funding has been allocated in the financial year 2018/2019 Community Facilities work programme for further investigation into development of the old depot site at Crum Park, and implementation of minor upgrades at Green Bay Community Corner.
36. In future years, staff will identify priority projects from the concept plans for the potential allocation of Locally Driven Initiative Capex, with a focus on alignment with renewals projects as they occur.

Ngā raru tūpono me ngā whakamaurutanga
Risks and mitigations
37. Further investigation may identify issues with some of the potential improvement. If these issues are unable to be overcome then the concept plan may have to be altered at a later date.

Ngā koringa ā-muri
Next steps
38. Projects which have already been allocated funding will be progressed through detailed design and delivery. Updates will be brought back to the local board for approval.
39. Priority projects will be identified from the concept plan and discussed with the local board and budget allocation sought.

Ngā tāpirihanga
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Ngā kaihaina
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|                 | Glenn Boyd - Relationship Manager Henderson-Massey, Waitakere Ranges, Whau |
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Crum Park Concept Plan

FOR LOCAL BOARD ADOPTION | JULY 2018
1.0 Project summary and process

The first phase of public consultation was held on the 8 December 2017 at Barron Green during the Green Bay Street Food event between 5-8:30pm in conjunction with other neighbourhood parks in the area. The consultation was advertised on the Green Bay Community House Facebook page and the Whau Local Board Facebook page. Feedback was received on the evening. Participants could vote on the selection of ideas provided, as well as add their own suggestions. The feedback was then presented to the local board and used to refine the draft concept plan for further consultation.

The second phase of public consultation commenced from 18–29 June on the ‘Have your say’ website as part of the Green Bay Parks Planning consultation. The feedback collated helped to further refine the concept plan for approval by the Whau Local Board.

The Crum Park Concept Plan will used to guide future development of Crum Park, as funding becomes available.

**Timeline of the process**

- Initial ideas created for public and stakeholder consultation
- Public consultation on conceptual ideas at Green Bay Markets, December 2017
- Feedback assessed and concept plan refined
- Online public consultation From 18-29 June 2018
- Concept plan adopted by Whau Local Board
- Project implementation subject to funding
2.0 Site context and background

Crump Park is an 8.9ha open space zoned as a mixture of ‘conservation’, ‘sport and active recreation’ and ‘informal recreation’. It has three access points off Tiritirangi Road, Ragley Street and Hilling Street, and is bordered by residential properties which provide passive surveillance across most areas of the park.

Active recreation at Crump Park includes; soccer, rugby, touch, basketball and tennis. Passive activities include; walking, childrens play (two playgrounds) and picnicking. The park is also used by runners who use both the existing path network and make loops around the sports fields.

The site is characterised by open sports fields surrounded by sloped grassed banks planted with a mix of mature exotic and native trees. These sloped banks act as viewing areas from to watch sports games, and the upper the upper north western banks provide magnificent views to the Manukau Harbour. From the lower areas in the east, the western edge provides a backdrop of native bush. The park is a valuable visual amenity for local surrounding residents, passive surveillance for the majority is from the eastern side.

Two main catchments drain into the park and stormwater discharges at the south-eastern corner of the park. The north-eastern corner of the park at the end of Ragley Street was formally a depot site, Ragley Street Depot. Contamination is expected to be within the top 2m. Since retiring from operation the site has become overgrown with weeds. The western slope similarly has an area that is not safe for public access. It is fenced off and signage warns against entry.

Current features/amenities include:
1. native bush areas
2. batter slopes and mature exotic and native trees
3. playing fields for soccer, rugby and touch (grassed)
4. artificial football fields
5. fenced basketball court and tennis courts
6. toilet block and changing rooms
7. playground (east)
8. swing set (southern end by carpark)
9. path network
10. carpark (approx 70 carparks)
11. retired depot area (fenced off to public)
12. Other park assets include seats and picnic tables, drinking fountain and park signage.
3.0 Existing site photos

1. Bush areas
2. Rolling hills and mature trees
3. Playing fields (upper)
4. Playing fields (lower)
5. Artificial football fields
6. Fenced basketball court and tennis court
7. Toilet block and changing rooms
8. Junior playground (next)
9. Netball (south end) and carpark
10. Path network (connection to upper playing fields)
11. Retired depot area
4.0 Concept plan

- Seaweed planting alongside the path and playing fields
- Upgrade path to shared path greenway width 2.5-3m
- Renewal of path to Titirangi Road, consider widening to a shared path
- Revegetate and restore the ephemeral stream
- Naturalise stream by replacing stone wall channel with native planting and rocks.
- New active recreation at the site of the previous Raglan Street
- Depot site e.g. BAX pump track
- Upgrade playground and remove unnecessary path segments
- Potential to incorporate shelter and picnic shelter near opposite the existing sports fields
- Potential location for flying fox
- Establish partnership with the school to plant 150 trees along the eastern boundary
- Create new path connection between the playground to car park in the east
- Consider creating a pocket park within the car park and driveway
- Park map - location is indicative (with the addition of any new recreational activities)
- Existing path furniture
- Signage has been recently upgraded. There is a total of four new Auckland Council park signs at the three entrances (blade signs and pole signs).

Development of the concept plan will allow for renewal of the furniture suite as some of the existing picnic tables and benches have perished.

Scale 1:2500 © A3
5.0 Example imagery

- Shared path / greenway connection through the park or a loop
- Reduce runoff and improve water quality and habitat with planted swales and rain gardens
- Shelter over picnic area adjacent car park and artificial soccer turf
- Disc golf course
- Stream planting
- Fruit trees on existing bark
- Playground upgrades
- New active recreation i.e. BMX pump track
- Flying fox
6.0 Opportunities and constraints

**Improve ecology and water quality:**
- remove weeds from grassed swale along the edge of eastern playing fields and replant with native wetland species
- remove weeds from ephemeral stream in the upper catchment flowing from Titirangi Road and replant with native streamside species
- incorporate rain gardens to treat stormwater runoff from the carpark and driveway
- naturalise stream by replacing stone wall channel with native planting and rocks, and removing the pool fence
- remove overgrown plants along the boundary and supplement with low growing species
- remove noxious weeds from depot and bush areas
  - Constraints (further investigation required):
    - some bush areas are “keep out” zones
    - depot area requires assessment to determine contamination
    - the carpark and driveway has recently been resurfaced

**Complete path connections and establish path hierarchy**
- upgrade lower path to playground to greenways width (2.5-3m)
- create new path which completes the loop around the lower fields and links the play spaces. This would be at flat grade and could also be used by children as a learn-to-ride path shown at greenways width.
- renew path to Titirangi Road and widen to greenways width (2.5-3m)
  - Constraints (further investigation required):
    - water damage repeatedly occurs on the existing gravel path leading from Titirangi Road to the upper sports field. Consider alternative material for path renewal.
    - Note: existing topography may be too steep for a concrete shared path.

**Maximise and enhance park assets**
- improve seating on top fields - potential for bleachers to be set into the western banks
- lighting from Titirangi Road through park
- community garden and fruit trees
- shelter on lower fields could be incorporated with playground upgrade
  - Constraints (further investigation required):
    - lighting the walkway at night would allow users to use the bush covered path which currently poses CPTED risks.

**Improve active recreation and play provisions**
- upgrade playground - the current playground offers basic play elements for primary aged children. There are excess sections of path as some of the play elements planned were not constructed. Second swing set is located beside the carpark
- disc golf course - Kuru Disc Parks have expressed interest in locating a hole course at the park
- off-leash dog area - the park is popular with dog walkers
- flying fox (two options shown)
- BMX pump track at the Ragley Street Depot site
  - Constraints (further investigation required):
    - retrieval of dirt from prohibited areas
    - contamination of the depot site may limit works to above ground level
7.0 Consultation feedback and recommendations

Public consultation - Phase 1
Sticky dots and post-it notes were provided to allow participants to show support for the suggested improvements, or provide their own suggestions. The ideas and votes for each were as follows:

Ideas provided with accompanying image:
- New active recreation (1)
- Path loop around fields (8)
- Upgrade playground (7)
- Frisbee Golf course (6)
- Renew path to Titirangi Road - drainage (6)
- Naturalise and plant stream (2)
- Exercise stations (1)
- Weed removal (9)

Other Ideas from the community include:
- Flying fox (3)
- Community garden / fruit trees (2)
- Off leash dog area (1)
- Shelter on lower fields (1)
- Improved seating on top fields (2)
- Lighting from Titirangi road through park (1)

Public consultation - Phase 2
A total of 8 online responses were received. There was good support overall for the proposed improvements to Crum Park. The feedback was used to inform the final version of the Crum Park Concept Plan.

Key themes
The following key themes emerged from the hui, public consultation and local board workshops:
- Improve connectivity to and around the park
- Improve the park as a recreation destination
- Improve planting
- Upgrade playground amenities
- Provide more seating and shelter

8.0 Mana Whenua design input
Crum Park was discussed at the hui in 2017. Hui are supportive of improvements to the park that are in alignment with Te Aranga Design Principles. Water quality, native revegetation and the removal of weeds species were factors specifically mentioned in connection with improvements for Crum Park.

Te Aranga Design Principles are:
MANA (Rangatiratanga/Authority): The status of iwi and hapu as mana whenua is recognised and respected
WHAKAPAPA (Names and Naming): Māori names a celebrated and naming opportunities are supported
TOHU (The Wider Cultural Landscape): Mana whenua significant sites and cultural landmarks are acknowledged
TAIAO (The Natural Environment): The natural environment is protected, restored and/or enhanced
MAURI TU (Environmental Health): Environmental health is protected, maintained and/or enhanced

MAHI TOI (Creative Expression): Iwi/hapū narratives are captured and expressed creatively and appropriately
AHI KA (The Living Presence): Iwi/hapū have a living and enduring presence and are secure and valued in their rōpu

Based on these principles the following proposals have been identified for incorporation into the Crum Park Concept Plan:
- Promotion of bio-diversity and native planting
- Removal of weed species and protection of any existing native planting
- Investigate opportunities to treat stormwater and sports field runoff with swales
- Investigate incorporation of cultural design elements in the design of new features, i.e. play space, flying fox, BMX pump track elements and any proposed structures
- Creation of safe/ family friendly spaces
- Design new developments to attract a diverse range of park users, to encourage custodianship and ownership by the local community
Green Bay Domain Concept Plan
FOR LOCAL BOARD APPROVAL | JULY 2018
## Contents

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1.0 Project summary and process

The project aim was to find short term and long term ideas to ‘activate’ Green Bay Domain and identify opportunities to strengthen connections between the park and key local or neighbourhood destinations.

The first phase of public consultation was held on the 8th of December at Barron Green during the Green Bay Street Food event from 5-8.30pm in conjunction with other neighbourhood parks in the area. The consultation was advertised on the Green Bay Community House Facebook page and the Whau Local Board Facebook page. Feedback was taken on the evening. Participants could vote on the selection of ideas provided, or add their own suggestions. The feedback was then presented to the local board and used to create a draft concept plan for further consultation.

The second phase of public consultation commenced from 18-29 June on the ‘Have your say’ website as part of the Green Bay Parks Planning consultation. The feedback collated helped to further refine the concept plan for approval by the Whau Local Board.

The Green Bay Domain Concept Plan will used to guide future development of the park, as funding becomes available.

**Timeline of the process**

- Initial ideas created for public and stakeholder consultation
- Public consultation on the draft concept plan at Green Bay Markets, December 2017
- Feedback assessed and concept plan refined
- Online public consultation from 18-29 June 2018
- Feedback assessed and concept plan refined
- Concept plan adopted by Whau Local Board
- Project implementation subject to funding
2.0 Site context and background

Green Bay Domain is a 0.65ha open space zoned as ‘informal recreation’. Located at 40a Godley Road, it is accessed from Cliff View Road, and from Godley Road via a narrow pedestrian path. It is bordered by residential properties on three sides, and has good passive surveillance from neighbouring properties.

Godley Road and Cliff View Drive are proposed Greenways routes within the Whau Neighbourhood Greenways Plan.

Current features/amenities include:

1. mature trees
2. expansive flat grassed areas
3. upper training field
4. lower soccer playing field
5. junior module playground
6. two seats and two rubbish bins (bins not located on plan)
7. picnic table
8. park signage
9. toilet block and storage facility

Refer to Analysis plan for accurate locations of street furniture.

The following renewals and/or upgrades are planned for the park:
- playground
- lower sports field extension
- toilet block and storage facility renewal
3.0 Existing site photos

1. Mature trees (Liquidambar and oak)
2. Expansive flat grassed areas (sports fields and buffer zones)
3. Swale and overgrown boundary plantings
4. Upper training field
5. Lower soccer field
6. Junior module playground
7. Existing picnic table and seat on top of bank beyond
8. Seat and chain linked bollards (Clif View Drive entrance)
9. Park signage (Waikato City Council branding)
10. Two story toilet block and storage facility
11. Narrow path to facility (leading from Clif View Drive)
12. Poor drainage on upper section of the path
4.0 Concept plan

**Improve pedestrian/cycle access:**
- create a new shared path from Godley Road to Cliff View Road (note: path will need a 5m clearance from the playing field)
- upgrade the existing path to a greenway width (2.5-3m).

**Enhance Planting:**
- plant swales with appropriate native species that will filter runoff
- maintain the boundary planting, including the removal of overgrown shrubs
- where appropriate, supplement boundary planting with low-growing species that allow passive surveillance from the neighbouring properties.

**Diversify and extend play/recreation:**
- extend training field to the east
- upgrade the play/ground to accommodate wider age range
- opportunity to extend play into the training field area and incorporate youth play / basketball half court

**Improve amenities:**
- provide more seating / bleaches along the bank
- upgrade park entry signage and a new sign at Godley Road entrance
- upgrade or refurbish toilet and storage facility. Define users needs and reduce footprint of building if possible
- renew furniture suite

**Activate park through events:**
- ‘events’ were the most supported idea for Green Bay Domain. The vast open space provides a versatile platform for Council’s ‘Movies in Parks’ or other community event / programme that will bring the local community together.
5.0 Precedent imagery

- Greenway connection
- Movies in Parks
- Community Carnivals
- Park signage
- Swale planting
- Amenity planting
- Bluffs (informal bank stability)
- Playground
- Youth play elements e.g. basketball half-court
- Youth play elements e.g. calisthenics
- Upgrade or refurbished facility could incorporate local art or cultural design
6.0 Opportunities and constraints

Access:
The main access from Cliff View Road is a narrow concrete footpath approximately 1m wide and secondary informal access is via a small opening in the chain link bollards. There are maintenance access points off Cliff View Drive. The access from Godley Road is an underutilised grassed track that is unusable in wetter months.

Opportunity: Formalise Godley Road access as part of the greenway connection. Upgrade existing pathway to greenway width.

Constraint: Achieving greenways width around extended sports field. Accessibility - steep grade of the bank between fields.

Amenities / Assets:
The seating is limited to 1x bench seat and 1x picnic table. There are 2x rubbish bins positioned between the fields. The existing park sign is dated. The toilet block and storage facility is poor condition internally.

Opportunity: Remove building and reduce footprint to meet the needs of the users. Potential for bleachers on the banks for soccer games and to accommodate future park events. Improve park signage and wayfinding.

Vegetation:
Mainly mature trees and overgrown shrubs along the southern boundary and northern swales. There is no amenity planting. Mature trees include Liquidambar, oak, conifer and gum species.

Opportunity: Trim or remove overgrown shrubs along the boundary and plant the swales with suitable species. Consider amenity planting as part of any new infrastructure.

Open space:
The open expansive, flat grassed areas are the main feature of Green Bay Domain. An upper training field and lower football field (planned for extension) enable unobstructed views across the site.

Opportunity: Extension of the soccer field to the east and renewal of the training field lighting.

Play and recreation:
There is a junior playground (due for upgrade) situated next to the upper training field. Apart from the playground and organised sport only informal play is offered at the park. Natural play elements include grass banks and tree climbing. Integrate youth play e.g. basketball half court or volleyball court as part of the playground upgrade.
7.0 Consultation feedback and recommendations

7.1 Public consultation

Sticky dots and post-it notes were provided to allow participants to show support for the suggested improvements, or provide their own suggestions. The feedback is listed below and illustrated on the pie chart adjacent.

Ideas provided with accompanying image:
- Events (eg movies on parks) (10)
- Youth play element with renewal of playground (8)
- New path through to Godley Road (4)
- Renewal training field lighting (3)
- Renewal of toilet block (1)
- Informal bank seating (1)
- Extension to football field (1)
- Maintenance of boundary trees and shrubs (1)

Other Ideas from the community include:
- Improve training field (1)
- Volleyball court (1)
- Basketball court (1)

7.2 Mana Whenua design input

Green Bay Domain was discussed at the hui in 2017. Iwi are supportive of improvements to the park that are in alignment with Te Aranga Design Principles and do not wish to provide specific design input at this stage.

Te Aranga Design Principles are:

**MANA (Rangatiratanga/Authority)**
The status of iwi and hapu as mana whenua is recognised and respected

**WHAKAPAPA (Names and Naming)**
Māori names a celebrated and naming opportunities are supported

**TOHU (The Wider Cultural Landscape)**
Mana whenua significant sites and cultural landmarks are acknowledged

**TAIAO (The Natural Environment)**
The natural environment is protected, restored and/or enhanced

**MAURI TU (Environmental Health)**
Environmental health is protected, maintained and/or enhanced

**Public consultation - Phase 2**

A total of 8 online responses were received. There was good support overall for the proposed improvements to Green Bay Domain. The feedback was used to inform the final version of the Green Bay Domain Concept Plan.

**Key themes**
The following key themes emerged from the hui, public consultation and local board workshops:

- Improve connectivity to and around the park
- Improve park as youth and play destination
- Planting improvements
- Promotion of use of the park for community events

**MAHI TOI (Creative Expression)**
Iwi/hapu narratives are captured and expressed creatively and appropriately

**Ahi Ka (The Living Presence)**
Iwi/hapu have a living and enduring presence and are secure and valued in their role

Based on these principles the following proposals have been identified for incorporation into the Green Bay Domain concept plan:

- Promotion of bio-diversity and native planting
- Removal of weed species and protection of any existing native planting
- Investigate opportunities to treat stormwater and sports field run off with swales
- Investigate incorporation of cultural design elements in the design of new features, i.e. play space
- Creation of safer family friendly spaces
- Design new developments to attract a diverse range of park users, to encourage custodianship and ownership by the local community
Project Summary

The project aim was to identify short term and long term ideas to 'activate' the neighborhood parks of Godley Green, Barron Green and Green Bay Community Corner, and identify opportunities to strengthen connections between these parks and key destinations.

Two phases of public consultation were carried out. The first phase was held on 8 December at Barron Green during the Green Bay Street Food event between 5:00 – 8:30 pm. The event was advertised on the Green Bay Community House Facebook page and the Whau Local Board Facebook page. Participants were able to vote on a selection of ideas provided, as well as add their own suggestions. The feedback collected was used to create draft concept plans for further consultation.

The second phase of public consultation commenced from 18-20 June on the 'Have your say' website as part of Green Bay Parks Planning. The feedback from each phase is provided in the relevant sections for each park and has been used to refine the concept plans for approval by the Whau Local Board. The concept plans will be used to guide future development of parks as funding becomes available.

Green Bay Domain and Cron Park were included as part of each consultation, however these will be addressed separately in individual concept plan documents.

Timeline of the process

- Initial ideas created for public and stakeholder consultation
- Public consultation on conceptual ideas at Green Bay Markets, December 2017
- Feedback assessed and draft concept plans created
- Online public consultation from 18-20 June 2018
- Feedback assessed and concept plans refined
- Concept plans adopted by Whau Local Board
- Project implementation subject to funding

Attachment C  Item 14
Green Bay Parks – Adoption of Concept Plans
1.0 Godley Green

1.1 Example imagery

- Bio-tarot educational aspect (school initiative)
- Bee-friendly sensory garden
- Fruit tree grove picnic area
- Low fence to keep small children from falling in pond

1.2 Existing site photos

- Path linking through reserve, showing Godley Reserve entrance
- Picnic table on grassed area within concrete/brick maze
- Seat surrounded by grassed area within concrete/brick maze
- Mosaic tile set in concrete/brick maze
- Path leading up hill to wetland area
- Wetland planting (photo taken in summer, December 2017)
- Bike rack in corner
- Boundary planting
1.0 Godley Green

1.3 Site context and background

Godley Green is located at 100E Godley Road. It is a 0.4 ha sloped open space with ‘informal recreation’ zoning. It also functions as a stormwater reserve. It is largely used as a linkage between Avonleigh Road and Taupoko Place to Godley Road and Green Bay Primary and High Schools.

Godley Green, Godley Road and Avonleigh are proposed Greenways routes within the Whau Neighbourhood Greenways Plan.

Current features/amenities include:

1. sloped grassed area
2. boundary planting
3. existing wetland planting
4. mature trees
5. seat
6. picnic table
7. rubbish bin
8. signage
9. paved mape with feature artwork tiles
10. 1.8m path
1.0 Godley Green

1.4 Consultation feedback and recommendations

**Public consultation - Phase 1**

During the first phase of public consultation participants were able to vote on a selection of ideas provided, as well as add their own suggestions. The ideas and votes for each were as follows:

Ideas provided with accompanying image:
- Working with the schools to create initiatives (14)
- More planting / bee friendly gardens (5)
- Eco-trail or education on natural systems (2)
- Reconfiguration of hard space, reuse the mosaic tiles (1)
- Improve circulation within the park, path network (potential loop track) (1)
- Upgrade or relocate seating and picnic table (1)
- Cultural harvest of harakeke (flax) (1)
- Upgrade signage and provide wayfinding (9)

Other ideas from the community include:
- Exercise stations (4)
- Fruit trees (5)
- Water park (2)
- Activation space for small events (2)
- Public art ("duck monument") (2)
- Fencing like Barron Green (1)
- Learn to ride (bike park) (1)
- Wetland (1)

**Public consultation - Phase 2**

A total of 6 online responses were received. There was good support overall for the proposed improvements to Godley Green. The feedback was used to inform the final version of the Godley Green Concept Plan.

**Key themes**

The following key themes emerged from public consultation and local board workshops:
- Improve path network
- Improve the safety in and around the park
- Enhance boundary planting as part of an eco-trail (in connection with the school)
- Reconfigure existing hard stand area (refer options)
- Allow space for small scale events (in connection with the school)
1.0 Godley Green

1.5 Opportunities and Constraints Plan

Picnic area and concrete brick maze:
- Opportunities:
  - space to incorporate garden (e.g. bee friendly garden / grid of fruit trees)
  - retrofit space to include exercise stations
  - Godley Road is a popular walk/cycle route
- Constraints:
  - significant amount of mosaic art tiles unknown, recommend these be salvaged for reuse

Boundary and road frontage:
- Opportunities:
  - safety improvements
  - enhance the aesthetic of the existing boundary treatment (bollards) along Godley Road (note feedback on site safety for young children next to busy road)
  - enhance boundary planting (could form part of eco-trail)
- Constraints:
  - recommend that height of planting is low to maintain visibility in keeping with INCTED principles (with the exception of specimen trees that can be crown lifted)

Path network:
- Opportunities:
  - work with Auckland Transport to develop the greening connection through the network connecting street network
  - create secondary path or loop track / bike track
- Constraints:
  - lower areas of the site flood during periods of high rainfall

Future programmed events:
- Opportunities:
  - activation space for small events
  - "Learn to Ride" (if reconfigured space is suitable)
  - temporary art installations / exhibitions (school initiative or public event)
- Constraints:
  - unprogrammed open space is small and sloped in areas

Attachment C  
Item 14
2.0 Barron Green Concept Plan

Work with property owners and Auckland Transport to improve pedestrian link to Godley Road and Greens Bay shops.

Upgrade park signage

Proposed low amenity planting

Proposed feature timber seating, used as spill out space in conjunction with the community house.

Option 1: Construct a large feature timber deck/seat as part of the playground upgrade works

Option 2: Proposed deck off community house. Could double as community performance space (i.e stage or market space)

KEY:
- proposed greenway route
- site boundary
- existing trees
- existing boundary planting
- proposed tree/planting
- boundary planting requiring replacement
- potential extension of natural play (future project)
- area typically used for events

Potential to widen the existing footpath to shared path width (greenway connection)

Renewal of picnic table as part of playground upgrade

Replace tall planting along boundary (i.e. gremlin) with low species to improve passive surveillance into the park

Possible extension of natural play area with any future playground upgrade

Amenity planting and fence along Barron Drive boundary with upgrade of playground

Renewal of bench seating with the upgrade of playground

Upgrade park signage

Advocate to Auckland Transport for road safety improvements on Barron Drive (speed bumps or speed tables)
2.0 Barron Green

2.1 Example imagery

- Enhance natural play features
- Seating / play activity space
- Hard space area as spill-out space for community events or performance space (refer options 1 and 2 on the plan for potential location)
- Improvements to fencing Barron Drive boundary
- Greenways connection

2.2 Existing site photos

- Path to Oceana Road and Green Bay "New world"
- Mound and vegetation used by children for natural play
- Planting and fencing along the eastern boundary
- Open space used for informal play
- Mound vegetation used for natural play; playground on the right
- Playground edge used as informal seating on market evenings
- Current location used by the band on market evenings
- Hard space used for food trucks / stalls during markets; temporary seating shown on the left
2.0 Barron Green

2.3 Site context and background

Barron Green is located at 1 Barron Drive. Barron Green is a 0.5ha open space, zoned as “community zone”. The space comes alive for street food evenings and community events associated with the Green Bay Community House.

The greenways route (from Whau Neighbourhood Greenways Plan) connects from Barron Drive through Barron Green and alongside the New World Supermarket to Codley Road.

The Community House has shared their vision to run a cafe from the northern end of the plantation building.

Current features/amenities include:

1. mature trees
2. boundary planting and garden areas
3. a hardstand area for parking and events
4. two picnic tables
5. park seat
6. park signage and two rubbish bins (bin location not shown)
7. children’s (preschool and primary aged) playground
8. existing paths
9. tree up-lighting
2.0 Barron Green

2.4 Consultation feedback and recommendations

Public consultation – Phase 1
During the first phase of public consultation participants were able to vote on a selection of ideas provided, as well as add their own suggestions. The ideas and votes for each were as follows:

- Ideas provided with accompanying images:
  - More permanent seating (8)
  - Formalise market / street food area (8)
  - Improve connections to Godley Road (7)
  - Upgrade playground with more play features (7)
  - More planting (4)

- Other ideas from the community include:
  - Fence the playground area to better separate from carpark / road (1)
  - Improved boundary planting (1)
  - Improved drainage of flat area (1)
  - AT speed bumps (1)
  - Community cafe (1)
  - Remove Giselaia on eastern boundary (too high) (2)

Public consultation – Phase 2
A total of 8 online responses were received. There was good support overall for the proposed improvements to Barron Green. The feedback was used to inform the final version of the Barron Green Concept Plan.

Key themes
The following key themes emerged from public consultation and local board workshops:

- Improve the safety in and around the park
- Enhance play opportunities and promote natural play
- Improve use of site as a flexible events space
- Strengthen connections to Godley Road and Green Bay shops
- Planting improvements

The display boards at Green Bay Markets, December 2017.
2.5 Opportunities and Constraints Plan

Informal play area:
Opportunities:
- Enhance natural play in and around the mound and large tree
- Improve the fence behavior separating the playground from the road (currently a low and open wooden fence)
- Improve drainage for informal play in grassed area
Constraints:
- Safety of children with busy road adjacent to playground

Improve path network:
Opportunities:
- Strengthen connection through from Barron Drive to the New World Greenway route. Alternative path shown from Barron Drive at south east corner (deline line)
Constraints:
- Currently path network too narrow for greenway shared path width

Market Space:
Opportunities:
- Create deck or hardstand area to cater for market use, improve spill out space for temporary seating
- Incorporate informal seating into redesign of playground (play elements that double as seating)
Constraints:
- Hardstand area is small, limiting market spill out space in winter months

Planting:
Opportunities:
- Improve passive surveillance by removing Gisepia and karaka shrubs which are growing into trees along the boundary (adjacent to Barron Drive). Replace with more suitable lower shrubs
- Plant small areas of open space (refer plan)
Constraints:
- Limited passive surveillance

Improvements for the wider area include:
- Traffic calming on Barron Drive e.g. speed table / bumps (work with Auckland Transport to achieve improvements)
- Community Cafe (vision from the Community House)
- Strengthen connection through New World car park

Consider planting small under spill out open space
Consider planting under spilled open space
Potential to develop deck or hardstand area for seating or rest
Enhance existing natural play area with the upgrade of play area

Attachment C
Item 14
3.0 Green Bay Community Corner Concept Plan
3.0 Green Bay Community Corner

3.1 Example imagery

- Low native species
- Bee friendly flowering species (e.g. protea species)
- Groundcover planting in place of bare or mulched areas
- Low species up to path edge

3.2 Existing site photos

- Vegetation along the northern boundary, Godley Road
- Path through from Godley Road to Verdon Road with low signage
- Existing Protea trees along the eastern boundary
- Stand of mature trees including totara and kahikatea
- Boulder (rock feature) with name of the reserve (consider dual naming)
- Boundary plantings at access for low planting on southern west corner
- Verdon Road side showing close proximity to shops
- View from the south west corner, Verdon Road

Attachment C
Item 14
3.0 Green Bay Community Corner

3.3 Site context and background

Green Bay Community Corner is located at 52-54 Godley Road. It is a 0.34ha open space zoned as ‘informal recreation’. This reserve is on a corner site with two sides open to the street.

Currently features/amenities include:

1. a mix of tall native and exotic trees
2. fruit trees (row of feijoa)
3. one picnic table
4. rock feature with place name
5. signage
6. existing paths
3.0 Green Bay Community Corner

3.4 Consultation feedback and recommendations

Public consultation - Phase 1
During the first phase of public consultation participants were able to vote on a selection of ideas provided, as well as add their own suggestion. The ideas and votes for each were as follows:

Ideas provided with accompanying image:
- Bee friendly gardens (6)
- Exercise stations (6)
- Open up views to Godley Road (4)
- Wood maintenance and infill planting (1)
- Retain open space (0)
- Improve drainage (0)

Other ideas from the community include:
- Small playground (2)
- Community garden / fruit trees (2)
- Public art ("duck monument") (1)

Public consultation - Phase 2
A total of 6 online responses were received. There was good support overall for the proposed improvements to Green Bay Community Corner. The feedback was used to inform the final version of the Green Bay Community Corner Concept Plan.

Working with mana whenua
The close proximity to Green Bay shops and prominent corner location make Green Bay Community Corner an ideal space for creative activation through local artwork or cultural installations. Possible future artwork or cultural installations should be developed in partnership with mana whenua with an interest in the area.

Key themes
The following key themes emerged from public consultation and local board workshops:
- Improve the safety in and around the park
- Maintain open space for play and respite
- Planting improvements
- Explore opportunities with mana whenua partners for the development of local art or installations within the park

Attachment C
Item 14
3.0 Green Bay Community Corner

3.5 Opportunities and Constraints

Recreation:
- Opportunities:
  - exercise equipment (note could be located under trees for use in wetter months)
  - maintain open space for informal recreation
- Constraints:
  - require further feasibility study to determine community interest to provide equipment

Public art/play:
- Opportunities:
  - public art as play feature (dual purpose)
  - small playground
- Constraints:
  - require further feasibility study to determine community interest

Planting:
- Opportunities:
  - removal or thinning of vegetation along Godley Road edge to improve passive surveillance into park and encourage use
  - low infill or under-planting (refer plan for locations)
- Constraints:
  - invasive bamboo - requires stump grinding to adequately remove rhizomes
  - soil amended clay based (hard in summer and poor draining in periods of heavy rain)

Community planting:
- Opportunities:
  - community orchard (extension on existing fruit tree)
  - bee friendly gardens
- Constraints:
  - require an interested and active group to keep maintained

Improvements for the wider area include:
- Greenway connection on Godley Road (joint project with Auckland Transport to achieve ‘connector’ route)
- Schools could feature the reserve as a node within neighborhood orienteering
- Dual naming
Re-allocation of Whau Local Board 2018/19 LDI Opex from the Town Centre Revitalisation budget line

File No.: CP2019/03193

Te take mō te pūrongo
Purpose of the report
1. To seek the approval for the re-allocation of $80,000 of LDI Opex in the Whau Local Board’s 2018/19 Work Programme from the Town Centre Revitalisation budget line to alternative activities.

Whakarāpopototanga matua
Executive summary
2. $80,000 of LDI Opex is currently sitting in the Town Centre Revitalisation budget line in the local board’s 2018/19 Work Programme and is unable to be spent by Community Facilities for its original intended purpose in this financial year.

3. A portion of this $80,000 (final cost still to be confirmed at the time of writing this report) has already been committed to the disestablishment of the former New Lynn Friendship Garden. The final cost for disestablishment (clearing of the site) is expected to be less than $10,000. This report recommends allocating $17,000 to cover the disestablishment of the Garden, and to also (subject to further advice) contribute to the permanent reinstatement of that site.

4. This report requests approval for the re-allocation of $48,000 of LDI Opex in the Whau Local Board’s 2018/19 Work Programme from the Town Centre Revitalisation budget line to alternative activities to be administered by the Community Empowerment Unit.

5. A further $15,000 is recommended to be allocated to three local business associations.

Ngā tūtohunga
Recommendation/s

That the Whau Local Board:

a) approve the re-allocation of $17,000 of LDI Opex in the Whau Local Board’s 2018/19 Work Programme from the Town Centre Revitalisation budget line to the disestablishment and permanent reinstatement of the former New Lynn Friendship Garden, noting that:
   i) the Chair and Deputy Chair previously authorised under urgency the expenditure associated with disestablishment of the site by Community Facilities but final costs for this are not yet known
   ii) further advice will be provided to the Local Board regarding options for the permanent reinstatement of the site, and any remaining portion of the $17,000 can contribute to this

b) approve the re-allocation of $48,000 of LDI Opex in the Whau Local Board’s 2018/19 Work Programme from the Town Centre Revitalisation budget line to the Community Empowerment Unit to implement the following initiatives:
   i) $10,000 to the Greenbay Hub to increase activation
   ii) $5,000 to the Kelston Hub to increase locally led initiatives
   iii) $3,000 to the Glen Avon Hub to increase locally led initiatives
   iv) $10,000 for the launch events and early implementation initiatives associated with the Whau Ethnic Peoples Plan, Pacific People Plan, and Waitākere ki tua
Item 15

v) $3,000 Generation Ignite for capacity building  
vii) $12,000 to Matariki celebrations in Hubs and Houses  

\[ \text{c)} \] approve the re-allocation of $15,000 of LDI Opex in the Whau Local Board’s 2018/19 Work Programme from the Town Centre Revitalisation budget line for the allocation of $5,000 each to the Blockhouse Bay, New Lynn and Rosebank Business Associations for town centre or local improvement initiatives with the following conditions:  
i) initiatives must be aligned with the outcomes set out in the Whau Local Board Plan  
ii) the Business Associations must report back to the Whau Local Board on the outcomes of these initiatives.

Horopaki Context

6. $80,000 of LDI Opex is currently sitting in the Town Centre Revitalisation budget line in the local board’s 2018/19 Work Programme. This is comprised of $25,000 of budget for this financial year and $55,000 of rolled over budget from previous years.

7. The activity description for the Town Centre Redevelopment activity was to:  
• work with Panuku on initiatives supporting the Avondale Unlock Project  
• support New Lynn development in the Memorial Drive area, Totara Avenue demolition, the Crown Lynn development and the Memorial connection to Crown Lynn site, and  
• operational support for activation initiatives in Green Bay.

8. The activity has never been clearly defined from the perspective of Community Facilities, which currently own this work programme line. Staff in Community Facilities have indicated that they are unable to spend this amount of Opex on initiatives aligned with the above activity description in this financial year. The money therefore needs to be re-allocated. This report seeks the re-allocation this budget line.

9. A portion of this $80,000 (final cost still to be confirmed at the time of writing this report) has already been committed to the disestablishment of the former New Lynn Friendship Garden, and this report recommends allocating a total $17,000 to the disestablishment (clearing) and permanent reinstatement of the site.

10. The Friendship Garden was formally closed in late-2018, but delays in its physical disestablishment had led to the site becoming home to illegal and antisocial behaviour by rough sleepers and others in recent months. After an incident involving serious violence, an urgent decision was taken by the Local Board Chair and Deputy Chair on 28 February to make additional budget available from the Town Centre Revitalisation budget line to implement the immediate clearing of the site. The site was cleared by Community Facilities contractors over several days from 28 February.

Tātaritanga me ngā tohutohu Analysis and advice

11. Following discussions with the Chair of the Whau Local Board, staff from the Community Empowerment Unit have prepared a proposal for re-allocation of part of this budget line. This proposal would see $48,000 of the existing Town Centre Revitalisation budget line shift into community hub activation, activation of community spaces in New Windsor, capacity building, Matariki celebrations and launch events and early implementation initiatives for the Ethnic, Pacific, and Waitakere ki tua Plans.
12. The proposed re-allocation was presented to the local board for discussion and feedback at its workshop of 13 March 2019. Members in attendance at that workshop were generally supportive of the proposal. As a result of feedback, increases in the allocated budget have been proposed for the plan launches and the New Windsor activation, and an additional allocation of $3,000 to the Glen Avon Hub was introduced.

13. There was some discussion among members and staff present at the workshop about ensuring a degree of consistency with the original intent of the Town Centre Redevelopment budget line. As a result of this discussion, further direction was given in support of an allocation of $5,000 each to the Blockhouse Bay, New Lynn and Rosebank Business Associations for town centre or local improvement initiatives aligned with the outcomes set out in the Whau Local Board Plan.

14. The final cost for disestablishment of the former Friendship Garden is expected to be less than $10,000. The Local Board indicated that it favours allocating any remaining budget (following the payment of disestablishment costs and the allocations to the Community Empowerment initiatives and the business associations) to contribute to the permanent reinstatement of this site. Staff will provide further advice on this in due course, including options around replanting of vegetation and/or re-purposing of the site, once the full cost of disestablishment is known.

15. Details of proposed activities and a break-down of costs are shown in Table 1 below. It is noted that details of the individual activities will be fully developed with further advice to be provided to the Local Board post-allocation.

Table 1

<table>
<thead>
<tr>
<th>Proposed initiative</th>
<th>Estimated Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>Disestablishment of the former New Lynn Friendship Garden and a</td>
<td>$17,000</td>
</tr>
<tr>
<td>contribution to the cost of its permanent reinstatement</td>
<td></td>
</tr>
<tr>
<td>Green Bay Community House – to support an increased level of</td>
<td>$10,000</td>
</tr>
<tr>
<td>community development</td>
<td></td>
</tr>
<tr>
<td>Kelston Hub – to support the locally led initiatives in and around the Hub</td>
<td>$5,000</td>
</tr>
<tr>
<td>Glen Avon Hub – to support the locally led initiatives in and around the Hub</td>
<td>$3,000</td>
</tr>
<tr>
<td>Launching and initial implementation issues for the Whau Ethnic Peoples Plan,</td>
<td>$10,000</td>
</tr>
<tr>
<td>Pacific People Plan, and Waitakere ki tua</td>
<td></td>
</tr>
<tr>
<td>Generation Ignite – Capacity building</td>
<td>$3,000</td>
</tr>
<tr>
<td>New Windsor activation</td>
<td>$5,000</td>
</tr>
<tr>
<td>Matariki celebrations in Hubs and Houses</td>
<td>$12,000</td>
</tr>
<tr>
<td>New Lynn Business Association for town centre or local improvement initiatives</td>
<td>$5,000</td>
</tr>
<tr>
<td>Blockhouse Bay Business Association for town centre or local</td>
<td>$5,000</td>
</tr>
<tr>
<td>improvement initiatives</td>
<td></td>
</tr>
<tr>
<td>Rosebank Business Association for town centre or local improvement initiatives</td>
<td>$5,000</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>$80,000</strong></td>
</tr>
</tbody>
</table>
Ngā whakaaweawe me ngā tirohanga a te rōpū Kaunihera
Council group impacts and views

16. Informal discussions have taken place with Auckland Transport around the future of the former New Lynn Friendship Garden site. Auckland Transport will be involved in any further discussions on this, as one of the potential options to be considered for this site would be to re-purpose it as a carpark.

17. Panuku Development Auckland is the lead agency for the Avondale Unlock programme. Town centre revitalisation and activation activities are already underway in Avondale, with more planned particularly in the Avondale Central (Bai) site for this calendar year. The Community Empowerment is working in close collaboration with Panuku in this space and several of the activities proposed as part of this re-allocation would provide additional opportunities for Council and Panuku to work together on complementary initiatives in Avondale. Panuku Development Auckland have not been specifically consulted in the development of this report.

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

18. The purpose of this report is to enable LDI funds in the Whau Local Board’s 2018/19 Work Programme to be spent for the benefit of local communities. The proposed re-allocation would be aligned to the following Local Board Plan outcomes:
   - Great neighbourhoods with strong community connections, capacity and voices
   - Strong local businesses and more quality local jobs
   - Celebrating our creative edge in our streets, neighbourhoods and communities
   - Our heritage is known, protected and our stories are shared.

19. The recommendations of this report have been developed in response to the direction of the Local Board following a workshop and several informal discussions.

Tauākī whakaaweawe Māori
Māori impact statement

20. The Whau Local Board recognises its legal obligations and commitments to Maori and to Te Tiriti o Waitangi as a founding document of Aotearoa New Zealand.

21. Two of the activities within the proposed re-allocation – Matariki celebrations and Waitākere ki tua – relate specifically to Maori development, participation and culture.

22. The allocation of funds to Matariki celebrations will enable the Whau to celebrate and increase awareness around Matariki in the Local Board area. Interest and participation in Matariki has been increasing in recent years.

23. Events related to Matariki are not only a celebration of Maori culture but also an opportunity to enable people – both Maori and non-Maori – to develop and enhanced understanding of Maori culture, history and identity. Investing in Matariki celebrations in local hubs and community houses will enable communities to realise these benefits locally, rather than through large regionally focused events.

24. The allocation of funds to the draft Waitakere ki tua is an action plan that sits across the three western local board areas and is intended to influence and drive future business planning in the areas of engagement and relationships, decision-making, systems and processes, design, capability and capacity-building and provision of services. The recommendations and actions it proposes have been developed in response to the identified aspirations of West Auckland Maori.

25. Waitakere ki tua will be reported to the Whau Local Board in March 2019 for approval of the plan, and its implementation will be integrated into future work programmes.
Ngā ritenga ā-pūtea  
Financial implications
26. The $80,000 of budget sitting currently in a Community Facilities LDI Opex line includes $55,000 of rolled over budget from previous years. No funds have been spent from this budget line for their intended purpose in this financial year.
27. Given the advice of staff in Community Facilities that they are unable to spend this amount of Opex on initiatives aligned with the activity description in this financial year, the recommended option is to re-allocate these funds to other activities rather than continuing to roll them over.
28. The likelihood is that any money currently sitting in this budget line that is not re-allocated at this time or in the near future will remain unspent and will be reported as savings.

Ngā raru tūpono me ngā whakamaurutanga  
Risks and mitigations
29. Given the timing, there is a risk that any delay in the progress of the proposed activities could lead to funds not being spent. Funds must be committed by 30 June 2019 in order to proceed.

Ngā koringa ā-muri  
Next steps
30. Staff will report back to the Local Board on the full cost of disestablishment of the former New Lynn Friendship Garden and on options for its permanent reinstatement.
31. Staff from the Community Empowerment Unit will report back to the Local Board with further advice around the details and implementation of the proposed activities and will work to ensure that the re-allocated funds are committed as soon as possible.

Ngā tāpirihanga  
Attachments
There are no attachments for this report.

Ngā kaihaina  
Signatories

<table>
<thead>
<tr>
<th>Authors</th>
<th>Mary Binney - Senior Local Board Advisor - Whau</th>
</tr>
</thead>
<tbody>
<tr>
<td>Authorisers</td>
<td>Glenn Boyd - Relationship Manager Henderson-Massey, Waitakere Ranges, Whau</td>
</tr>
</tbody>
</table>
Purpose of the report

1. To update the Whau Local Board on Panuku Development Auckland (Panuku) activities within the local board area and the region for the six months from 1 August 2018 to 31 January 2019.

Executive summary

2. Panuku is charged with balancing financial and non-financial outcomes in order to create and manage sustainable and resilient places where people want to live, work, invest, learn and visit. The activities of Panuku cover four broad areas:
   - redevelopment of urban locations, leveraging off council owned land assets, mostly within existing suburbs
   - review of, and where appropriate, redevelopment of council non-service property
   - management of council property assets including commercial, residential, and marina infrastructure
   - other property related services such as redevelopment incorporating a service delivery function, strategic property advice, acquisitions and disposals.

3. Panuku currently manages 41 commercial and residential interests in the Whau Local Board area.

4. The Panuku Unlock Avondale programme and development of sites in New Lynn are progressing.

5. One property is currently under review as part of our rationalisation process.

6. One property was purchased in the Whau Local Board area during the last six months.

7. Panuku leads a multi-year redevelopment programme of the council’s Housing for Older People (HfOP) portfolio (Haumaru). There are six HfOP villages in the Whau Local Board area.

Recommendation/s

That the Whau Local Board:

a) receive the Panuku Development Auckland Local Board update for 1 August 2018 to 31 January 2019.

Horopaki Context

8. Panuku helps to rejuvenate parts of Auckland, from small projects that refresh a site or building, to major transformations of town centres or neighbourhoods.
9. The Auckland Plan is the roadmap to deliver on Auckland’s vision to be a world class city, Panuku will play a significant role in achieving the Homes and Places and Belonging and Participation outcomes.

10. Panuku is leading urban redevelopment in Manukau, Onehunga, Wynyard Quarter, Waterfront, Northcote, Avondale, Takapuna, Henderson, Papatoetoe, Ormiston and Flat Bush, Panmure, Pukekohe, City Centre and redevelopment of the Haumaru Portfolio.

11. Panuku manages around $2 billion of council’s non-service property portfolio, which is continuously reviewed to find smart ways to generate income for the region, grow the portfolio, or release land or property that can be better used by others.

12. As at 30 December 2018, the property portfolio comprises 1636 properties, containing 1062 leases. The current portfolio includes vacant land, industrial buildings, warehouses, retail shops, cafes, offices, medical centres, and a large portfolio of residential rental homes.

13. The net surplus for the council and Auckland Transport (AT) property portfolio for the period ending 31 December 2018 was $13.8m. This provided an additional YTD return of $1.178m against the budgeted figure.

Tātaritanga me ngā tohutohu
Analysis and advice

Ngā Mahi ā-Hapori / Local Activities
Development

14. Unlock Avondale – Panuku were recently approached to partner with the Housing and Urban Development Authority (HUDA) in the wider Avondale area and work is underway to scope what this might look like. This collaboration could lead to a positive outcome for Avondale given the potential to leverage the combined focus, resources and investment.

15. The Avondale Central site (Bai site) on Great North Road is a strategic development opportunity in the heart of the town centre. Due to HUDA conversations Panuku have deferred the sale of this site to ensure sufficient time to allow for discussions.

16. The Panuku Unlock Programme is supporting the council led Community Services project to upgrade the community centre and library in Avondale by providing specialist development expertise. This project is currently at a very early stage with much work to be clarified and understood by several teams within council and across CCO’s.

17. Panuku are leading the planned streetscape upgrade for Crayford Street West. This opportunity was proposed as a cornerstone to signal the overall integrated design and development with Unlock Avondale.

18. The Ockham SET apartment buildings at 24 - 26 Racecourse Parade almost completed the three builds. Of the 72 units 10 per cent are classified as affordable housing.

19. The New Zealand Housing Foundation completed the Special Housing Area at 1 Trent Street and the homes provided affordable mixed housing.

20. 10 Ambrico Place, New Lynn is a support site that was cleared for sale in February 2016. Resource Consent has been obtained for a 10-home residential development – a mix of four three and two-bedroom homes. The sale of the site is on hold, subject to Healthy Waters completing works in the wider area, until July 2020.
21. **New Lynn Town Centre** – Development sites C and D are currently being subdivided from the Library. Certificates of Title are expected to be available early 2019. Panuku are working with our development partner to agree a residential / mixed use proposal for both sites, whilst retaining the façade of the heritage OAG’s building located on the site. Panuku are also looking at options to activate the site in the short term whilst the development planning progresses and will consult with the Local Board on this over the next few months.

22. **83B Godley Road** – The property was sold to the neighbouring property owner to facilitate a 13-lot residential subdivision. Civil works are progressing on site, due for completion June 2019, with completion of the residential dwellings by 2022.

**Properties managed in the Whau Local Board Area**

23. Panuku currently manages 37 commercial and 4 residential interests within the local board area.

**Portfolio strategy**

**Optimisation**

24. Optimisation is a self-funding development approach targeting sub-optimal service assets approved in 2015. The process involves an agreement between Community Facilities, Panuku and local boards and is led by Panuku. It is designed to equal or enhance levels of service to the local community in a reconfigured form while delivering on strategic outcomes such as housing or urban regeneration with no impact on existing rate assumptions.

25. Using optimisation, underperforming assets will have increased utility and efficiency, lower maintenance and operating costs, as well as improved service delivery benefiting from co-location of other complimentary services or commercial activities. Optimisation will free up a range of undercapitalised development opportunities such as air space, full sites, or part sites.

26. Local boards are allocated decision making for the disposal of local service property and reinvestment of sale proceeds in accordance with the service property optimisation approach.

**Portfolio review and rationalisation**

**Overview**

27. Panuku is required to undertake ongoing rationalisation of the council’s non-service assets. This includes identifying properties from within the council’s portfolio that may be suitable for potential sale and development if appropriate. Panuku has a focus on achieving housing and urban regeneration outcomes.

28. Identifying potential sale properties contributes to the Auckland Plan focus of accommodating the significant growth projected for the region over the coming decades, by providing the council with an efficient use of capital and prioritisation of funds to achieve its activities and projects.

**Performance**

29. Panuku works closely with Auckland Council and Auckland Transport to identify potential surplus properties to help achieve disposal targets.

30. **Target for July 2018 to June 2019:**

<table>
<thead>
<tr>
<th>Unit</th>
<th>Target</th>
<th>Achieved</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Portfolio review</strong></td>
<td>$30 million disposal recommendations</td>
<td>$8.6 million as at 31 January 2019</td>
</tr>
</tbody>
</table>
Process
31. Once identified as no longer delivering the council service use for which it was acquired, a property is taken through a multi-stage rationalisation process. The agreed process includes engagement with council departments and CCOs, the local board and mana whenua. This is followed by Panuku board approval, engagement with the local ward councillors, the Independent Māori Statutory Board and finally, a Governing Body decision.

Under review
32. Properties currently under review in the Whau Local Board area are listed below. The list includes any properties that may have recently been approved for sale or development and sale by the Governing Body.

<table>
<thead>
<tr>
<th>Property</th>
<th>Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>37 New Windsor Road, Avondale (Arthur Currey Reserve)</td>
<td>The residential dwelling occupying approximately 1055m$^2$ of the site is included in the optimisation programme. The remainder of Arthur Currey Reserve will remain as open space. The entire site is encumbered by a historic heritage overlay and listed as a category B historic heritage place. The optimisation process commenced in July 2017 with support from council departments and the board. Disposal of the residential dwelling portion of the site was approved by the Finance and Performance Committee on 27 February 2018. Under the optimisation policy the proceeds will be reinvested towards eligible Whau Local Board area projects. The 1055m$^2$ residential portion of the site is due to go on the market with the heritage listing intact. The long standing residential tenant has been relocated to another Auckland Council owned property.</td>
</tr>
</tbody>
</table>

Acquisitions and disposals
33. Panuku manages the acquisition and disposal of property on behalf of Auckland Council. Panuku purchases property for development, roads, infrastructure projects and other services. These properties may be sold with or without contractual requirements for development.

Acquisitions
34. Panuku does not decide which properties to buy in a local board area. Instead, it is asked to negotiate the terms and conditions of a purchase on behalf of the council.
35. Panuku purchased 12 properties for open space across Auckland in the 2018-19 financial year at a cost of $35 million and bought one property for stormwater use at a value of $188,000.
36. The property bought for stormwater use is located in the Whau Local Board area.
37. All land acquisition committee resolutions contain a confidentiality clause due to the commercially sensitive nature of ongoing transactions, and thus cannot be reported on while in process.

**Disposals**

38. The disposals team has sold 13 properties, realising $40.9 million of unconditional net sales proceeds, in the current financial year. The Panuku 2018/19 disposals target is $24 million for the year. The disposals target is agreed with the council and is reviewed on an annual basis.

39. None of the properties sold were in the Whau Local Board area.

**Housing for Older People**

40. The council owns 1412 units located in 62 villages across Auckland, which provide rental housing to low income older people in Auckland.

41. The Housing for Older People (HfOP) project involved the council partnering with a third-party organisation, The Selwyn Foundation, to deliver social rental housing services for older people across Auckland.

42. The joint venture business, named Haumaru Housing, took over the tenancy, facilities and asset management of the portfolio, under a long-term lease arrangement from 1 July 2017.

43. Haumaru Housing was granted community housing provider (CHP) status in April 2017. Having CHP registration enables Haumaru to access the government’s Income Related Rent Subsidy (IRRS) scheme.

44. Auckland Council has delegated Panuku to lead a new multi-year residential development programme.

45. The first new development project is a 40-unit apartment building on the former Wilsher Village site on 33 Henderson Valley Road, Henderson. Once completed in mid-2019, this development will increase the council’s portfolio to 1452 units.

46. The following HfOP villages are located within the Whau Local Board area:

<table>
<thead>
<tr>
<th>Village</th>
<th>Address</th>
<th>Number of units</th>
<th>Capital upgrades in FY19</th>
</tr>
</thead>
<tbody>
<tr>
<td>Karaka Village East</td>
<td>10 Karaka Street, New Lynn</td>
<td>8</td>
<td>Partial fence replacement as identified as required by asset inspections.</td>
</tr>
<tr>
<td>Godley Court</td>
<td>73 Godley Road, Green Bay</td>
<td>29</td>
<td>Full refurbishment of 2 units and 6 partial refurbishments.</td>
</tr>
<tr>
<td>Karaka Village West</td>
<td>19 Karaka Street, New Lynn</td>
<td>14</td>
<td></td>
</tr>
<tr>
<td>Harmony Village</td>
<td>44 West Coast Road, Glen Eden</td>
<td>40</td>
<td>Partial fence replacement, re-surface carpark and internal street upgrade as identified by asset inspections.</td>
</tr>
<tr>
<td>Hutchinson Village</td>
<td>6 Hutchinson Avenue, New Lynn</td>
<td>16</td>
<td>Full refurbishment of one unit, one partial refurbishment, and minor exterior works.</td>
</tr>
<tr>
<td>Tane Village</td>
<td>4 Tane Street, New Lynn</td>
<td>6</td>
<td></td>
</tr>
</tbody>
</table>
81A Godley Road, Green Bay – Panuku have identified an opportunity to redevelop the vacant land to provide 40 new homes for older people to increase the supply of quality units in the Housing for Older People portfolio. The concept scheme was presented to the local board on 19 September 2018 and received positive support. Further investigations are underway to assess development costs and the outcomes will be presented to the local board when completed.

Ngā whakaaweawe me ngā tirohanga a te rōpū Kaunihera
Council group impacts and views
48. The proposed decision has no impacts on the council group. The views of the council group are incorporated on a project by project basis.

Ngā whakaaweawe ā-rohe me ngā tirohanga a te poari ā-rohe
Local impacts and local board views
49. The proposed decision of receiving this report has no impacts. Any local or sub-regional impacts related to local activities are considered on a project by project basis.
50. Panuku requests that all feedback and/or queries relating to a property in the local board area be directed in the first instance to localboard@developmentauckland.co.nz.

Tauākī whakaaweawe Māori
Māori impact statement
51. The proposed decision of receiving the report has no significant impacts on Māori.
52. Panuku work collaboratively with Mana Whenua on a range projects including potential property disposals, development sites in the area and commercial opportunities. Engagement can be on specific individual properties and projects at an operational level with kaitiaki representatives, or with the Panuku Mana Whenua Governance Forum who have a broader mandate.
53. Panuku will continue to partner with Māori on opportunities which enhance Māori social and economic wellbeing.

Ngā rïtenga ā-pūtea
Financial implications
54. The proposed decision of receiving the report has no financial implications.

Ngā raru tūpono me ngā whakamaurutanga
Risks and mitigations
55. The proposed decision of receiving the report has no risks.

Ngā koringa ā-muri
Next steps
56. The next six-monthly update is scheduled for September 2019.

Ngā tāpirihanga
Attachments
There are no attachments for this report.
## Ngā kaihaina
### Signatories

<table>
<thead>
<tr>
<th>Authors</th>
<th>Sven Mol - Corporate Affairs Advisor, Panuku Development Auckland</th>
</tr>
</thead>
<tbody>
<tr>
<td>Authorisers</td>
<td>Helga Sonier - Senior Engagement Advisor, Panuku Development Auckland</td>
</tr>
<tr>
<td></td>
<td>Glenn Boyd - Relationship Manager Henderson-Massey, Waitakere Ranges, Whau</td>
</tr>
</tbody>
</table>
Feedback on draft Increasing Aucklanders’ participation in sport: Investment Plan 2019-2039

File No.: CP2019/03300

Te take mō te pūrongo
Purpose of the report

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

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

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

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

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

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.

10. 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.

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

Tātaritanga me ngā tohutohu
Analysis and advice

Adoption of the plan will contribute to multiple strategic outcomes

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

Belonging and Participation

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

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

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

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

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

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

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

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

18. Decision-makers will use a set of principles to prioritise multiple investment projects. ‘Equity’ has the highest weighing to ensure all Aucklanders enjoy the same outcomes. The full list of principles includes:
   - **Equity (40 per cent of assessment)** – Sport investment should ensure equity of outcomes across the population regardless of age, gender, ethnicity, socio-economic status or where people live.
   - **Outcome-focused (30 per cent)** – There needs to be a clear line of sight between each investment and the outcomes it delivers.
   - **Financial sustainability (30 per cent)** – Investment decisions need to be financially sustainable for council and sports organisations.
   - **Accountability (10 per cent)** – Auckland Council has responsibility to act in the best interests of Auckland.
There will be changes to the way we currently invest in sport

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

Figure 1: Key shifts

**Key shift 1**
- **TODAY**: Limited budget which caters for spatial or code-specific needs or investment for particular interest groups
- **TOMORROW**: Long-term Plan budget for sport will increase. Future investment will take a people-centric approach to increase participation in:
  - Emerging sports
  - High participation sports
  - Low participation communities

**Key shift 2**
- **TODAY**: Make investment decisions to achieve multiple objectives
- **TOMORROW**: Focus Auckland Council investment on community sport – where it can add the most value

**Key shift 3**
- **TODAY**: Invest mainly in bespoke facilities without a systematic approach to cater for the different needs of communities
- **TOMORROW**: Invest in a range of facilities, services and programmes to break down barriers to participation

**Key shift 4**
- **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
20. Figure 2 below explains the reasons for these key shifts, the problems they will tackle and the benefits for Aucklanders.

**Figure 2: Intervention logic map**

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

21. The plan will ensure robust, evidence-based decision-making and ongoing monitoring of benefits delivered to our communities.

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

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

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

24. Parks, Sport and Recreation staff have been engaged throughout the development of the draft plan. Their feedback, particularly regarding how the proposed changes can be adopted in practice, has helped shape the investment framework and the scenarios in the draft plan.
25. Parks, Sport and Recreation staff have also facilitated the council’s engagement with the sport sector through Aktive, the council’s strategic partner for sport. The general feedback is supportive of the new investment approach to improve participation and deliver better outcomes for Aucklanders.

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

**Local impacts and local board views**

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

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

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

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

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

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

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

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

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

**Formal local board feedback is sought between February and March 2019**

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

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

- the key shifts in the council’s future investment approach in sport (page 4)
- the benefits of sports to Auckland communities, particularly Te Aotearoa Māori (page 9)
- the difference between equity and equality in the context of sport investment (pages 22-23)
- the proposed investment framework (pages 24-36).
34. Sport participation contributes directly to the following ‘Māori Identity and Wellbeing’ outcome in Auckland Plan 2050:

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

35. According to Sport New Zealand data weekly sport participation of Māori in Auckland (76.8 per cent) is similar to European (76.3 per cent), but higher than Asian (70.7 per cent) and Pasifika (69.1 per cent).

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

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

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

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

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

**Ngā ritenga ā-pūtea**

**Financial implications**

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

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

**Ngā raru tūpono me ngā whakamaurutanga**

**Risks and mitigations**

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

**Ngā koringa ā-muri**

**Next steps**

44. Staff will undertake public consultation from February to March 2019.

45. The consultation will be conducted in various forms:
   - local boards will be asked to formally indicate their support for the draft plan during business meetings and provide any additional feedback
   - the public will be invited to submit their feedback via ShapeAuckland
   - targeted interviews will be conducted with community groups including Māori, Pasific and Asian people
   - the sport sector will be invited to provide their formal views through Aktive.

46. A summary of consultation feedback and a final plan will be prepared for consideration and adoption by the Environment and Community Committee around May 2019.

47. Implementation of the plan will occur in stages over the next three to five years, depending on council budgetary and planning processes. An indicative timeline of the potential changes is presented in section three of the draft plan.

48. Figure 3 below shows the next steps in a flow chart.
This plan will inform the development of other investment plans

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

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

**Ngā tāpirihanga**

**Attachments**

<table>
<thead>
<tr>
<th>No.</th>
<th>Title</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>A0</td>
<td>Draft Increasing Aucklanders’ Participation in Sport: Investment Plan 2019-2039</td>
<td>99</td>
</tr>
</tbody>
</table>

**Ngā kaihaina**

**Signatories**

<table>
<thead>
<tr>
<th>Authors</th>
<th>Nancy Chu - Principal Policy Analyst</th>
</tr>
</thead>
</table>
| Authorisers   | Kataraina Maki - GM - Community & Social Policy  
|               | Glenn Boyd - Relationship Manager Henderson-Massey, Waitakere Ranges, Whau |
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.
- 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.

Young Adults

- Competitive sports or activities only: 6%
- Non-competitive sports or activities: 65%
- Both: 31%
- Non-participant: 5%

Adults

- Competitive sports or activities only: 6%
- Non-competitive sports or activities: 61%
- Both: 31%
- Non-participant: 27%

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

Not all Aucklanders have the same opportunities to access sport

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

The new investment plan for sport

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

We want to increase participation in community sport...

Our goal is to make Aucklanders “more active, more often.”

We will do so by providing fit-for-purpose programmes, services and facilities that cater for the greatest number of people.

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

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

Key shifts

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

Investment principles

New investment will be driven by four principles:
- Accountability
- Equity
- Financial sustainability
- Outcome-focused

Investment framework

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

What does it mean for Aucklanders?

Sport investment will target three different groups of people:

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

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

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

Collaboration and partnerships to deliver the best outcomes for Aucklanders

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

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

Attachment A Item 17
The key shifts

<table>
<thead>
<tr>
<th>Current challenges</th>
<th>TODAY</th>
<th>TOMORROW</th>
<th>This means...</th>
</tr>
</thead>
<tbody>
<tr>
<td>The demand for sport in Auckland is growing and changing, while the existing facilities are ageing</td>
<td>Investment decisions seek to achieve multiple objectives</td>
<td>Focus Auckland Council investment on community sport—to where it can add the most value</td>
<td>The only objective for our investment is increasing participation in community sport.</td>
</tr>
<tr>
<td>Not all Aucklanders have the same access and opportunities for sport</td>
<td>Limited budget focused on mainly traditional sports and in response to demand rather than need.</td>
<td>Long-term Plan budget for sport will increase. Future investment will take a people-centric approach to increase participation in:</td>
<td>Future Auckland Council investment will be driven by Aucklanders’ needs, instead of responding to particular interest groups.</td>
</tr>
<tr>
<td>Auckland Council needs a more structured and strategic approach to invest in sport</td>
<td>Invest mainly in single-purpose facilities without a systematic approach to cater for the different needs of communities</td>
<td>Invest in a range of multi-functional facilities, services and programmes to break down barriers to participation</td>
<td>Funding will be split between three key groups:</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>• participants in high-participation sports</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>• participants in emerging sports</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>• those who are currently inactive or have low participation rates e.g. Pacific and Asian communities.</td>
</tr>
</tbody>
</table>

Participants in new sports will not compete for funding with traditional sports. New programmes and services will seek to get inactive Aucklanders engaged in sport.

We will achieve this goal by focusing our investment on fit-for-purpose facilities, programmes and services.

We will prioritise multi-sports facilities over bespoke facilities to cater for the largest number of people possible.

We will prioritise facilities that will meet the changing needs of our diverse communities.

We will use a robust investment decision-making framework driven by four investment principles: accountability, equity, outcome-focused and financial sustainability.
Introduction

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

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

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

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

Glossary

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

<table>
<thead>
<tr>
<th>Year</th>
<th>Event</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td><strong>Mar—May 2016</strong> Public consultation and stakeholder engagement through the Investors' Forum, Auckland Council advisory panels, sector advisory groups and sport sector workshops.</td>
</tr>
<tr>
<td></td>
<td><strong>Mar—Apr 2016</strong> Workshops with all 21 local boards.</td>
</tr>
<tr>
<td>2017</td>
<td><strong>20 Jul 2016</strong> Consultation and feedback summary report. [CP2016/2144]</td>
</tr>
<tr>
<td></td>
<td><strong>20 Jul 2016</strong> Parks, Recreation and Sport Committee approved key components of the plan, modify the primary outcomes, principles, focus and scope of sports facilities investment. [CP2016/12683]</td>
</tr>
<tr>
<td></td>
<td><strong>4 Apr 2017</strong> 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]</td>
</tr>
<tr>
<td></td>
<td><strong>8 Aug 2017</strong> 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. [CP2017/12578]</td>
</tr>
<tr>
<td>2018</td>
<td><strong>14 Mar 2017</strong> Environment and Community Committee made in-principle decisions on a number of changes to current investment mechanisms for sports facilities investments, after considering evaluation results. [CP2017/00192]</td>
</tr>
<tr>
<td></td>
<td><strong>Feb—Jun 2018</strong> Engagement with local boards and workshops with a political working group on the key components of the draft plan.</td>
</tr>
<tr>
<td>2019</td>
<td><strong>Early 2019</strong> Public consultation on the draft plan.</td>
</tr>
<tr>
<td></td>
<td><strong>Early 2019</strong> Anticipated final approval from the Environment and Community Committee.</td>
</tr>
</tbody>
</table>
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 2030’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.

<table>
<thead>
<tr>
<th>Physical activity, health and wellbeing</th>
<th>Social and community benefits</th>
<th>Education outcomes and skills development</th>
<th>Economic development</th>
</tr>
</thead>
<tbody>
<tr>
<td>The health benefits of sport and recreation activities are clear – they are substantial, population-wide and particularly important to older people. People who regularly participate in physical activity have reduced risks of both mental and physical illness. It’s estimated that inactivity cost Auckland $170 billion of health-related expenditure. $213 billion of lost human capital and $10 billion of other costs in 2010.</td>
<td>Most people participate in sport and recreation activities for enjoyment (98%) and social reasons (52%). Organised sport and recreation activities draw individuals and diverse groups of people together, fostering cooperation and strengthening social ties. These connections provide a sense of belonging and create networks that sustain local communities.</td>
<td>Participation in sport or recreation helps improve education outcomes for children and young people. There is evidence of improved cognitive skills (think, read, learn, remember, reason and pay attention) and psychological benefits such as enhanced self-esteem and self-confidence which leads to improved educational behaviour and attainment.</td>
<td>The sport and recreation sector accounts for 2.4% of regional gross domestic product (GDP) – $0.315 million in 2009. There are approximately 11,043 people working in the industry, 3,535 in related occupations and 21,182 volunteers. International events, such as the World Masters Games 2017, contributed approximately $37 million to Auckland’s GDP. Such events provide an opportunity to reinforce and enhance Auckland’s brand image as an attractive destination to visit and live.</td>
</tr>
</tbody>
</table>

### Investment in Sport and Te Ao Māori

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

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

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

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

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

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

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 60 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 Whiti: Arts and Culture Strategic Action Plan
- Thriving Communities Strategic Action Plan
- I am Auckland - Children and Young People's Strategic Action Plan
- Māori Plan for Tāmaki Makaurau

**Auckland Plan**

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

**Auckland Council land assets**
- Local and regional 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
- Enabling:
  - how will we enable the community and the market to deliver the outcomes, alongside direct Auckland Council provision?

**Outcomes**
- Vision:
  - what is the vision?
  - what outcomes and benefits are we working towards?
  - what will success look like?
- What specific outcomes do we want for different populations, sectors, places, activities?
- What is our role in delivering them?

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

**Priorities**
- Options:
  - will we deliver the outcomes by providing land, facilities or services, or a combination?
  - how much will we invest in the outcomes?
  - how will we allocate:
    - capex (for assets)
    - opex (for everything else)
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

Auckland’s Sports Facilities Priorities Plan 2017-2027

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 and more children under 14 years of age
    - more people of Asian, Pacific and Māori ethnicity
    - more people born overseas
- **Disparity of access to sport opportunities**
  - Not all Aucklanders enjoy the same access to sport. There is a direct relationship between access and participation. To achieve our goal of increased participation, we need to target low participation areas or population groups and improve access to sport.
- **Ageing facilities**
  - Auckland Council has a vast network of sports facilities including over 250 sports parks and indoor courts in varying states of ‘fitness’.
- **Unstructured investment**
  - Investment in sports facilities tends to be ad hoc and reactive, based on dispersed or incomplete information.

**Effect on provision**
- **Demand will exceed supply**
  - The growing population places increasing pressure on existing sports facilities.
- **Sports facilities and programmes need to adapt**
  - The changing demographic profile means some existing facilities and programmes may no longer meet the needs of communities. There are new sports, new ways of participating and less club-based activity.
- **There is significant financial pressure to bridge the gap**
  - The financial pressure to meet the supply shortage is substantial due to limited budget and land supply constraints. The costs are likely to grow rapidly over time, meaning a more targeted approach is required.
- **Maintenance costs are increasing**
  - The cost of maintaining and renewing current facilities will increase as they age.
- **Lack of focus on outcomes**
  - Investments aren’t targeting the highest need.
**How will we invest and how do we know the plan is working?**

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

<table>
<thead>
<tr>
<th>Problem</th>
<th>Key Shift</th>
<th>Benefit</th>
<th>KPIs</th>
<th>Rationale</th>
<th>Data source</th>
</tr>
</thead>
<tbody>
<tr>
<td>50%</td>
<td>Key shift 1</td>
<td>70%</td>
<td>KPI 1 (participation): Increase the number of adult Aucklanders who are physically active weekly.</td>
<td>This is an outcome indicator that shows how sport participation changes across the Auckland region.</td>
<td>New Zealand Health Survey (Ministry of Health) - repeated annually.</td>
</tr>
<tr>
<td></td>
<td>Undertake a people-centric approach with a particular focus on:</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>• supporting communities with low participation rates</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>• increasing participation in emerging sports</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>• sustaining popular sports with high participation rates</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>40%</td>
<td>Key shift 2</td>
<td></td>
<td>KPI 2 (participation): Increase the proportion of children between 5 and 11 years of age who participate in three hours or more of organised sport and recreation each week.</td>
<td>This is an outcome indicator that shows how sport participation of young people changes across the Auckland region.</td>
<td>Active NZ Survey (Sport NZ) - reported annually with data collected continuously.</td>
</tr>
<tr>
<td></td>
<td>Prioritise investment to focus on increasing participation in community sport and provision of core infrastructure.</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) - data collected continuously.</td>
</tr>
<tr>
<td>10%</td>
<td>Key shift 3</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>
</tr>
<tr>
<td></td>
<td>Invest in a range of assets and services to cater for the needs of communities.</td>
<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 efficiently Auckland Council upgrades quality of ageing facilities.</td>
<td>Data from Auckland Council’s operations unit - data collected continuously and subject to periodic audits.</td>
</tr>
<tr>
<td></td>
<td>Key shift 4</td>
<td></td>
<td>KPI 7 (quality decisions): Improve the number of investment decisions guided by the Investment Framework.</td>
<td>This is an activity indicator that shows whether investment decisions are evidence-based.</td>
<td>Data from Auckland Council’s operations unit - data collected continuously and subject to periodic audits.</td>
</tr>
<tr>
<td></td>
<td>Make structured, evidence-based investment based on clear principles.</td>
<td></td>
<td>KPI 8 (quality decisions): Approve investment projects that adopt the Cost and Benefit Model (CBM) 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>
</tr>
</tbody>
</table>

A list of key performance indicators (KPIs) will be used to track progress of the plan over time. The KPIs were selected using five criteria - specific, measurable, achievable, relevant and timely.
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:**

<table>
<thead>
<tr>
<th>1</th>
<th>Enabling participation of low-participant communities.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>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.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>2</th>
<th>Increasing participation in emerging sports with high growth potential.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>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:</td>
</tr>
<tr>
<td></td>
<td>• traditional Māori sports which have potential to increase participation and wellbeing (for example, Kō Rāhui)</td>
</tr>
<tr>
<td></td>
<td>• sports played by growing ethnic populations (for example, Kabaddi).</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>3</th>
<th>Sustaining or Increasing participation in high-participation sports.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>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.</td>
</tr>
</tbody>
</table>
What is happening now?

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

Consultation

Feedback from the local boards, sports sector and public showed strong support for investment to be based on improving outcomes. There is also strong support to target Auckland Council investment in areas where it can add most value.

Such an approach would set a clear direction to other sports partners and help to align investment.

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

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

Feedback also suggested prioritisation based on whether the investment would:

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

The change we’re making

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

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

TODAY

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

TOMORROW

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

- Emerging sports
- High participation sports
- Low participation communities

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

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

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

### Progression of skills

<table>
<thead>
<tr>
<th>Explore</th>
<th>Fundamental</th>
<th>Learn</th>
<th>Participate</th>
<th>Perform</th>
<th>Excel</th>
</tr>
</thead>
<tbody>
<tr>
<td>Babies and toddlers</td>
<td>Preschool children</td>
<td>School children</td>
<td>Young people and adults in clubs and local games</td>
<td>Players in regional and national competitions</td>
<td>Athletes in international competitions</td>
</tr>
</tbody>
</table>

- Learn elementary skills such as crawling, standing and walking.
- Develop basic skills such as running, throwing and jumping.
- Develop more refined skills, learn the rules of games and positive attitudes towards sport and recreation.
- Participate in organised sport and training. Players might be motivated by multiple factors such as enjoyment, performance and challenges.
- Identify and develop talent in sports.
- Achieve excellence in one sport and compete at a world-class level.

### Purpose and Example

<table>
<thead>
<tr>
<th>Core infrastructure</th>
<th>Ancillary infrastructure</th>
<th>Incidental infrastructure</th>
</tr>
</thead>
<tbody>
<tr>
<td>Infrastructure that is central to sport participation.</td>
<td>Infrastructure that enables safe and sanitary access for participants and spectators.</td>
<td>Infrastructure that is not required for sports participation but exists for social and management purposes.</td>
</tr>
<tr>
<td>Courts, fields, playing surfaces and lighting.</td>
<td>Toilet's, changing rooms, equipment storage and car-parking.</td>
<td>Clubrooms and administration facilities.</td>
</tr>
</tbody>
</table>

- We will provide a basic level of provision of fit-for-purpose sports facilities and programmes to support community sport.
- We will prioritise investment in core sport infrastructure and ancillary infrastructure required for safe and sanitary public access.
- We will not prioritise investment in sports facilities that are already funded or incidental infrastructure that delivers private benefits to small groups of users. Exceptions will be made if applicants can demonstrate increased sports participation or increased use of a core facility.
What is happening now?

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

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

Consultation

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

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

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

The change we're making

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

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

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:

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

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

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

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

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

Consultation

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

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

Other principles suggested include:

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

The change we’re making

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

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

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

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

Level of financial pressure

<table>
<thead>
<tr>
<th>HIGH FINANCIAL PRESSURE</th>
<th>LOW FINANCIAL PRESSURE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Limited budget</td>
<td>Expanding budget</td>
</tr>
</tbody>
</table>

Number of projects funded by Auckland Council
The equity principle explained

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

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

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

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

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

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

**Equality is treating everyone the same**

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

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

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

---

Current inequity and inequality

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

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

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

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

---

**Attachment A**

**Item 17**
We will adopt a new investment framework to assist decision-making and ensure delivery of outcomes. The framework provides a rigorous, disciplined approach to answer a set of critical questions before making final investment decisions.

3.1 The investment framework

Section 2 of this plan sets out Auckland Council’s model for sport investment in the future. This section provides the investment framework to ensure future decisions align with that model. The investment framework will ensure structured, evidence-based investment in the future, as set out in Key shift 4.

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

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

---

**Key shift 4**

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

1. What are the community needs?
2. Does it align with Auckland Council’s strategic priorities?
3. Does it have Better Business Cases?
4. Is there a partnership opportunity?
5. What investment mechanisms should be used?
6. Who makes decisions?
7. How to report and monitor outcomes?

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

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

Scenario 1: A sub-regional multisport facility

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

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

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

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

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

Scenario 2: School netball courts

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

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

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

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

Scenario 3: Activation of a community house

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

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

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

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 Facilitates Priorities Plan
- Auckland Sports and Recreation Strategic Action Plan
- Auckland Plan 2060
- any relevant local plans.

Question 3:
Better Business Cases (BBC)

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

Questions to consider:

Can the project demonstrate:

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

The change we’re making

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

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

Scenario 1:
A sub-regional multisport facility

Question 1:
What are the community needs?

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

Question 2:
Strategic alignment

Questions to consider:
Alignment with this plan

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

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

Also consider alignment with:
• Sports Facilities Priorities Plan
• Auckland Sport and Recreation Strategic Action Plan
• Auckland Plan 2050.
How to invest?

Question 4: Is there a partnership opportunity?

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

Auckland Council as the principal investor in sport

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

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

Auckland Council as a partner in sport investment

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

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

Auckland Council having a supporting role in sport provision

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

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

The change we’re making

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

What does it look like in practice?

Auckland Council as the principal investor

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

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

Auckland Council as the a partner

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

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

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

Auckland Council having a supporting role

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

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

Question 5: What investment mechanisms should be used?

Auckland Council uses several mechanisms to invest in sport:

- When Auckland Council is the principal investor
  - Provision and management of sports facilities and programmes
  - Direct financial contribution for capital and/or operating costs
- When Auckland Council supports others
  - Use of Auckland Council land and/or buildings
  - Leadership, governance, coordination, support, technical advice
- When Auckland Council partners with others
  - 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.
### 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>Application</th>
<th>Applicants will need to show:</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>- a needs assessment that demonstrates the community's needs for the proposed facility</td>
</tr>
<tr>
<td></td>
<td>- strategic alignment with:</td>
</tr>
<tr>
<td></td>
<td>- the investment outcomes and principles stated in this plan</td>
</tr>
<tr>
<td></td>
<td>- the priorities stated in the Sports Facilities Priorities Plan</td>
</tr>
<tr>
<td></td>
<td>- better business cases that demonstrate the economic, financial, strategic, commercial and management cases of the project</td>
</tr>
<tr>
<td></td>
<td>- a cost and benefit analysis that demonstrates:</td>
</tr>
<tr>
<td></td>
<td>- the project is value for money</td>
</tr>
<tr>
<td></td>
<td>- 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 articulate the benefits of the Sport and Recreation Investment Fund to the public and investors. |
What does it look like in practice?

**Scenario 2:** School netball courts

**Investment mechanisms**

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

The partnership might include:

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

**A2: Facility partnerships**

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

<table>
<thead>
<tr>
<th>Application</th>
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<tbody>
<tr>
<td>Applicants will need to show:</td>
</tr>
<tr>
<td>- a needs assessment that demonstrates the scheme will meet a known or identified geographic gap in the provision of the Auckland Council recreation facilities.</td>
</tr>
<tr>
<td>- Strategic alignment with:</td>
</tr>
<tr>
<td>- the investment outcomes and principles stated in this plan</td>
</tr>
<tr>
<td>- other priorities set out in the scheme’s guidelines.</td>
</tr>
<tr>
<td>- A cost and benefit analysis that demonstrates:</td>
</tr>
<tr>
<td>- the project is value for money</td>
</tr>
<tr>
<td>- analysis of public/private benefits</td>
</tr>
<tr>
<td>- the input, output, intermediate outcomes of the project, and links to the strategic outcomes the project aims to achieve</td>
</tr>
<tr>
<td>- performance measures to show the objectives have been met and methods to collect data.</td>
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</tbody>
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<thead>
<tr>
<th>Assessment</th>
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<tr>
<td>Staff will assess the application based on the depth, breadth and quality of information provided in the applications.</td>
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<tr>
<th>Decision-making</th>
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<tr>
<td>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.</td>
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<th>Investment</th>
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<tbody>
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<td>Once approved by the Governing Body, staff will work with the applicants to form a funding agreement, based on the input, output, intermediate outcomes, strategic outcomes and performance measures stated in the application.</td>
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<thead>
<tr>
<th>Monitoring</th>
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<tbody>
<tr>
<td>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.</td>
</tr>
</tbody>
</table>
What does it look like in practice?

Scenario 3: Activation of a community house

Investment mechanisms

The community group could apply for:
- a community grant. See A4
- a community lease. See A5
Alternatively Auckland Council could undertake the renewal work itself. See A6

<table>
<thead>
<tr>
<th>A4: Community Grants</th>
</tr>
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<tbody>
<tr>
<td><strong>Application</strong></td>
</tr>
<tr>
<td>Applicants will need to show:</td>
</tr>
<tr>
<td>- strategic alignment with:</td>
</tr>
<tr>
<td>- sport and recreation priorities set out in the local plans</td>
</tr>
<tr>
<td>- the investment outcomes and principles stated in this plan.</td>
</tr>
<tr>
<td>- a cost and benefit analysis that demonstrates:</td>
</tr>
<tr>
<td>- the project is value for money</td>
</tr>
<tr>
<td>- the input, output, intermediate outcomes of the project</td>
</tr>
<tr>
<td>- an intervention logic diagram demonstrating the connections with Auckland Council’s strategic priorities and outcomes</td>
</tr>
<tr>
<td>- performance measures to show the objectives have been met and methods to collect data.</td>
</tr>
<tr>
<td><strong>Assessment</strong></td>
</tr>
<tr>
<td>Staff will assess applications based on the quality of information provided in the applications.</td>
</tr>
<tr>
<td><strong>Decision-making</strong></td>
</tr>
<tr>
<td>Local boards will make final decisions based on staff recommendations.</td>
</tr>
<tr>
<td>Results of various assessments will be presented by staff in a summary table, supplemented by detailed tables of each assessment in the appendices.</td>
</tr>
<tr>
<td><strong>Investment</strong></td>
</tr>
<tr>
<td>Funding will be provided to community groups once their applications are approved by the local board.</td>
</tr>
<tr>
<td>The applicants will need to fill in an accountability form which will specify the input, output, intermediate outcomes and the strategic outcomes of the project.</td>
</tr>
<tr>
<td><strong>Monitoring</strong></td>
</tr>
<tr>
<td>Staff will conduct regular reviews of the accountability forms to ensure performance measures are met over time.</td>
</tr>
<tr>
<td>Information about the input, output, and intermediate outcomes will be collected over time to demonstrate progress towards strategic outcomes. The information will also be used to improve the effectiveness of the investment and help Auckland Council to articulate the benefits of community grants.</td>
</tr>
</tbody>
</table>
### Scenario 3:
Activation of a community house

#### A5: Community leases

<table>
<thead>
<tr>
<th>Step</th>
<th>Details</th>
</tr>
</thead>
</table>
| **Application** | Applicants will need to show:  
- a needs assessment that demonstrates the lease will meet community's needs now and in future.  
- 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 including:  
  - the input, output, intermediate outcomes of the lease  
  - an intervention logic diagram demonstrating the connections with Auckland Council's strategic priorities and outcomes  
  - analysis of public/private benefits for each lease  
  - analysis of opportunity costs to Auckland Council for each lease (such as the underlying land value, alternative use of the land and building)  
  - assessment of potential service level changes before and after leasing  
  - performance measures to monitor progress over time and methods to collect data. |
| **Assessment** | Staff will assess the application based on the depth, breadth and quality of information provided in the applications.  
Additional assessment will be undertaken by the staff to consider factors such as land status, the open space provision in the local area and impact on current service provision. |
| **Decision-making** | Local boards will make the final decision based on staff recommendations.  
Results of various assessments will be presented in a summary table, supplemented by detailed tables of each assessment in the appendices. |
| **Investment** | Once approved by the local boards, staff will work with the applicants to form a lease agreement, based on performance measures stated in the applications. |
| **Monitoring** | Staff will conduct compulsory annual reviews to ensure performance measures are met over time.  
Utilisation data will be collected for both core activities and other uses (shared use, sub-leasing, hireage and commercial activities such as cafes and bars). |
What does it look like in practice?

Scenario 3: Activation of a community house

A6: Auckland Council asset renewals

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

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

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

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

| Monitoring | Performance of the renewed asset will be monitored over time with performance measures. Information about the input, output, and intermediate outcomes will be collected over time to demonstrate progress towards strategic outcomes. The information will also be used to improve effectiveness of the investment and help Auckland Council to articulate the benefits of asset renewals to the public. |
How to invest?

Question 7:
How to report and monitor outcomes?

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

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

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

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

The change we’re making

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

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

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

Future Auckland Council investment will be guided by four principles:

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

We will adopt a new investment framework to:

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

Aucklanders will have:

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

Sport participation levels will increase, with a focus on:

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

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

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

The contributions to the Auckland Plan 2050:

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

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

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

An indicative implementation timeline is provided below.

- **Immediate adoption**
  
  Key parts of the plan will be implemented immediately, particularly:
  
  - the investment outcomes, investment principles and focus of investment set out in Section 2 will help to set investment priorities to guide every investment decision in sport
  
  - 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.
2019 Local Government New Zealand Conference and Annual General Meeting

File No.: CP2019/02706

Te take mō te pūrongo
Purpose of the report
1. To inform local boards about the Local Government New Zealand (LGNZ) Conference and Annual General Meeting (AGM) in Te Whanganui-a-Tara Wellington, from Sunday 7 July to Tuesday 9 July 2019, and to invite local boards to nominate elected members to attend.

Whakarāpopototanga matua
Executive summary
2. The LGNZ Conference and AGM takes place at the TSB Arena, Te Whanganui-a-Tara Wellington from 1.30pm Sunday 7 July to 12.30pm on Tuesday 9 July 2019.

3. Local board members are invited to attend the conference. As the venue for 2019 is in Te Whanganui-a-Tara Wellington and given the cost of elected member attendance, staff recommend that one member per local board attend.

4. The Governing Body can select up to five Governing Body members to attend the conference.

5. In addition to the official delegates, LGNZ requires prior notice of which local board members plan to attend the AGM. Members wishing to attend are asked to register their intention with the Kura Kāwana programme by Friday 12 April 2019 so that this information can be provided to LGNZ.

Ngā tūtohunga
Recommendation/s
That the Whau Local Board:

a) nominate one elected member to attend the Local Government New Zealand 2019 Conference and Annual General Meeting in Te Whanganui-a-Tara Wellington, from Sunday 7 July to Tuesday 9 July 2019.

b) confirm that conference attendance, including travel and accommodation, will be paid for in accordance with the current Auckland Council Elected Member Expense Policy.

c) note that any members who wish to attend the AGM must provide their names to the Kura Kāwana programme team by Friday 12 April 2019 to ensure that they are registered with Local Government New Zealand.

Horopaki
Context
6. This year, the LGNZ conference and AGM will be held at the TSB Arena, Te Whanganui-a-Tara Wellington, from Sunday 7 July to Tuesday 9 July 2019. The AGM will commence at 1.30pm on Sunday 7 July 2018, with the conference programme commencing at 4.30pm on that day and concluding at 12.30pm on Tuesday 9 July 2019.

7. The conference programme has the theme ‘Riding the localism wave: Putting communities in charge’. The high-level programme is attached (refer Attachment A).
8. The AGM takes place on the first day of the conference. The LGNZ constitution permits the Auckland Council to appoint four delegates to represent it at the AGM, with one of the delegates being appointed as presiding delegate.

9. Elected members who hold LGNZ roles are:

<table>
<thead>
<tr>
<th>Mayor Phil Goff</th>
<th>Metro Sector representative on the National Council</th>
</tr>
</thead>
<tbody>
<tr>
<td>Councillor Penny Hulse</td>
<td>Chair of Zone One and Zone One representative on National Council, Member Conference Committee</td>
</tr>
<tr>
<td>Deputy Mayor Bill Cashmore</td>
<td>Auckland Council representative on Regional Sector</td>
</tr>
<tr>
<td>Councillor Wayne Walker</td>
<td>Auckland Council representative on Zone One</td>
</tr>
<tr>
<td>Councillor Alf Filipaina</td>
<td>LGNZ Te Maruata Roopu Whakahaere</td>
</tr>
<tr>
<td>Councillor Richard Hills</td>
<td>Member Policy Advisory Group</td>
</tr>
<tr>
<td>Waitematā Local Board Chair Pippa Coom</td>
<td>Member Governance and Strategy Advisory Group</td>
</tr>
</tbody>
</table>

10. Traditionally the four AGM delegates have been the Mayor, the Chief Executive and two Governing Body members who hold LGNZ roles.

11. The Governing Body will consider an item on AGM attendance at its meeting on 28 March 2019 which includes the recommendation that Mayor Phil Goff be the presiding delegate and the other three delegates be comprised of either:
   - two members of the Governing Body who hold a formal representation role with LGNZ and the Chief Executive, or
   - one member of the Governing Body who holds a formal representation role with LGNZ and the Chief Executive, and a local board member.

12. Delegates in 2018 were:
   - Mayor Phil Goff
   - Deputy Mayor Bill Cashmore
   - Councillor Penny Hulse
   - Local Board Chairperson Pippa Coom.

Tātaritanga me ngā tohutohu

Analysis and advice

13. Local board members are invited to attend the conference. As the venue for 2019 is in Te Whanganui-a-Tara Wellington and given the cost of elected member attendance, it is recommended that one member per local board attend.

14. This means that a maximum of 26 Auckland Council elected members would attend the conference.

15. Delegates who attend are encouraged to report back to their local boards.

16. In addition, local board members can attend the AGM as observers, or as a delegate (depending on the Governing Body decision), provided their names are included on the AGM registration form, which will be signed by the Mayor.

17. LGNZ requires prior notice of which local board members plan to attend the AGM. Members wishing to attend are asked to register their intention with the Kura Kāwana programme by Friday 12 April 2019 so that this information can be collated and provided to LGNZ.
Ngā whakaaweawe me ngā tirohanga a te rōpū Kaunihera
Council group impacts and views
18. The Governing Body will also consider an item on conference attendance at its meeting on 28 March 2019 which includes the recommendations that the Mayor is appointed presiding delegate to the AGM and that three other delegates be appointed (one of which may be a local board member). It is recommended that these delegates also attend the LGNZ conference, along with any other Governing Body members up to a total of five attendees.

Ngā whakaaweawe ā-rohe me ngā tirohanga a te poari ā-rohe
Local impacts and local board views
19. The LGNZ Conference has relevance to local board members and their specific roles and responsibilities and is in line with the purpose provided for in the elected member development budget.

Tauākī whakaaweawe Māori
Māori impact statement
20. The LGNZ National Council has a sub-committee, Te Maruata, which has the role of promoting increased representation of Māori as elected members of local government, and of enhancing Māori participation in local government processes. It also provides support for councils in building relationships with iwi, hapu and Māori groups. Te Maruata provides Māori input on development of future policies or legislation relating to local government. Councillor Alf Filipaina is a member of the sub-committee. Te Maruata will hold a hui on 6 July 2019.

Ngā ritenga ā-pūtea
Financial implications
21. The normal registration rate is $1410 (early bird) or $1510 (standard).
22. Costs of attendance for one member from each local board are to be met from the elected members’ development budget, as managed by the Kura Kāwana Programme.

Ngā raru tūpono me ngā whakamaurutanga
Risks and mitigations
23. The key risk is of delayed decision-making impacting costs and registration choices.
24. The sooner the registration for the nominated local board member can be made, the more likely it is that Auckland Council can take advantage of early bird pricing for the conference and flights, all done via bulk booking.
25. Delayed information may also impact registration into preferred conference streams or events.

Ngā koringa ā-muri
Next steps
26. Once members are confirmed to attend, the Kura Kāwana programme will co-ordinate and book all conference registrations, as well as requests to attend the AGM.

Ngā tāpirihanga
Attachments

<table>
<thead>
<tr>
<th>No.</th>
<th>Title</th>
<th>Page</th>
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<tbody>
<tr>
<td>A</td>
<td>Programme for 2019 LGNZ conference and AGM</td>
<td>143</td>
</tr>
</tbody>
</table>
**Ngā kaihaina**

**Signatories**

<table>
<thead>
<tr>
<th>Authors</th>
<th>Linda Gifford, Programme Manager Kura Kawana</th>
</tr>
</thead>
<tbody>
<tr>
<td>Authorisers</td>
<td>Louise Mason, General Manager Local Board Services</td>
</tr>
<tr>
<td></td>
<td>Glenn Boyd - Relationship Manager Henderson-Massey, Waitakere Ranges, Whau</td>
</tr>
</tbody>
</table>
Appendix A
LGNZ 2019 Conference and AGM Programme

Sunday 7 July 2019

Registration desk open
9:30am
Barista coffee available at the Connect Lounge in the exhibition hall from 2:00pm
*Kindly sponsored by Fonterra*

Council hosted tours
10.00am
- Laneway Discovery
- Craft Beer Tour
- Mountain biking Adventure
- Weta Studio Tour
- Hangi Lunch at Karaka Cafe (from 12:15pm)

*Ticketed event. For more information click here.*

National Council meeting
10.30am
followed by lunch
*Members only*

Young Elected Members catch up
11.00am
*Members only*

Local Government New Zealand AGM
1.30pm
*Members only*
followed by a photo of Mayors and Chairs

Afternoon tea
3.30pm

Powhiri and hui opening ceremony
4.30pm
*Justin Lester*, Host Mayor, Wellington City Council

Government’s address
5.00pm

LGNZ President's address
5.15pm
*Dave Cull*, President, LGNZ

Te Maruata address
5.30pm
*Cr Bonita Bigham*, Chair, Te Maruata
Opening keynote
Local leader to talk about Māori’s view on localism
Hon Dame Tariana Turia, former Leader of the Māori Party

Welcome from Simpson Grierson
Jonathan Salter, Partner, Simpson Grierson

Simpson Grierson Welcome Reception
Te Papa

Optional - Showcasing Wellington’s progressiveness
7.30pm - 10.30pm
A progressive dinner at three of Wellington’s renowned culinary establishments within Courtenay Place, the Laneways and Cuba St. Ticketed event. For further information click here.

Monday 8 July 2019

Breakfast session
7.00am Lisa King, Founder, Eat My Lunch and social entrepreneur
Ticketed event. For further information click here

Registration desk open
7.30am Barista coffee available
Kindly sponsored by Fonterra

Master of Ceremonies
Patrick Gower

Localism: No.8 wire fixes to New Zealand’s challenges
Giving local people the power to make local decisions
Tania Tapsell, Councillor, Rotorua Lakes Council
Dr Lance O’Sullivan, founder and chair of The MOKO Foundation

Localism - what’s your natural advantage?
Incentivising communities to take a more proactive approach to local development
Christopher Luxon, Chief Executive Officer, Air New Zealand
Kindly sponsored by NZ Transport Agency

10.15am Morning tea

Climate change - a stitch in time
11.00am Alternative thinking to mitigating and adapting to the changing climate.
John Mauro, Chief Sustainability Officer, Auckland Council
Leader of the Opposition’s address
The Leader of the Opposition will present his party’s view on localism and response to LGNZ’s localism discussion paper.
Hon Simon Bridges, Leader, National Party

12.00pm ‘Zone of Origin’ crocodile bike race

12.30pm Lunch

1.15pm Have you drunk the central government Kool-Aid? An ex-local government back bencher view on localism.

1.45pm Minister of Local Government address
Hon Nanaia Mahuta, Minister of Local Government

Housing and building in New Zealand - can we fix it?
Ensuring our infrastructure is not just fit-for-purpose but supports sustained improvement in the quality of life for all New Zealanders, now and into the future.
Justin Lester, Mayor, Wellington City Council
Adrian Orr, Governor, Reserve Bank of New Zealand
Kindly sponsored by Chorus

2.30pm Afternoon tea

Walkshops
Wananga hikoi
Delegates choose one workshop to attend
Social well-being
- Housing affordability: Making it happen
Economic well-being
- Transforming the way local government works digitally
Environmental well-being
- Bringing back our native flora and fauna
Cultural well-being
- What the arts and cultural well-being means for communities
For further information click here

4.45pm End of conference day

Conference dinner and LGNZ EXCELLENCE Awards

6.45pm TSB Bank Arena
Ticketed event. For further information click here
Tuesday 9 July 2019

Registration desk open
8.00am Barista coffee available
Kindly sponsored by Fonterra

9.00am Master of Ceremonies
Patrick Gower

Managing fresh water - best practice, breakthroughs in innovation and barriers
We all have a role to play - the government, the farming sector, the businesses who use freshwater, communities and individuals - and if we all work together we can make a big difference.
Doug Leeder, Chair, LGNZ Regional Group
Terry Copeland, Chief Executive, Federated Farmers
Kindly sponsored by GHD

10.00am Morning tea

Out of the Shadows
Raising awareness of, and community support for, a greater investment in your community’s cultural and natural heritage.

10.45am Natalie Palmer, Communications and Marketing Manager, Hamilton City Council
2018 Fulton Hogan EXCELLENCE Award for Community Engagement recipient - Out of the Shadows: Bringing Waipa’s heritage to life.

Leadership in our communities
Colin D Ellis

12.15pm Early bird registration prize draw
Kindly sponsored by New Zealand Motor Caravan Association

12.20pm Poroporoaki | Closing ceremony

12.30pm Lunch

Member meetings Members only

1.30pm - 3.30pm
• Mayors Taskforce for Jobs AGM
• Regional Sector meeting
• Young Elected Members meeting
Allocation of funding to Citizens Advice Bureaux

File No.: CP2019/03427

Te take mō te pūrongo
Purpose of the report
1. To seek local board feedback on the proposed new model for allocating funding to Citizens Advice Bureaux (CAB) and on increasing the baseline grant to Auckland Citizens Advice Bureaux Incorporated (ACABx) by $200,000 in 2019-2021.

Whakarāpopototanga matua
Executive summary
2. There are 32 CAB sites in the Auckland region, operated by 11 separate CAB organisations. Bureaux staff and volunteers offer free information, advice, referral and client advisory service to local communities.
3. Local boards hold relationships with their local bureaux, which report on service usage and other matters of interest to the community.
4. In 2018/2019, council granted $2.067 million to ACABx conditional on staff and ACABx jointly developing a new funding model to be agreed by 1 April 2019.
5. The new model developed with ACABx is population-based with a deprivation factor to reflect communities with high needs and access constraints.
6. Feedback is sought from the local board on the new funding model and the retention of the additional $200,000 to baseline funding of $1.867 million provided to ACABx in 2018/2019.
7. Local board feedback will be included in the report to the Environment and Community Committee in May 2019 to approve a new funding model for CAB.

Ngā tūtohunga
Recommendation/s
That the Whau Local Board:

a) endorse and provide any feedback on the new model for allocating funding to Citizens Advice Bureaux (based on 90 per cent population and 10 per cent deprivation) and on increasing the baseline grant to Auckland Citizens Advice Bureaux Incorporated by $200,000 in 2019-2021 (refer to Attachment A to the agenda report).

Horopaki
Context
8. ACABx was established in 2012 to provide a support structure for funding from council and other bodies and the development of a strategic direction for the service in the Auckland region.
9. Currently there are 32 Auckland CAB sites in 18 local board areas (refer Attachment B). There are no sites in Franklin, Great Barrier and Upper Harbour.
10. Auckland bureaux are members of ACABx and Citizens Advice Bureau New Zealand (CABNZ). The role of CABNZ is to support membership standards and influence development of social policies and services at a national level.
11. In 2018, a joint working group of council staff and ACABx was established to develop a new funding model for Auckland bureaux.
Auckland Council funding of CAB

12. In 2018/2019, council granted $1.867 million to ACABx, which distributes funding to bureaux to provide services across Auckland.

13. Through council’s 10-year Budget 2018-2028, an additional one-off grant of $200,000 was approved to maintain and develop the service in the 2018-2019 financial year (resolution number GB/2018/91). The ACABx board have distributed $90,300 of this grant to bureaux facing financial pressure (Helensville, CAB Auckland City, Māngere). The remaining funds will be used to test new ways of delivering the service and develop a regional network provision plan.

14. Council provides accommodation for bureaux at minimal cost under community lease arrangements, which is equivalent to a $641,000 subsidy per annum. In addition to the funding through ACABx, some local boards also provide grants to bureaux for specific purposes.

15. The Environment and Community Committee set four conditions for the 2018/2019 operational grant, as shown in Table 1 (resolution number ENV/2018/48).

Table 1: Funding conditions 2018/2019

<table>
<thead>
<tr>
<th>Funding condition</th>
<th>Progress to date</th>
</tr>
</thead>
</table>
| A joint review between Auckland Council and ACABx of the funding model | • Joint working group established  
|                                                        | • Considered what to include in the funding model  
|                                                        | • Agreed a new funding model and transitional arrangements                     |
| Updated Strategic Relationship Agreement to include the development of a regional network provision plan | • Revised Strategic Relationship Agreement signed between Auckland Council and ACABx with scoping and timeline for regional network provision planning to be agreed by June 2019 |
| Improved reporting and access to consistent data on the service provided at regional and site level | • Council, CABNZ and ACABx jointly developed new report templates for bureaux to provide data and commentary on their activities  
|                                                        | • CABNZ is currently rolling out an improved database and data collection system (CABNET) which will impact the Q3/Q4 reports for 2018/2019 |
| Strengthened and more strategic relationships between local boards and bureaux | • The revised Strategic Relationship Agreement sets out guidance on the relationship between local boards and bureaux |

Tātaritanga me ngā tohutohu

Analysis and advice

Current funding model

16. The current model allocates the funding received by ACABx to sub-regional clusters of bureaux based on 2013 census population data.

17. The current funding model was implemented by ACABx with support from council as an interim approach to transition from legacy council funding to regional funding.

Council staff model

18. In April 2016, the Regional Strategy and Policy Committee resolved to:
• seek information from staff regarding a review of the service after consultation with the 21 local boards on the issues raised by the Māngere-Ōtāhuhu Local Board regarding Auckland Citizens Advice Bureaux Incorporated funding, to achieve greater equity and fairness, taking into consideration social issues in local communities across Auckland (resolution number REG/2016/22).

19. A review of CAB services was undertaken, and council staff developed a revised funding allocation model using 70 per cent population, 25 per cent client usage, and 5 per cent deprivation. This model responded to the review findings and focused on funding to achieve greater equity and fairness.

20. This model was not supported by ACABx who strongly objected to the introduction of client usage as a funding factor.

New model from joint working group

21. The joint working group have developed a new funding model for bureaux using:
   • 90 per cent population, using annual Statistics New Zealand population estimates
   • 10 per cent deprivation to increase the capacity of bureaux to meet the complex needs of communities with higher levels of deprivation. This will support the development of new service approaches to increase the access to CAB services within these communities.

22. ACABx advise that this model will be difficult to implement at the current funding level as funding will be reduced to bureaux in the north, central and Ōtara. Some bureaux are experiencing financial pressure and any decline in funding would lead to a significant reduction in services.

23. If the annual grant of $1.867 million is increased by $200,000 per annum, ACABx have indicated that the new funding model could be implemented without service reductions if bureaux continue to receive funding at the 2018-2019 level at a minimum. To further moderate the redistribution impacts of the new funding model at a bureau level, population-based increases in funding would be capped at 10 per cent for 2019-2021.

24. The application of the new funding model is shown in Table 2.

Table 2: New funding model allocations

<table>
<thead>
<tr>
<th>Bureau</th>
<th>2018/2019 Actual</th>
<th>New model (current funding)</th>
<th>New model (plus $200,000)</th>
<th>Percentage difference between 2018/2019 Actual and New model plus $200,000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Helensville</td>
<td>$40,365</td>
<td>$36,872</td>
<td>$40,365</td>
<td>0</td>
</tr>
<tr>
<td>Hibiscus Coast</td>
<td>$51,712</td>
<td>$58,713</td>
<td>$58,920</td>
<td>14</td>
</tr>
<tr>
<td>Wellsford</td>
<td>$38,298</td>
<td>$36,770</td>
<td>$38,298</td>
<td>0</td>
</tr>
<tr>
<td>CAB North Shore (5 sites)</td>
<td>$309,030</td>
<td>$250,153</td>
<td>$309,030</td>
<td>0</td>
</tr>
<tr>
<td>WaiCAB (5 sites)</td>
<td>$298,746</td>
<td>$300,401</td>
<td>$344,999</td>
<td>15</td>
</tr>
<tr>
<td>CABAC (10 sites)</td>
<td>$499,901</td>
<td>$487,965</td>
<td>$553,597</td>
<td>11</td>
</tr>
<tr>
<td>Māngere (3 sites)</td>
<td>$169,849</td>
<td>$179,162</td>
<td>$190,494</td>
<td>12</td>
</tr>
<tr>
<td>Manurewa (2 sites)</td>
<td>$82,775</td>
<td>$114,454</td>
<td>$118,217</td>
<td>43</td>
</tr>
<tr>
<td>Ōtara</td>
<td>$86,927</td>
<td>$78,215</td>
<td>$86,927</td>
<td>0</td>
</tr>
<tr>
<td>Pakuranga (2 sites)</td>
<td>$98,662</td>
<td>$109,188</td>
<td>$109,262</td>
<td>11</td>
</tr>
<tr>
<td>Papakura</td>
<td>$86,471</td>
<td>$110,844</td>
<td>$112,628</td>
<td>30</td>
</tr>
<tr>
<td>Total</td>
<td>$1,762,737</td>
<td>$1,762,737</td>
<td>$1,962,737</td>
<td>11</td>
</tr>
</tbody>
</table>

Note: Based on 2018-2019 funding allocated. Excludes provision for premises lease payments to Auckland Council and ACABx fee (2 per cent)
25. The new funding model developed by the joint working group is the preferred model for implementation in 2019-2021. During this period, the regional network provision plan will be developed, and council’s level of investment can be confirmed and provided for as part of the 10-year Budget 2021-2031.

   - Focus area two – Accessible services and social and cultural infrastructure that are responsive in meeting people’s evolving needs
   - Focus area six – Focusing the council’s investment to address disparities and serve communities of greatest need.

27. The criteria applied to assess the models were developed by the joint working group. Consideration is given to equity, responsiveness to population growth and community need. Under the Auckland Plan 2050, adopting an equitable approach means prioritising the most vulnerable groups and communities to achieve more equitable outcomes. An assessment of the funding allocation model is shown in Table 3.

Table 3: Funding model assessment

<table>
<thead>
<tr>
<th>Criteria</th>
<th>Current model</th>
<th>Council staff model</th>
<th>New model from joint working group (preferred model)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>X</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Equity</td>
<td>X</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Population growth</td>
<td>X</td>
<td>✓✓</td>
<td>✓</td>
</tr>
<tr>
<td>Community need</td>
<td>X</td>
<td>✓✓</td>
<td>✓</td>
</tr>
<tr>
<td>Advantages</td>
<td>ACABx used the current funding model to transition to regional funding from legacy arrangements</td>
<td>Uses latest population estimates to reflect future growth Deprivation factor supports equity for populations with complex issues and access constraints Client usage as a proxy indicator of community need which takes into consideration that service users do not necessarily just access services in the area they live</td>
<td>More equitable across Auckland with population-based funding covering all the region except Great Barrier Island Uses latest population estimates to reflect future growth Targeted deprivation factor (NZDep2013, deciles 8-10) supports equity for populations with complex issues and access constraints Provides platform for Auckland Council and ACABx to work together to develop a regional network provision plan Supported by ACABx if additional funding is retained</td>
</tr>
<tr>
<td>Disadvantages</td>
<td>The legacy cluster funding arrangements do not provide for service development Relies on 2013</td>
<td>Not supported by ACABx because client usage data does not consider the range of</td>
<td>Redistribution of bureaux funding within current funding envelope could lead to service reduction unless alternative funding</td>
</tr>
<tr>
<td>Criteria X does not meet ✓ partially meets ✓ fully meets</td>
<td>Current model</td>
<td>Council staff model</td>
<td>New model from joint working group (preferred model)</td>
</tr>
<tr>
<td>----------------------------------------------------------</td>
<td>---------------</td>
<td>--------------------</td>
<td>-------------------------------------------------</td>
</tr>
<tr>
<td>Does not target funding for populations with complex issues and access constraints</td>
<td>census data</td>
<td>complexity in interactions from simple information requests to lengthy interviews Redistribution of bureaux funding within current funding envelope could lead to service reduction unless alternative funding is sourced</td>
<td></td>
</tr>
</tbody>
</table>

28. A comparative overview of the funding models is provided in Attachment C.

29. ACABx support the new model conditional on the retention of the additional 2018-2019 one-off funding of $200,000 as part of the baseline operational grant. This increased funding level would ensure that no bureaux would lose funding when the model is implemented in 2019-2020. Increased funding enables the inclusion of the Franklin population in the new funding model.

30. ACABx has indicated that the funding for deprivation will be allocated to bureaux for initiatives to enhance access to services and to trial the development of new service models.

31. Staff support the new model as it starts to address equitable services across Auckland through population-based funding and targeted deprivation. The model provides a platform for future service growth and the development of a regional network provision plan for CAB services.

32. Staff support the addition of $200,000 to the ACABx baseline grant from 2019-2020 to implement the new model and extend service funding across the region. All bureaux will receive their current or increased level of funding if council increases baseline funding by $200,000.

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

33. Council staff from across the business work cooperatively on matters concerning CAB. Council departments and units that were consulted on the new model and involved in regional network provision planning include:

- Community Facilities and Community Places – administration of the leases for CAB premises and facility operation
- Libraries and Information – some CABs are co-located with libraries
- Service, Strategy and Integration – expertise in service design and integrating service offers.
Local impacts and local board views

34. Local boards provided input to the 2017 review of CAB services, which has informed the development of the new funding model. Local boards generally agreed that a higher level of funding was required to maintain services, and that any funding model needed to consider the area’s demographics and other needs in addition to overall population.

35. Overall, local boards reported that they had a good relationship with bureaux, that they were providing valuable, wide-ranging services to the community, and that there was room to improve reporting, service responsiveness and equity of funding.

36. Feedback is sought from the local board on the proposed new funding model and the retention of the additional $200,000 to baseline funding of $1.867 million provided to ACABx in 2018-2019.

37. Local board feedback will be included in the report to the Environment and Community Committee in May 2019 to approve a new funding model for CAB. The report will also reflect views on the implementation of the new model from ACABx consultation with bureaux.

Māori impact statement

38. CAB services are available to all, and there is currently limited targeting of services to groups, including Māori.

39. Staff and ACABx have worked together on development of the new model and no specific engagement with Māori was undertaken.

Financial implications

40. It is recommended that the additional $200,000 is retained in the ACABx baseline grant, bringing the annual total to $2.067 million in 2019-2021. This excludes any consumer price index adjustment.

41. The Māngere-Ōtāhuhu Local Board has provided funding from 2015-2018 to Māngere CAB to operate a CAB agency in Ōtāhuhu. Reliance on the local board funding would reduce under the new model, as the Māngere CAB would receive increased funding of 12 per cent if the $200,000 is retained in the ACABx baseline grant.

Risks and mitigations

42. In applying the new model without the retention of the additional $200,000, funding to the following bureaux would decline:
   - Helensville (-9 per cent)
   - Wellsford (-4 per cent)
   - CAB North Shore (-19 per cent)
   - CAB Auckland City (-2 per cent)
   - Ōtara (-10 per cent).

43. If the grant is increased by $200,000 per annum, no bureaux would face a reduction in funding.

44. There is a risk of reduction in CAB services in some communities if funding declines to bureaux. To mitigate this risk, it is recommended that the additional $200,000 is retained.
**Ngā koringa ā-muri**

**Next steps**

45. Local board feedback will be included in a report to the Environment and Community Committee in May 2019 to approve a funding model.

46. Staff will work with ACABx to scope a regional network provision plan project by June 2019. The plan development will involve bureaux and other stakeholders in setting the direction for the CAB service from 2021 onwards.

**Ngā tāpirihanga**

**Attachments**

<table>
<thead>
<tr>
<th>No.</th>
<th>Title</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>A</td>
<td>Local board feedback template</td>
<td>155</td>
</tr>
<tr>
<td>B</td>
<td>Map of bureaux locations by local board</td>
<td>157</td>
</tr>
<tr>
<td>C</td>
<td>Comparative overview of funding models</td>
<td>159</td>
</tr>
</tbody>
</table>

**Ngā kaihaina**

**Signatories**

<table>
<thead>
<tr>
<th>Authors</th>
<th>Sibyl Mandow - Advisor - ACE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Authorisers</td>
<td>Graham Bodman - General Manager Arts, Community and Events</td>
</tr>
<tr>
<td></td>
<td>Glenn Boyd - Relationship Manager Henderson-Massey, Waitakere Ranges, Whau</td>
</tr>
</tbody>
</table>
Attachment A - Request for local board for feedback

Citizens Advice Bureau (CAB) Funding allocation model - February 2019

<table>
<thead>
<tr>
<th>Local Board</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
</tr>
</tbody>
</table>

Please provide feedback on the following:

<table>
<thead>
<tr>
<th>What are the local board views on the preferred model for allocating funding to CABs, including:</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. The basis of funding allocation, including the population estimates and deprivation index</td>
</tr>
<tr>
<td>2. Bureau areas served (eg alignment with local board boundaries)</td>
</tr>
<tr>
<td>3. Other local funding considerations</td>
</tr>
<tr>
<td>4. Any other local feedback regarding CABs</td>
</tr>
</tbody>
</table>

For further information or questions, please contact:

Paul Prestidge  
Specialist Advisor  
Community Empowerment Unit  
Ph 02267581409  
Email paul.prestidge@aucklandcouncil.govt.nz
Attachment B

Map of bureaux locations by local board

CAB network in Auckland
Attachment C

Comparative overview of funding models

<table>
<thead>
<tr>
<th>Description</th>
<th>Current model</th>
<th>Council staff model</th>
<th>New model from joint working group</th>
</tr>
</thead>
<tbody>
<tr>
<td>Date</td>
<td>2013-current</td>
<td>2018</td>
<td>2019</td>
</tr>
<tr>
<td>Basis of allocation and data sources</td>
<td>100% Population (Census 2013)</td>
<td>70% Population (Annual population estimates- Statistics NZ)</td>
<td>90% Population (Annual population estimates- Statistics NZ)</td>
</tr>
<tr>
<td></td>
<td>25% Client usage (Bureau statistics report)</td>
<td>10% Deprivation (Dep13 Deprivation index)</td>
<td>10% Deprivation (Dep13 Deprivation index)</td>
</tr>
<tr>
<td>Model coverage</td>
<td>Excludes Franklin and Great Barrier Island</td>
<td>Excludes Great Barrier Island</td>
<td>Excludes Great Barrier Island</td>
</tr>
<tr>
<td>Local board boundaries</td>
<td>Local board boundaries to cluster level</td>
<td>Local board boundaries to cluster level</td>
<td>Local board boundaries and board subdivisions</td>
</tr>
<tr>
<td></td>
<td>Hibiscus and Bays – split between clusters 1 and 2</td>
<td>Hibiscus and Bays – split between clusters 1 and 2</td>
<td>where applicable to individual bureau level</td>
</tr>
<tr>
<td></td>
<td>Upper Harbour – in cluster 2</td>
<td>Upper Harbour – 50:50 split between clusters 2 and 3</td>
<td>Hibiscus and Bays – split between clusters 1 and 2</td>
</tr>
<tr>
<td></td>
<td>ACABx maintains historic funding reallocations between bureaux in clusters 1, 6</td>
<td>Franklin – included in cluster 6</td>
<td>Upper Harbour – split at Greenhithe bridge between 2 and 3</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Howick – south west area to Ōtara; balance to Pakuranga</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Franklin – north east area to Pakuranga; balance to Pakakura</td>
</tr>
</tbody>
</table>
Waitākere ki tua - An action plan in response to aspirations of west Auckland Māori

File No.: CP2019/03649

Te take mō te pūrongo
Purpose of the report

1. To endorse Waitākere ki tua – An action plan in response to aspirations of west Auckland Māori to support Henderson-Massey, Waitākere Ranges and Whau local boards to deliver on improved outcomes for Māori.

1. Whakarāpopototanga matua

Executive summary

2. Waitākere ki tua (Waitākere going forward) (Attachment A) is an action plan is intended to influence and drive future business planning, engagement and relationships, decision-making, systems and processes design, capability and capacity building, and general provision of services.

3. The action plan draws on two key reports that were developed following robust engagement processes with Māori; the Toitū Waitākere report 2017 (Attachment B) and the West Auckland Mataawaka Report from 2014. Both of these engagement processes were undertaken by Māori leaders in west Auckland who applied a kaupapa Māori methodology. The Toitū Waitākere report in particular, was developed following three hui hosted on Hoani Waititi Marae as well as more than 50 face-to-face interviews with local Māori.

4. Waitākere ki tua aims to honour the process and kōrero by bringing the recommendations of both reports together so local board decision-making and advocacy reflects Māori community aspirations.

5. Whakawhanaungatanga growing respectful and reciprocal relationships is the key principle of the action plan. A key new proposal is the establishment of a three-year local community-based Māori broker project. A broker would be established to take a lead role in strengthening connections and capacity across west Auckland Māori communities, as well as fostering the relationship between west Auckland Māori communities and individuals and Auckland Council at elected member governance and staff operational levels.

6. Currently regional funding of $60,000 per annum for the next three year has been secured from for the Māori broker role. Each of the three local boards are being requested to allocate a further $15,000 each per annum for the next three years to act as a local match funding to enable a three-year full time project to be funded. Discussions have been initiated around the Māori broker project being facilitated through a three-year funding agreement with Hoani Waititi Marae.

Ngā tūtohunga
Recommendation/s

That the Whau Local Board:

a) approve Waitākere ki tua – An action plan in response to aspirations of west Auckland Māori (Attachment A) as the basis of whakawhanaungatanga between the local boards and local Māori and its commitment to responding to Māori aspiration and working alongside local Māori.

b) receive the Toitū Waitākere report 2017 (Attachment B), thank participants for their contributions, and acknowledge Hauā Partnerships for their leadership around the kaupapa Māori methodology.
c) support the establishment of a three-year west Auckland Māori broker project, and allocate $15,000 annually for 2018/19, 2019/20 and 2020/21 years; with 2018/19 $4,000 funded from the LDI opex Māori Responsiveness allocation and $11,000 reallocated from the LDI Community Grants allocation, and the subsequent two years being integrated into future work programmes.

Tātaritanga me ngā tohutohu
Analysis and advice

7. As identified in Waitākere ki tua, under the principle of Whakawhanaungatanga (grow respectful and reciprocal relationships), the following three focus areas reflect the aspirations of west Auckland Māori and support the recommendations and actions it contains:

- **Rangatiratanga** (enhancing leadership and participation): west Auckland Māori aspire to lead and achieve in their priority areas of placemaking, design, decision-making and Māori development.

- **Taonga tuku iho** (ancestral Māori culture and practices): west Auckland Māori seek facilities and services that reflect Māori culture and identity through te reo Māori, tikanga and mātauranga which are to be valued, validated and normalised.

- **Rangatira mō āpōpō** (ensuring sustainable futures): highlights that west Auckland Māori want to invest in rangatahi, mātua, pakeke and kaumātua to grow, develop and sustain taonga tuku iho.

8. Henderson-Massey, Whau and Waitākere Ranges local boards workedshopped Waitākere ki tua in November 2018, with robust discussions on the recommendations, with actions and feedback incorporated into the document found in Attachment one.

Maori Broker Project

9. A key action within the action plan that will be most enabling for Council and empowering for the community was the idea of a specific role that can take forward to on the ground mahi / work. Through the hui and associated engagement, it was also strongly and frequently stated the need for Māori to be working with Māori. To this end regional funding has been secured and indications of supportive funding allocations have been given by the three local boards to establish a Māori Broker Project based primarily around a three-year full-time role. The role is proposed to be based within Hoani Waititi Marae in recognition of Hoani Waititi Marae’s relationship with council, its position in the community and existing skill base, and in alignment with the three local boards endorsed empowered communities approach.

10. The current Māori Broker project brief is:

- **To provide for dedicated engagement support and capacity development across Māori communities and organisations of Waitākere through a Māori broker project.**

- **Three-year funding will enable the appointment of a fixed term full time role managed through Hoani Waititi Marae with the responsibility of co-ordination of shared communications, event and strategic initiatives, including development and delivery of an engagement, capability and capacity building work-programme in partnership between Te Kaunihera o Tāmaki Makaurau (Auckland Council), Henderson-Massey, Waitākere Ranges and Whau Local Boards and Hoani Waititi Marae.**

- **The shared intent is to foster and bring forward shared aspirations of Mataawaka communities and organisations across Waitākere west Auckland in a collaborative and empowering way whilst also lifting the relationship between Council, Hoani Waititi Marae and Māori. Local boards will also be assisted in growing their capacity and understanding of kaupapapa Māori methods and Te Ao Māori perspectives.**
Ngā whakaaweawe me ngā tirohanga a te rōpū Kaunihera
Council group impacts and views

11. This approach to Māori responsiveness is in line with the Auckland Plan 2050 and Whiria Te Muka Tangata 2014 (Māori responsiveness framework).

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

12. All three west 2017-2020 Local Board plans hold a commitment to building strong and meaningful relationships with Māori to ensure that Māori aspirations are understood and a commitment to developing partnerships of mutual respect and openness. This includes a commitment to partner with Māori on shared goals as the local boards develop their work programmes and plans.

13. The following tables identify specific items specifically identified in the three local board plans that identify a responsiveness specifically to Māori.

<table>
<thead>
<tr>
<th>Henderson Massey</th>
<th>A thriving local economy that supports quality of life</th>
<th>Local business collectives and hubs drive identity and success</th>
<th>Support local Māori to explore establishing free enterprise/entrepreneurship ideas and points of difference for west Auckland.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Henderson Massey</td>
<td>Communities know each other and work together on common interests</td>
<td>Diversity and difference is embraced and valued.</td>
<td>Support rangatahi/youth in growing their confidence and leadership through projects that build on their interests and challenge them.</td>
</tr>
<tr>
<td>Henderson Massey</td>
<td>Communities know each other and work together on common interests</td>
<td>Mana whenua and mataawaka rights are acknowledged and their needs and aspirations widely known.</td>
<td>Develop relationships and agree shared goals with mana whenua, local Māori and key Māori organisations.</td>
</tr>
<tr>
<td>Henderson Massey</td>
<td>Communities know each other and work together on common interests</td>
<td>Mana whenua and mataawaka rights are acknowledged and their needs and aspirations widely known.</td>
<td>Support Matariki and other significant Māori events as a source of insight to kaupapa Māori.</td>
</tr>
<tr>
<td>Henderson Massey</td>
<td>Natural spaces are valued and restored</td>
<td>People are central to maintaining our environment.</td>
<td>Support Māori as kaitiaki of the environment when developing community and council projects.</td>
</tr>
<tr>
<td>Henderson Massey</td>
<td>Natural spaces are valued and restored</td>
<td>Biodiversity is increasing.</td>
<td>Promote private native planting to help restore indigenous ecosystems.</td>
</tr>
</tbody>
</table>
### Waitākere Ranges

**People actively protect the Waitākere Ranges Heritage Area**
- **The heritage area’s special character is celebrated and enhanced.**
- **Work with mana whenua and local communities to protect, and tell the stories of, cultural and historic sites of importance.**

**Local communities feel good about where they live**
- **Communities are skilled, well informed and engaged.**
- **Support Hoani Waititi Marae-based programmes, activities and events.**

**Local communities feel good about where they live**
- **Community events and activities celebrate diverse local identities.**
- **Fund Waitangi Day celebrations.**

**Local communities feel good about where they live**
- **Mana whenua and mātāwaka are acknowledged and their needs and aspirations are widely known.**
- **Develop relationships and agree shared goals with Te Kawerau a Maki and other mana whenua, Hoani Waititi Marae, and other key Maori organisations and local Maori residents.**

**People experience local arts and culture, and recognise our heritage**
- **Historic and cultural heritage is recognised, celebrated and understood.**
- **Protect key local sites of cultural and historical importance and tell their stories.**

**People experience local arts and culture, and recognise our heritage**
- **Historic and cultural heritage is recognised, celebrated and understood.**
- **Celebrate Matariki at key sites.**

---

### Whau

**Great neighbourhoods with strong community connections, capacity and voices**
- **Our many voices contribute to making our future.**
- **Encourage and support our Māori leaders, Pasifika, Chinese, Indian and other ethnic and resettled communities to contribute to the Whau’s future.**

**Great neighbourhoods with strong community connections, capacity and voices**
- **Mana whenua and mātāwaka are acknowledged and their needs and aspirations are widely known.**
- **Develop relationships and agree shared goals with mana whenua, local Māori and key Māori organisations.**

**Celebrating our creative edge in our streets, neighbourhoods and communities**
- **Art and culture is celebrated in our place-making.**
- **Support/work with manā whenua on place-making projects that honour their stories and significant sites.**

**Celebrating our creative edge in our streets, neighbourhoods and communities**
- **Art and culture is celebrated in our place-making.**
- **Champion architecture and landscaping that reflects our unique Māori and Pasifika influences.**
Whau Local Board
27 March 2019

<table>
<thead>
<tr>
<th>Whau</th>
<th>Our heritage is known, protected and our stories are shared</th>
<th>We celebrate and support protection from a strong research foundation.</th>
<th>Refresh Māori heritage sites list.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Whau</td>
<td>Our heritage is known, protected and our stories are shared</td>
<td>Gather and share historical knowledge.</td>
<td>Deliver a programme of heritage activities that acknowledges our Maori, colonial and recent heritage.</td>
</tr>
<tr>
<td>Whau</td>
<td>Our heritage is known, protected and our stories are shared</td>
<td>Preservation of our places and stories.</td>
<td>Promote the protection of Māori heritage sites.</td>
</tr>
</tbody>
</table>

14. Local board members and Ward Councillors were invited to the three Marae based hui held over 2017, subsequent workshops were held with each board presenting the Toitū Waitākere report to members.

15. Building upon the insights gained and through the lens of local government noting what Auckland Council local boards have decision making or influence over Waitākere ki tua – An action plan in response to aspirations of west Auckland Māori was developed.

16. A presentation and draft action plan were workshopped with all three local boards in November 2018. There was general endorsement over the overall action plan and an acknowledgement of the process and work to date.

17. The concept of a Maori coordinator was specifically flagged as a key opportunity and indicative support was obtained from each local board individually around contributing to a joint role noting that regional funding had been secured already.

**Tauākī whakaaweawe Māori**

**Māori impact statement**

18. West Auckland has a strong Māori community and its Māori population ranks second in size out of the 21 local boards in Auckland.

19. Mana whenua were not directly engaged in the process of developing the action plan with focus on Māori who reside in the west local board areas. A separate project is underway with local boards and mana whenua of west Auckland to progress council’s legal and Te Tiriti o Waitangi commitments through Mana Whenua Relationship Agreements.

20. The three west local boards of Henderson-Massey, Waitākere Ranges and Whau recognise their legal obligations and commitments to Māori and to Te Tiriti o Waitangi as a founding document of Aotearoa New Zealand.

21. Council influences outcomes with Māori through policies, plans and funding, and the various activities it delivers. The Waitākere ki tua action plan is intended to increase opportunities and drive change in council culture and practice to respond to Māori aspirations.

**Ngā ritenga ā-pūtea**

**Financial implications**

22. The actions of Waitākere ki tua are a mix of activities that involve both; an adjustment in Council processes or methodologies, along with the development of new activities or the direction of funding to better respond to identified needs and aspirations across west Auckland.

23. Whilst there will likely be a more explicit explanation along with supporting advice through annual work programming process the plan can be progressed from within local board discretionary budgets with some opportunity to leverage off associated regional budgets and programmes.
24. A key new proposal is the establishment of a three-year local community-based Māori broker project. The broker would take a lead role in strengthening connections and capacity across west Auckland Māori communities, as well as fostering the relationship between west Auckland Māori communities and individuals and Auckland Council at elected member governance and staff operational levels.

25. Regional funding of $60,000 per annum for the next three years has been secured to assist the establishment of the proposed Māori broker project and local boards are being asked to consider the allocation of $15,000 each annually for the next three years.

26. It is proposed that the $15,000 2018/19 be based upon $4,000 funded from the Whau Local Board LDI opex Māori Responsiveness allocation and $11,000 reallocated from the current LDI Community Grants allocation noting that there is more than $100,000 balance still to be allocated over the round, and the subsequent two years being integrated into future work programmes.

Ngā raru tūpono me ngā whakamaurutanga

Risks and mitigations

27. Auckland Council recognises its legal obligations and commitments to Māori and to Te Tiriti o Waitangi as a founding document of Aotearoa New Zealand.

Ngā koringa ā-muri

Next steps

28. Reconnect with local Māori at hui for feedback on the recommendations and actions contained in the document. Following this, local board services staff will work with Māori and council departments to progress the delivery of actions.

Ngā tāpirihanga

Attachments

<table>
<thead>
<tr>
<th>No.</th>
<th>Title</th>
<th>Page</th>
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<tbody>
<tr>
<td>A</td>
<td>Waitākere ki tua – An action plan in response to aspirations of west Auckland Māori</td>
<td>167</td>
</tr>
<tr>
<td>B</td>
<td>Toitū Waitākere Report 2017</td>
<td>189</td>
</tr>
</tbody>
</table>

Ngā kaihaina

Signatories

<table>
<thead>
<tr>
<th>Authors</th>
<th>Tracey Wisnewski - Local Board Advisor</th>
</tr>
</thead>
<tbody>
<tr>
<td>Authorisers</td>
<td>Louise Mason Local Board Services</td>
</tr>
<tr>
<td></td>
<td>Glenn Boyd - Relationship Manager Henderson-Massey, Waitakere Ranges, Whau</td>
</tr>
</tbody>
</table>
Waitākere ki tua – An action plan in response to aspirations of west Auckland Māori
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1. Introduction

This guide has been developed from kōrero shared by the west Auckland Māori community through the West Auckland Mataawaka Report, 2014, and the Toitū Waitākere Report, 2017. Its intent is to provide the west Auckland local boards of Henderson-Massey, Whau and Waitākere Ranges, guidance and support to inform decision-making on matters that are important to west Auckland Māori.

The recommendations and actions in this document have been developed from these reports and themed under focus areas which reflect Māori aspirations. This guide is intended to increase opportunities and drive change in council culture and practice to respond to Māori aspirations. Council influences outcomes with Māori through policies, plans and funding, and the various activities it delivers.

This guide aligns with key council strategic documents to maximise alignment to council priorities. The documents are:

- The Auckland Plan 2050
- Whiria Te Muka Tangata, 2014
- Henderson-Massey Local Board Plan 2017
- Waitākere Ranges Local Board Plan 2017
- Whau Local Board Plan 2017

Throughout this document the term ‘west Auckland Māori’ is used which includes mana whenua, mataawaka and Māori organisations. It is important to note the focus is on Māori who reside in the west local board areas and that a project is underway with local boards and mana whenua of west Auckland to progress council’s legal and Te Tiriti o Waitangi commitments through Mana Whenua Relationship Agreements.

The guide is an operational level document intended to enable local boards to better understand and identify opportunities to deliver on improved outcomes for Māori. The guide is intended to influence and drive future business planning, in the areas of engagement and relationships, decision-making, systems and processes, design, capability and capacity building and provision of services.

This document is council’s response to the kōrero shared. A parallel piece of work is encouraged for west Auckland Māori to develop its own local voice, a voice that promotes initiatives and grows capacity along a path of its choosing that reflects the aspirations of this guide.

2. Te haerenga - the journey

West Auckland has a strong Māori community. This document draws on two key engagement processes with Māori.

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1 Capability refers to the ability of a group to obtain the combination of people, resources, systems and structures necessary to provide goods and services in accordance with the functions of local government.
In 2014, the West Auckland Mataawaka Report and its recommendations was commissioned by the Independent Māori Statutory Board. This produced 16 recommendations to Auckland Council which are reflected in the recommendations and actions in this guide.

In 2017, the Henderson-Massey Local Board commissioned a kaupapa Māori researcher Hāua Partnerships to:

1. Understand Māori aspirations
2. Support strong engagement
3. Build a database of Māori organisations as a platform to communicate opportunities
4. Provide a platform for Māori community to link with Māori centric services

The Toitū Waitākere report was completed after more than 50 face to face interviews and three hui were held at Hoani Waititi Marae. The Toitū Waitākere report is to be shared to support the voices to continue to be heard. An initial database of Māori services and networks was created from information shared and is housed online for all and maintained by Te Whānau o Waipareira Trust.

Both of the reports above were undertaken by Māori leaders in west Auckland who applied a kaupapa Māori methodology and hosted wānanga on marae. This guide aims to honour the process and kōrero by bringing the recommendations of both reports together, so local board decision-making and advocacy reflects Māori community aspirations.

In September 2017, all three west Auckland local boards endorsed the idea of having mana whenua relationship agreements. Council have been working with Te Kawerau Iwi Tribal Authority representatives to progress these agreements.

3. Alignment to strategic documents

Auckland Council recognises its legal obligations and commitments to Māori and to Te Tiriti o Waitangi as a founding document of New Zealand. As such this west approach to Māori responsiveness is in-line with the Auckland Plan 2050 and Whiria Te Muka Tangata 2014.

The Auckland Plan 2050

The Auckland Plan 2050 sets the direction for how Auckland will grow and develop over the next 30 years. This plan has six outcomes:

1. Belonging and participation
2. Māori identity and wellbeing
3. Homes and houses
4. Transport and access
5. Identity and cultural heritage
6. Opportunity and prosperity

This guide strives to realise these outcomes from a Māori perspective with specific attention to Māori identity and wellbeing and focuses on:

1. Meeting the needs and supporting the aspirations of tamariki and their whānau
2. Investing in marae to be self-sustaining and prosperous
3. Strengthening rangatahi leadership, education and employment outcomes
4. Growing Māori inter-generational wealth
5. Advancing mana whenua [and as appropriate Māori community] rangatiratanga in leadership and decision-making
6. Celebrating Māori culture and support te reo Māori to flourish.

Whiria Te Muka Tangata 2014

This Auckland Council Māori Responsiveness Framework was developed to better enable council to identify and progress activities that deliver on the Auckland Plan’s outcomes for Māori. It is a core strategic document that outlines our commitment to raise responsiveness to Māori. Three goals identify what the council seeks to achieve through key focus areas:

An empowered organisation
- Focus on staff, senior leaders and elected members building cultural competence, capability and confidence.
- Ensuring policies, strategies and plans effectively consider and support council’s obligations and strategic commitments to Māori.
- Improve processes and systems to enable council to achieve outcomes for Māori more effectively and efficiently.

Effective Māori participation
- Focus on building, strengthening and maintaining relationships with Māori at governance and operational levels.
- Ensuring effective Māori participation at key points in the decision-making process.
- Provide shared decision-making opportunities from co-governance and co-management through to opportunities for Māori to determine their involvement on matters of interest to them.

Strong Māori communities
- Focus on effective communication and engagement with Māori.
- Council lead, champion or partner to facilitate opportunities to contribute to Māori well-being and build on Māori capability and capacity.
- Māori see themselves as critical to the ongoing success of Tāmaki Makaurau.
- The focus areas identified later in this guide align to the goals of Whiria Te Muka Tangata.

Local Board Plans 2017

Delivering on Auckland Council’s commitment to Māori at a local level is a priority for Henderson-Massey, Waitākere Ranges and Whau local boards.

All three west local board plans 2017 hold a commitment to building strong and meaningful relationships with Māori to ensure that Māori aspirations are understood and a commitment to developing partnerships of mutual respect and openness. This includes a commitment to partner with Māori on shared goals as the local boards develop their work programmes and plans.
4. Ngā hiaha o ngā haporī o Waitākere - west Auckland Māori community aspirations

Bringing together the voices heard and information collated, the following principle and three focus areas reflect the aspirations of west Auckland Māori shared in the Toitū Waitākere report 2017 and the West Auckland Mataawaka report 2014. The have been reflected upon by the three west Auckland local boards of Henderson-Massey, Waitakere Ranges and Whau areas. A pathway of Council collaboration and empowerment has been applied and expressed in an endorsed council action plan.

Whilst this document is a call to action and set of recommendations for local boards, the phrase of by Māori for Māori was strongly expressed and heard. It is anticipated that individuals and collectives amongst Māori of west Auckland will find these insights and resources useful as they look to animate and encourage a network that advances their own chosen passions and challenges.

Principle: Whakawhanaungatanga - Grow respectful and reciprocal relationships

Connection and engagement with west Auckland Māori must be grounded in the practice of whakawhanaungatanga which is to grow respectful relationships. West Auckland Māori request that the process of engagement be formal and informal, face to face hui, that is reciprocal and focuses on Māori aspirations and potential. Imperative to respectful relationships is early active involvement in local board processes and ensure adequate time for community to undertake a kaupapa Māori process to respond to council requests.

Recommendations

- Develop relationships with Māori and strengthen networks. Agree on shared goals and commit to involving community representatives in decision-making.

- Resource and support Māori throughout engagement. Provide the space, time and relevant information (in appropriate forms) to hold hui throughout the decision-making process. This involves early input into the local board planning process.

- Build cultural capability, competence and confidence of staff and elected members in order to effectively engage with Māori and respond to Māori aspirations.

Focus: Rangatiratanga - Enhancing leadership and participation

West Auckland Māori aspire to lead and achieve in their priority areas of placemaking, design, decision-making and Māori development. This includes puritia te mauri or sustaining potential through capacity and capability activities connected to rangatiratanga.

Recommendations

- Support active and diverse Māori participation in decision-making through kaupapa Māori engagement and partnerships. Involve kaumātua and rangatahi and ensure access to appropriate information and resourcing for engagement.

- Provide opportunities to grow community and cultural capacity with a focus on kaupapa Māori, employment and business investment.
• Ensure Māori leadership contributes to the future of west Auckland and provide opportunities for Māori to lead and monitor in priority areas.

**Focus: Taonga tuku iho - Ancestral Māori culture and practices**

Linking to the concept of rangatiratanga, west Auckland Māori seek facilities and services that reflect Māori culture and identity through te reo Māori, tikanga and mātauranga which are to be valued, validated and normalised.

**Recommendations**

• Co-design services and facilities with Māori and provide opportunities and activities that reflect te reo Māori, tikanga and mātauranga. Consider spaces that support Māori identity and wellbeing such as resource hubs, kaumātua social space, young parents’ accommodation and birthing and rehabilitation spaces.

• Prioritise the use of marae (as facilities for community use), education, Kapa Haka and sports.

• Focus on increasing participation through kaupapa Māori practices

**Focus: Rangatira mō āpōpō - Ensuring sustainable futures**

West Auckland Māori are concerned with sustainability and succession planning. The concept of rangatira mō āpōpō highlights that west Auckland Māori want to invest in rangatahi, mātua, pakeke and kaumātua to grow, develop and sustain taonga tuku iho.

**Recommendations**

• Support Māori medium and immersion education (including kōhanga reo, puna reo and early education) and rangatahi in alternative education. Support kaupapa Māori communities of practice as a forum to engage whānau to develop skills that support tamariki in learning.

• Prioritise rangatahi development in entrepreneurship and rangatahi leadership.

• Ensure the voice of rangatahi, including rangatahi with accessibility restrictions is represented. Consider rangatahi focussed opportunities within the community.
## 5. Action plan in response to aspirations west Auckland Māori

<table>
<thead>
<tr>
<th>Principle/Focus area</th>
<th>Proposed actions</th>
<th>Interested parties</th>
<th>Status</th>
<th>Strategic outcomes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Whakawhanaungatanga</td>
<td>1. Employ a Māori responsiveness broker for the west local boards.</td>
<td>Local Board Services, People and Capability</td>
<td>This is currently being investigated.</td>
<td>Local Board Plans 2017</td>
</tr>
<tr>
<td></td>
<td>2. West local boards host six monthly hui with the Māori community to support whakawhanaungatanga.</td>
<td>Local Board Services</td>
<td>To be progressed.</td>
<td>Communities know each other and work together on common interests.</td>
</tr>
<tr>
<td></td>
<td>3. West local boards prepare annual reports on Māori responsiveness in the area.</td>
<td>Local Board Services</td>
<td>To be progressed.</td>
<td>Auckland Plan 2050 focus areas</td>
</tr>
<tr>
<td></td>
<td>4. Progress the Mana Whenua Relationship Agreements.</td>
<td>Te Waka Anga Mua, Te Kawerau Iwi Tribal Authority</td>
<td>This is underway.</td>
<td>Advance mana whenua (and as appropriate Māori community) rangatiratanga in leadership and decision-making</td>
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<tr>
<td></td>
<td>5. Strengthen relationships with Te Whanau o Waipareira. Host a west local board hui to formally recognise their contribution to our communities.</td>
<td>Te Whanau o Waipareira, Local board members, Local Board Services</td>
<td>To be progressed.</td>
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<tr>
<td>Principle/Focus area</td>
<td>Proposed actions</td>
<td>Interested parties</td>
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<td></td>
<td>6. Strengthen relationships with Hoani Waititi Marae.</td>
<td>Hoani Waititi Marae</td>
<td>Is a relationship to build upon</td>
<td></td>
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<tr>
<td></td>
<td>7. Hold local board business meetings on Hoani Waititi Marae.</td>
<td>Local board members</td>
<td>Specific items to be progressed</td>
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<td></td>
<td>8. Grow relationships with kura at Hoani Waititi Marae including supporting rangatahi development and local environmental action.</td>
<td>Local Board Services</td>
<td></td>
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<td></td>
<td>9. Host council civic ceremonies at Hoani Waititi Marae.</td>
<td>Hoani Waititi Marae</td>
<td>To be progressed.</td>
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<td>Local Board Services</td>
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<td>Council events team</td>
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<tr>
<td>Principle/Focus area</td>
<td>Proposed actions</td>
<td>Interested parties</td>
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<tr>
<td><strong>Rangatiratanga</strong></td>
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<tr>
<td>Enhance Māori leadership, sustain their potential and early participation in areas of:</td>
<td>1. Resource three hui per year on topics of importance for the Māori community.</td>
<td>Auckland Council department, community partners</td>
<td>What the local boards are currently doing in this space (from 2018/2019 work programmes)</td>
<td>Local Board Plans 2017: Great neighbourhoods with strong community connections, capacity and voices. Communities know each other and work together on common interests. Auckland Plan 2050: Advance mana whenua and, as appropriate, Māori community rangatiratanga in leadership and decision-making.</td>
</tr>
<tr>
<td>Placemaking</td>
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<td>Local Board Services</td>
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<td>Design</td>
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<td>Decision-making</td>
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<td>Māori development</td>
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<td>Capacity and capability building</td>
<td>2.</td>
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<td>3. Local boards will actively request and monitor early involvement with Māori on work programme items.</td>
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<tr>
<td>4. Work programme lines clearly identify opportunities for Māori engagement and show how projects respond to Māori aspirations.</td>
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<tr>
<td>5. Waitākere ki tua will be circulated to council staff as a tool to use when developing departmental work programmes.</td>
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<tr>
<td>Principle/Focus area</td>
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<tr>
<td></td>
<td></td>
<td>Auckland Council department, community partners</td>
<td>What the local boards are currently doing in this space (from 2018/2019 work programmes)</td>
<td></td>
</tr>
<tr>
<td>6.</td>
<td>Local boards support relationships across the Māori community.</td>
<td></td>
<td>Whau Local Board recently supported the formation of a kaumātua group.</td>
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<td></td>
<td>Whau Local Board supported the establishment and further development of the Whau kaumātua roopu.</td>
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<td>Kelston Deaf Education Centre Marae project has support from Whau Local Board towards the opening of the marae.</td>
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<tr>
<td>7.</td>
<td>Promote the grant rounds to local Māori by advertising through the Māori database and other avenues detailing the dates and processes for grant applications.</td>
<td>Local Board Communications</td>
<td></td>
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<tr>
<td>8.</td>
<td>Expand the community governance training programmes already provided and the opportunity to cater it to the Māori community (by Māori for Māori).</td>
<td></td>
<td>Henderson-Massey Local Boards fund MPHHS who offer governance modules for the community.</td>
<td>All three west local boards fund Community Waitākere to provide training courses around leadership.</td>
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<tr>
<td>Principle/Focus area</td>
<td>Proposed actions</td>
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<tr>
<td></td>
<td></td>
<td>Auckland Council department, community partners</td>
<td>What the local boards are currently doing in this space (from 2018/2019 work programmes)</td>
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</tr>
<tr>
<td>9. Support sports and recreation to increase initiatives designed to increase Māori wellbeing.</td>
<td>Parks, Sports and Recreation</td>
<td>Waitakere Ranges Local Board support sport and recreation initiatives designed to get residents active in parks. It is planned to restart the mahi by Sport Waitakere in raising recreation participation rates.</td>
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</tr>
<tr>
<td>10. Support and enable increased involvement and direction setting of mana whenua and mataa waka in west Auckland.</td>
<td>Local Board Services</td>
<td>Waitakere Ranges Local Board currently partner with mana whenua and mataawa organisations to support collaborative projects that respond to Māori aspirations. Whau Local Board fund Community Waitakere to coordinate community leadership programmes, providing community capability building programmes and development in leadership and governance training.</td>
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<td>Principle/Focus area</td>
<td>Proposed actions</td>
<td>Interested parties</td>
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<tr>
<td>11. Continue to contribute to and promote events such as wānanga, Kapa Haka, Mataniki and te reo Māori.</td>
<td>Events (ACE) department</td>
<td>Auckland Council department; community partners</td>
<td>All three west local boards contribute to funding te ao Māori celebrations with events and programmes including regionally coordinated and promoted programmes: Te Tūrī o Waitangi, Mataniki and Māori Language Week. Engaging with iwi and Māori organisations. Whakatipu i te reo Māori - champion and embed te reo Māori in our libraries and communities. Māori naming of parks and community facilities under Te Kete Rukuruku.</td>
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<td>Principle/Focus area</td>
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<tr>
<td>Taonga tuku iho</td>
<td>1. Establish locally focused training and development opportunities for local board members and staff in kaupapa Māori with a commitment to increase cultural competency.</td>
<td>Local Board Services</td>
<td>The three west local boards currently contribute to funding the Community Waitakere Resource Centre's core activities including Open Door Days at Hoani Waititi marae and other Māori organisations.</td>
<td>Local Board Plans 2017</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Te Waka Anga Mua</td>
<td>Cultural heritage interpretation initiatives across the west.</td>
<td>Our heritage is known, protected and our stories are shared.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Whau Local Board supports Te Ara Reo &amp; Tikanga classes at Kelston Hub, including locally led Matariki celebrations, events and activities.</td>
<td>Community facilities are vibrant and welcoming places at the heart of our communities.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Support building local capacity in the traditional knowledge of practices and uses relating to harakeke (flax).</td>
<td>People experience local arts and culture, and recognise our heritage.</td>
</tr>
<tr>
<td></td>
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<td></td>
<td>Our community spaces, parks, sports and recreation facilities meet local needs and are easy to get to.</td>
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</tr>
<tr>
<td>Rangatira mō āpopo</td>
<td>1. The local boards create and take opportunities for relationship development and awareness of interest of Māori youth across west Auckland.</td>
<td>A potential for Youth Voice (local neighbourhood youth initiatives) to expand into this space.</td>
<td>Auckland Plan 2050</td>
<td></td>
</tr>
<tr>
<td>Ensuring progression, sustainability and succession planning for:</td>
<td>2. Local Boards promote their role and become a gateway for advocacy issues including housing, education, health etc. (for example wānanga development).</td>
<td></td>
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</tr>
<tr>
<td>Rangatahi</td>
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<tr>
<td>Mātua</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Principle/Focus area</td>
<td>Proposed actions</td>
<td>Interested parties</td>
<td>Status</td>
<td>Strategic outcomes</td>
</tr>
<tr>
<td>----------------------</td>
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<tr>
<td></td>
<td></td>
<td>Auckland Council</td>
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<tr>
<td></td>
<td></td>
<td>department,</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>community partners</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• <strong>Pakeke</strong></td>
<td>3. Implementation</td>
<td>Local Board Services</td>
<td>TWI team currently being established in council.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>of The Western Initiative (TWI) with its focus on Māori economic development.</td>
<td>ATEED The Western Initiative team</td>
<td></td>
<td>focus areas Celebrate Māori culture and support te reo Māori to flourish</td>
</tr>
<tr>
<td>• <strong>Kaumatua</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Principle/Focus area</td>
<td>Proposed actions</td>
<td>Interested parties</td>
<td>Status</td>
<td>Strategic outcomes</td>
</tr>
<tr>
<td>---------------------</td>
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</tr>
<tr>
<td>4. Support Māori youth leadership programmes across the west local boards.</td>
<td>Arts, Culture and Events department. Wider Māori Community.</td>
<td>Auckland Council department, community partners</td>
<td>The leadership focus is currently on Māori youth; Ngā Kawa o Tangaroa Tikanga – Dive Programme delivered by Te Whanau Wapareira Trust. Youngatira/Rangatahi – Māori youth leadership delivered by Te Whanau Wapareira Trust. Ranui 135 oversees projects for youth around employment. Community Waitakere offer leadership skill training to give people confidence and tools to plan and lead projects in their communities such as place making or environmental projects. Youth Voice is a youth-led organised by youth run from MPHS, Ranui Action Project and Massey Matters. Fund youth providers, including Te Kura Kaupapa Māori o Hoani Waititi Marae, to facilitate placemaking, place activation or environmental projects that are led and delivered by young people. Whau Local Board supports the Whau youth providers network, Whau youth board and Generation Ignite to enable youth development, leadership and locally led youth initiatives.</td>
<td></td>
</tr>
</tbody>
</table>
Attachment two - Determining relevance to Māori by issue

To assist in knowing who to engage with on any issue, the IMSB was required, under the Local Government Act 2009, to produce a schedule of issues of significance to Māori in Auckland. They undertook this last in 2011 and the diagram below provides an overview of issues identified as significant to Māori.
6. Reference links

Auckland Plan 2050 summary

Auckland Council 10 year Budget (Long-term Plan) 2018 – 2028 Volume One: Overview

Local Board Plans:
Henderson-Massey Local Board Plan 2017

Waitākere Ranges Local Board Plan 2017

Whau Local Board Plan 2017
7. Glossary

<table>
<thead>
<tr>
<th>Haerenga</th>
<th>Journey</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hui</td>
<td>Verb, to assemble or meet.</td>
</tr>
<tr>
<td></td>
<td>Noun, a gathering or meeting.</td>
</tr>
<tr>
<td>Iwi</td>
<td>A number of hapū (section of a tribe) related through a common ancestor</td>
</tr>
<tr>
<td>Kapa haka</td>
<td>Māori cultural group, Māori performing group</td>
</tr>
<tr>
<td>Kaumātua</td>
<td>Elderly man, elderly woman. A person of status within the whānau, hapū, iwi</td>
</tr>
<tr>
<td>Kaupapa Māori</td>
<td>Maori approach or customary practice which incorporates the knowledge, skills, attitudes and values of Māori society</td>
</tr>
<tr>
<td>Kōhanga reo</td>
<td>Māori language preschool</td>
</tr>
<tr>
<td>Kōrero</td>
<td>Narrative, story, discussion, conversation, information.</td>
</tr>
<tr>
<td>Mana whenua</td>
<td>Hapū and iwi with ancestral relationships to certain areas in Tāmaki Makaurau where they exercise customary authority</td>
</tr>
<tr>
<td>Marae</td>
<td>Courtyard - the open area in front of the wharenui, where formal greetings and discussions take place. A term often used often to include the complex of buildings and spaces around the marae</td>
</tr>
<tr>
<td>Mataawaka</td>
<td>Māori who live in Auckland and are not in a mana whenua group</td>
</tr>
<tr>
<td>Mātauranga</td>
<td>Māori knowledge and expertise</td>
</tr>
<tr>
<td>Mātua</td>
<td>Parents</td>
</tr>
<tr>
<td>Pakeke</td>
<td>Adult, grown-up</td>
</tr>
<tr>
<td>Puna reo</td>
<td>Māori early childhood centre</td>
</tr>
</tbody>
</table>
Attachment A

Item 20

Rangatahi  Youth, younger generation
Rangatiratanga  There are two components;
   1.  Chieftainship, right to exercise authority, chiefly autonomy, chiefly authority, ownership, leadership of a social group, domain of the rangatira, noble birth, attributes of a chief.
   2.  Kingdom, realm, sovereignty, principality, self-determination, self-management - connotations extending the original meaning of the word resulting from Bible and Treaty of Waitangi translations.
Tāmaki Makaurau  The Māori name for Auckland. Translates to Tāmaki desired by many
Tamariki  Children
Taonga tuku iho  A treasure passed down through the generations, either tangible (e.g. whenua) or intangible (e.g. Te Reo Māori)
Te reo Māori  The Māori language
Te Tiriti o Waitangi  The Treaty of Waitangi which is the document upon which the British and Māori agreed to found a nation state and build a government
Tikanga  Correct procedure, custom, lore, method, way, plan, practice, convention, protocol. The customary system of values and practices that have developed over time and are deeply embedded in the social context
Wānanga  Verb, to meet and discuss, deliberate, consider
Noun, seminar, conference, forum, educational seminar
Whānau  Extended family, family group, a familiar term of address to a number of people. Also the primary economic unit of traditional Māori society
Whakawhanaungatanga  Process of establishing relationships, relating well to others
Toitū
Waitākere

Voices from the Māori community highlighting aspirations to inform future development of a
Responsiveness Plan for Māori

E mihi atu nei ki ngā karanga maha i manaakitia e ōu koutou whakaaro me ngā whēako hoki e pā
ana ki tēnei kaupapa whokahirahira. Nei rā te hua o tēnei ōu koutou kōrerorero hei mirimiri māua i
panoni i te penerēkou.

Mauriora ki a koutou e ngā rangatira mā te ngākaunui, me te kōrero pono.
Tena koutou, tena koutou, oti ra tena tatou katoa.

Research compiled by Kim Penetito and Joseph Waru – Hauā Partnerships Ltd
September 2017
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</tr>
</tbody>
</table>

[1]
Scope of Project

An asset mapping exercise that will allow all three local boards to:

- Identify information that will support strong engagement between West Auckland Māori and Auckland Council
- Support strong engagement and connections amongst west Auckland Māori themselves

This work includes but is not exclusive to:

- Mapping information pertaining to Māori for each of the local boards that includes information from census, Māori Report, Ministry of Education data, health and economic development data.
- Identification of key stakeholders from a range of sectors who can provide an insight and a way forward to foster stronger participation by Māori and for Māori in each of the respective communities. These stakeholders may come from marae, kaupapa Māori services, government agencies, schools, businesses and community and represent a wide cross section of skills and ages within our community

Interviews with key stakeholders to build key relationships that ensure a greater buy in and participation at a Māori community forum

Identify priorities from discussions that allow greater collaborative work to occur for future hui relating to the Māori Responsiveness Plan

Commence the building of a comprehensive database that enables us to communicate effectively with our Māori community

The database development is due to be completed and presented to community at a hui at the end of November.

Disclaimer: This report has been commissioned by the Western Local Boards to enable an informed development of potential areas of collaboration and/or project support that will be priorities in a plan for Responsiveness to Māori communities in Waitākere. The recommendations will not be solely the responsibility of Local Boards to fulfil however will be central points of discussion together with Māori community to strategise action planning.

Executive Summary

The report and recommendations itemised are the result of dialogue with more than 50 individuals, and input sought from two community fora, the total of whom agreed their working is in the best interests of Māori in Waitākere. The notes from a hui with the Māori community held in March 2017 have been considered as have the recommendations from a West Auckland Mataawaka Report 2014.

Strategic Context

The Māori community continues to mourn the loss of their partnership with local government since removal of the Taumata Rūnanga at the disestablishment of the former Waitākere City Council and the subsequent creation of the Super City. The instigation in 2010 of the Independent Māori Statutory Board (IMSB) provided confidence for the community that progress was afoot. The ensuing Māori community engagement, facilitated by the IMSB with the view to formulate the Māori

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Report 2016, was greatly anticipated. The Western Local Boards are tasked with developing a Responsiveness Plan for Māori in 2017. Feedback reflects a realisation for the Waitākere Māori community that contributions to IMSB have not filtered across and down Council to the Local Boards. It is at the crossroads of these two positions and their numerous expectations that formulate the foundations for this report.

This report is not charged with repairing the dynamic of past consultation between Council and Māori community. Rather this report seeks to restore and rebuild relationships with a more personal interaction, as a means to improving communication and understanding for Local Boards and how best to connect with and advance aspirations for Māori in the Waitākere community.

The encouragement for a more authentic engagement accompany the following recommendations for supporting aspirations

### Engagement Recommendations

**Process**
- The process of consultation with Māori demonstrates Council’s intent first and foremost, and provides for different models of feedback.

**Expectations**
- Co-design of any Local Board planning intended to benefit Māori community be formalised in consultation, policy and the process actioned.
- Māori be afforded the respect as a Treaty partner and provided the space, time and relevant information to participate fully in LB plans when responding to the needs of Māori communities.
- Local Board members host a quarterly face to face informal social event with individuals from the Māori community to hear up to date issues and activity first hand and build closer working relations. These are convened with the view to a more formal forum to discuss presenting priorities for LB and community. Initially the intent is to spend time in each other’s presence and build a rapport that will benefit both parties.

**Participation/Participants**
- Local Boards commit to include Māori community representatives in decision making through project design and deliverables directly and indirectly impacting Mōori
- Local Boards employ a mechanism (community collaboration) to ensure the voice of young people (inclusive of disabled youth) and youth focussed solutions to community issues is heard.
- Māori are visible, have access to information and appropriate supports, are resourced and recognised as active participants in communities across West Auckland.

**Motivators to Participate**
- Māori leadership is engaged on a formal and frequent occasion to monitor and support the LB performance of responsiveness to Māori.

**Language – Communication – Cultural Understanding**
- All Council communication to local Māori communities must have Māori input and ensure the critique from Māori community leadership prior to dissemination.
- Local Board commit to increasing their Māori cultural competency.

**Accountability**
- Local Boards will regularly face Māori community at the flax roots to participate in strength based dialogue, rather than in crisis times, or for the sole purposes of LB agenda.
Action to Meet Aspirations Recommendations

Leadership

- Local Boards (LB) build rapport with Māori community leaders through increased interaction with key stakeholders, recognition of kaumātua and participation in hui Māori
- LB meet quarterly with identified Māori community stakeholders
- LB develop a Rangatahi Plan and provide opportunities to strengthen youth leadership through exposure to decision making forum, and involvement of youth leader representation beyond school student population

Education

- Local Boards lend their voice to the increased demand for Māori medium education in Waitakere
- Western Local Boards return to discussions for establishment of Whare Wānanga at Hoani Waititi Marae
- Waitakere and Henderson-Massey Local Boards collaborate with Te Kura Kaupapa Māori o Hoani Waititi Marae and Te Kura Kaupapa o Kotuku to support their strategic plan goals where relevant and appropriate
- Local Boards work with communities to continue to advocate implementation of Stop Family Violence programmes in early education – Primary School level
- Communities of Practice are utilised as vehicles for community to collaborate with to promote forum for engaging parents to learn how best to support their children in their learning
- Alternative Education where a concentrated Māori community is represented are recognised and provided support from other relevant agencies
- A feasibility study for the development of a Sports institute based on Māori models of wellbeing is initiated through a partnership between sports organisations, tertiary institutes, Māori community and Council

Capacity Building

- LB develop a strategy to increase Māori contribution to decision making
- Hui for the Māori community is resourced to further develop the delivery of services to Māori
- Training and development in Kaupapa Māori is undertaken by Local Boards with a commitment to increase cultural competency
- LB partner with Waipareira Research Unit (Wai-Research) to collaborate and produce robust research as Māori, for Māori benefit
- Assistance is made available for programmes designed to increase whānau awareness and participation
- LB invest in wānanga/Kapa Haka as a means for Māori to reconnect and build cultural capacity
- LB make youth development in entrepreneurship a priority
Places and Spaces

- An investment in the development of Māori spaces is a priority
  - Whare Wānanga
  - Resource hub / whānau space
  - Papakainga
  - Kaumātua social space
  - Kapa Haka facility
  - Young parents accommodation
  - Māori birthing provision
  - Māori rehabilitation space

- LB drive the increase of Māori business in Waitākere

- LB aid the future development of Kōhanga and Puna Reo – Resource consent, compliance, licensing, facilities

- A Kaupapa Māori playground space is developed and resourced in partnership with KKM, Kōhanga/Puna Reo

Kaupapa Māori

- Te Reo Māori is realised and those able to share this taonga/expertise are valued and resourced to do so in Waitākere

- LB provide property development resourcing for Hoani Waititi and Te Piringatahi ʻō Ngā Maungarongo Marae as cultural community bases, to be fit for purpose, host more wānanga, employ more expertise and grow the community capacity in te reo me ʻōna tikanga

- A subsidised scheme with the Trusts is explored, for sports clubs to decrease costs of participation

- Hui for Māori community to address the reinstatement of the marae at Green Bay High School is facilitated

- Universal disability sector inclusion strategies are employed by LBs and communities
Methodology

Nāu te rourou – Nāku te rourou – Ka ora ai te iwi

With your knowledge, talents, experience and perspective, together with mine...the people will gain the fruits of the collective experience and prosper as a result.

This whakatauki is usually translated literally as Nāu te rourou – with your basket, Nāku te rourou – and my basket, Ka ora ai te iwi – the people will thrive. It is intent to point out in this instance, the tools or skills that each basket contains to highlight the potential impact of combining those forces and resources to ultimately benefit the whole community – the people will thrive. This is a metaphor of partnership and collaboration that will underpin the approach to this project.

This report has been commissioned by the Council to better inform the Western Local Boards about the Māori landscape in each of their geographic areas of responsibility.

Nāu te rourou examines and presents the relevant existing Council strategy and policy documentation. Policy and accompanying strategy supports Council to formulate plans of action and implementation when responding to Māori community / Mataawaka needs. It is the voices of Māori interviewed that will speak to the Board membership, and is acknowledged here as the Nāku position – Nāku te rourou.

Nāku te rourou is the findings from interviews of 50+ members of the Māori community. Emerging from these interviews are themes reflecting perspectives and experience of issues for whānau Māori in Waitakere. As residents, as professionals, as 4th generation Westies, as tangata whenua and mataawaka. These will be organised alongside their aspirations, their potential contribution to progress these aspirations, and their suggestions/recommendations to Local Boards to meet engagement expectations of the Māori partners in Waitakere.

Ka ora ai te iwi highlights the proposed actions and responsibilities required by both the Council and by the Māori community to bring to life some commitment to realise these aspirations.
A community asset map will emerge from this exercise, participants recognised, and recommendations produced.

Tā Māua Tikanga

The writer’s ethical stance has been to weave together her own personal knowledge and networks as a member of the Māori community, with a professional background in community development reinforced with Kaupapa Māori research principles. These have guided the project prospects;

- Kānohi kīte (familiarity based on visible presence and known contacts or networks to aid engagement)
- Kānohi ki te kānohi (face to face – personal contact and interview with participants)
- Whakawhanaungatanga (make connections via whakapapa, mahi or local knowledge)
- Whakawhānui te ruha ki te hopukia ngā reo waha ngu (casting of the net far to capture the voices who are not usually to the fore)
- Whakawhāriki te kōrero o ngā kaimahi ringa raupā i te whānau Māori (include a range of frontline workers from different disciplines who work with the experience of Māori families on a day to day basis in a practical way – weave this first-hand knowledge to enrich the insights of this study)
- Whakawhitihiti kōrero (discussion/participation)–open to individual and collective contributions, where interview not possible written responses to question schedule has been invited
- Mihi mai, mihi atu (accountability) – benefit to Māori paramount, assurance of personal narratives being valued and protected, ownership of knowledge shared by community and Council

The motivation to undertake this project was firstly about returning to the space of flaxroots Māori community development with a broader experience and a sense of being able to offer my services to a project that has intent to progress Māori aspirations. This has been a practical opportunity to reconnect in familiar territory and update my own understanding of the current dynamic of the Māori interface with Council since transition to the Super City.

As residents and active members of the Māori community in Waitakere there are basic principles that continue to strengthen our long-term commitment to this community – āhurutanga (safe space), te whakakoha rangatiratanga (respectful relationship), kaitiakitanga (responsible trusteeship and guardianship), tino rangatiratanga (absolute integrity), tau kumeke (positive and negative tensions), and maori ora (well-being) (Pohatu, 2003). Without the opportunity to exercise these things we would choose to be someplace else. The opportunity to inject and reinforce such principles or Takepū through this dialogue with members of the Māori community, in turn provides potential benefits of and insight for Local Board members.

Participants

The participants in this project were engaged due to a loose set of criteria by the writer to create a reasonable but manageable focus, these criteria included: existing profile and reputation in the community; reputable contribution to the Māori community; the sector in which they had a proven expertise with a Māori lens; their organisational presence on the landscape of the Waitakere Māori community; flaxroots experience working among whānau Māori; long-term residency; where the

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nature of their work targets Māori and also due to their geographical location. With many of the interviews the writer received additional referrals to other community and groups that should be interviewed. The timeframe limited the ability to follow up on all these recommendations. Some considerable attention was applied to accessing some voices that are not usually invited or heard in consultation forum.
Nāu te Rourou
This project is set to examine the landscape of Māori populations and will be presented to each of the Western Local Boards with data specific to their boundaries of responsibility. First however the total overview will provide Board members with a perspective that illustrates the potential for collaboration in relation to a plan for responsiveness to Māori communities in this space.

This map clearly demonstrates the greater populated areas by Māori.

![Map showing Māori populations](image)

Coinciding with the shadings in the map the highlighted communities are then identified specifically:

<table>
<thead>
<tr>
<th>700+ Māori</th>
<th>595-700</th>
<th>490-595</th>
</tr>
</thead>
<tbody>
<tr>
<td>West Harbour</td>
<td>Kingdalore</td>
<td>Matipo</td>
</tr>
<tr>
<td>Royal Heights</td>
<td>Ranui Sth</td>
<td>Ranui Domain</td>
</tr>
<tr>
<td>Durham Green</td>
<td>Glendene Nth</td>
<td>Sturges North</td>
</tr>
<tr>
<td>Te Atatu Central</td>
<td>Sunnyvale</td>
<td>Henderson Nth</td>
</tr>
<tr>
<td>Waimumu Nth</td>
<td>Woodglen</td>
<td>Henderson Nth</td>
</tr>
<tr>
<td>Waimumu Sth</td>
<td>Kelston Central</td>
<td>Rosebank</td>
</tr>
<tr>
<td>Fairdene</td>
<td>Glen Avon</td>
<td>Roberton</td>
</tr>
<tr>
<td>McLeod</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Henderson South</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Glen Eden East</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

[www.censusauckland.co.nz/census-area-unit-view/](http://www.censusauckland.co.nz/census-area-unit-view/) - interactive map
This next map highlights the geographical pockets of dense Māori communities at a mesh block level and indicates the percentage of Māori resident in these areas. The demographic information will be further extrapolated for each of the Local Board areas.

In total at 2013, the Māori population is 12% of the total population of the combined 3 Board areas, which equates to 27,396 residents.

The total combined Western Local Boards Māori population age range are;

0-24 years = 14751  
25-64 years = 11574  
+65 years = 1077
2013 Census
% Maori
- 0% - 5.8%
- 5.9% - 12.6%
- 12.9% - 20.8%
- 20.9% - 33.3%
- 33.4% - 100%

*Maori by MB 3 Western Local Boards excel file extracted from Census NZ website via RIMU
### Henderson-Massey Local Board

<table>
<thead>
<tr>
<th>Māori Population @ 2013</th>
<th>16,008 (58% of total Māori population)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Age statistics</td>
<td>0-14 = 5775 (36%)</td>
</tr>
<tr>
<td></td>
<td>15-24 = 2961 (18%)</td>
</tr>
<tr>
<td></td>
<td>25-64 = 6678 (41%)</td>
</tr>
<tr>
<td></td>
<td>65+ = 594 (0.3%)</td>
</tr>
<tr>
<td>Māori Medium Education Options</td>
<td>Kōhanga Reo = 7 + 1 bilingual centre</td>
</tr>
<tr>
<td></td>
<td>Bilingual total immersion =3 primary, 2 intermediate</td>
</tr>
<tr>
<td></td>
<td>Kura Kaupapa Māori = 1</td>
</tr>
<tr>
<td>ECE participation</td>
<td>@ Dec 2016 = 94.3%</td>
</tr>
<tr>
<td>Number of Māori students in school</td>
<td>4409</td>
</tr>
<tr>
<td>Marae</td>
<td>Te Piringatahi o Ngā Maungārongo Marae</td>
</tr>
<tr>
<td>School based marae</td>
<td>Te Atatu Marae still under development</td>
</tr>
<tr>
<td></td>
<td>Te Waipuna o te Mātauranga (Waitakere College)</td>
</tr>
<tr>
<td></td>
<td>Panuku Marae (Henderson High School)</td>
</tr>
<tr>
<td></td>
<td>Māhanahana Marae (Massey High School)</td>
</tr>
<tr>
<td></td>
<td>Kōtuku Marae (Rutherford College)</td>
</tr>
<tr>
<td></td>
<td>Te Kotuku ki Rānui (KKM o Kotuku)</td>
</tr>
<tr>
<td>Speakers of Te Reo Māori</td>
<td>3060=64% of total population of Māori speakers</td>
</tr>
<tr>
<td>Average Income</td>
<td>$29,700</td>
</tr>
<tr>
<td>Health Deprivation</td>
<td>23%</td>
</tr>
<tr>
<td>Employed fulltime and part time</td>
<td>5,508 34%</td>
</tr>
</tbody>
</table>

54% of the Henderson-Massey Local Board population is 24 years and under. This is 59% of the total Māori population 24 and under in Waitakere.

The largest number of 25-74 age range in Waitakere live in the HMLB.

The greatest concentration of Māori medium schooling options is located in the HMLB area.

Te Reo Māori speakers are prevalent in the area.

Henderson-Massey has the highest deprivation level of any of the local boards in the WDHB district.

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5 2013 Census of Population and Dwellings Ethnicity (Level 3) by Age (5-yr groups) Original source ref: Stats NZ J08-04540, Table 4
7 School stats extracted from mapping produced by D.Raoma – Healthy Families – Sport Waitakere
8 2013 Census of Population and Dwellings. Ref Number: J08-04913
9 Reference Number: J08-07927
### Waitakere Ranges Board

<table>
<thead>
<tr>
<th>Māori Population @ 2013</th>
<th>5001 (18% of total Māori population)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Age statistics</td>
<td></td>
</tr>
<tr>
<td>0-14 = 1776 (35%)</td>
<td></td>
</tr>
<tr>
<td>15-24 = 945 (18%)</td>
<td></td>
</tr>
<tr>
<td>25-64 = 2148 (42%)</td>
<td></td>
</tr>
<tr>
<td>65+ = 138 (.02%)</td>
<td></td>
</tr>
<tr>
<td>Māori Medium Education Options</td>
<td></td>
</tr>
<tr>
<td>Kōhanga Reo = 3</td>
<td></td>
</tr>
<tr>
<td>Kura Kaupapa Māori = 1 Kura, 1 Wharekura</td>
<td></td>
</tr>
<tr>
<td>ECE participation&lt;sup&gt;11&lt;/sup&gt;</td>
<td>@ Dec 2016 – 97%</td>
</tr>
<tr>
<td>Number of Māori students in school</td>
<td>1229</td>
</tr>
<tr>
<td>Marae</td>
<td>Hoani Waititi Marae</td>
</tr>
<tr>
<td></td>
<td>Marae site still under development in Te Henga</td>
</tr>
<tr>
<td>Speakers of Te Reo Māori</td>
<td>696=14% of total population of Māori speakers</td>
</tr>
<tr>
<td>Average Income</td>
<td>$33,000</td>
</tr>
<tr>
<td>Health Deprivation</td>
<td>10%</td>
</tr>
<tr>
<td>Employed full time and part time</td>
<td>1950 38%</td>
</tr>
</tbody>
</table>

Waitakere Ranges has the smallest Māori population of the three Local Boards.

53% of the Waitakere Local Board Māori population is 24 years and under however, this only 18% of the total Waitakere Māori population of this age bracket.

Waitakere has the highest participation rate of those children in Early Childhood.

Te Reo Māori is one of the top three languages spoken in Waitakere Ranges<sup>12</sup>

Hoani Waititi Marae is the most active pan-tribal marae with 2 kohanga reo, Kura Kaupapa Māori and Wharekura on site.

Waitakere has the lowest health deprivation profile alongside the two other board areas.

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Māori Population @ 2013 6,387 (23% of total Māori population)

Age statistics
- 0-14 = 2028 (31%)
- 15-24 = 1266 (19%)
- 25-64 = 2748 (43%)
- 65+ = 345 (0.5%)

Māori Medium Education Options
- Kōhanga Reo = 0
- Bilingual total immersion = 1 primary, 1 Intermediate

ECE participation\(^*\) @ Dec 2016 = 95%
Number of Māori students in school 1764

Marae
- Te Puna Aroha (Avondale College)

School based marae
- Ruaumoko under re-build (Kelston Deaf Education)
- Aurhia Kia Mohio Kia Rangatira Marae (KGHS)

Speakers of Te Reo Māori 960–20% of total population of Māori speakers

Average income $30,400
Health Deprivation 17%
Employed full time and part time 2394 37%

50% of the Whau Māori population is 24 years and younger in the Whau area. The Whau have a very active youth network and services to youth, including a Rangatahi Plan and a developing Youth Council.

The closure in recent years of Kōhanga Reo in Kelston and the absence of any new developments in the Whau area of Kōhanga Reo raises some questions. Are whānau travelling out of area to access Kōhanga Reo, are alternative options satisfying the early childhood education needs, is there a changing perception about the value of te reo Māori for young parents in 2017? Kelston Intermediate provides bilingual education options and Rosebank School have provision of bilingual units, indicating there is a demand for te reo Māori medium. In contrast to this is the absence in the Whau of Kōhanga Reo and Puna Reo as the pre-school grounding in te reo Māori and feeder sources to primary schooling options.

\(^*\) Ministry of Education. Auckland-Whau Education Profile 2014-2015
School Based Marae

Highlighted in this study is the relevance the role of kaitiakitanga (guardianship, caregiving, protection) possesses for Māori staff, students and whānau affiliated to each of the secondary schools and integral in the marae setting. The most recent case in point is the establishment of Te Kura Kaupapa Māori o te Kotuku and a strong desire to have their kura recognised with marae status. For all Kura Kaupapa Māori this provides and reinforces the role of promoting te reo me ōna tikanga for the surrounding community.

Marae valued as a centre of cultural innovation contributes positively to Māori student belonging. This has a direct impact on student, staff and Māori community alike. School based marae have been established to reinforce commitment to Māori, providing a sense of identity and a visible connection to a space within the school campus. Concern for the diminished mana of the wharenui proper in some schools has been noted in the participant contributions. The impact of decisions to relocate or re-designate the status of marae and the activity that has sustained the marae for those students and whānau directly associated with the space in the schools is significant. Some comments suggest such actions tend to represent where the school places the importance of its relationship with Māori internally and with the wider Māori community.

These figures show the Māori rolls at Secondary Schools

<table>
<thead>
<tr>
<th>School</th>
<th>Māori Roll</th>
<th>Year</th>
</tr>
</thead>
<tbody>
<tr>
<td>Avondale College</td>
<td>12%</td>
<td>2015</td>
</tr>
<tr>
<td>Green Bay High</td>
<td>14%</td>
<td>2017</td>
</tr>
<tr>
<td>Henderson High School</td>
<td>23%</td>
<td>2014</td>
</tr>
<tr>
<td>Kelston Boys High</td>
<td>20%</td>
<td>2015</td>
</tr>
<tr>
<td>Kelston Deaf Education Centre</td>
<td>32%</td>
<td>2016</td>
</tr>
<tr>
<td>Kelston Girls High</td>
<td>16%</td>
<td>2014</td>
</tr>
<tr>
<td>Liston Boys College</td>
<td>9%</td>
<td>2015</td>
</tr>
<tr>
<td>Massey High School</td>
<td>22%</td>
<td>2014</td>
</tr>
<tr>
<td>Rutherford College</td>
<td>21%</td>
<td>2017</td>
</tr>
<tr>
<td>St Dominic College</td>
<td>12%</td>
<td>2014</td>
</tr>
<tr>
<td>Waitakere College</td>
<td>24%</td>
<td>2017</td>
</tr>
</tbody>
</table>

14 www.ero.govt.nz Review Reports
The following diagram is titled ‘whakapapa of Council strategies and priorities’ and presented this way to assist the reader to contextualise and follow the connection between the most prominent priority statements and this report findings.

The final recommendations have been fashioned from a process of scrutinising their alignment to the ECA priority areas, and consequently to the previous Auckland Plan and the Māori Report.
### Auckland Plan - 2040

| Establish Papakainga in Ak | Tangata Whenua participation in co-management of natural resources | Partnership with Mana Whenua to protect and manage wahi tapu | Enable Māori aspirations for thriving and self sustaining marae | Support sustainable development of Māori outcomes, leadership, community and partnerships |

### The Māori Report 2016

<table>
<thead>
<tr>
<th>Whanauungatanga</th>
<th>Develop vibrant communities</th>
</tr>
</thead>
<tbody>
<tr>
<td>Rangatiratanga</td>
<td>Enhance leadership and participation</td>
</tr>
<tr>
<td>Manaakitanga</td>
<td>Improve quality of life</td>
</tr>
<tr>
<td>Wairuatanga</td>
<td>Promote distinctive identity</td>
</tr>
<tr>
<td>Kaikitanga</td>
<td>Ensure sustainable futures</td>
</tr>
</tbody>
</table>

### ECA Framework

| Integrate ECA across Council to achieve LB and regional outcomes and community aspirations | Increase diverse community participation in Council decision-making | Build community capacity to do things for themselves | Develop and support community-led placemaking initiatives | Respond to Māori aspirations in a practical way |

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**Fig 1: Whakapapa of Council Strategies and Priorities**
Nāku
te
rourou
Nāku te rourou will illustrate the reality of what Māori community are faced with; what concerns them (issues); under which of the ECA framework statements they belong, as indicators of where change needs to occur (aspirations). The documentation recording hui and studies re-searching the Māori community voice prior to this project, will be integrated to ensure the voices of the recent past are also honoured and add strength to the expressions from the participants in this project.

The interviewing of 50+ community individuals posed some depth of understanding and a lived experience around the issues for whānau Māori in Waitākere. Those active in the social support networks and interfacing with presenting social issues were forthcoming with the struggle that many whānau in Waitākere face, regardless whether whānau are sited in the socio-economic secure bracket, or not. Be it personal or professional exposure, the immediate stressors i.e. conditions and impacts of housing, homelessness, poverty and substance addiction tend to be on top for most. This often set the scene for exploring how they personally might address the core issues underpinning many of these stressors. A fortunate consequence for the writer was the paradigm shift of many of the participants from a pragmatic position to visualisation of the ideal environment for Māori achievement in Waitākere.

Ka ora ai te Iwi examines the contributions forthcoming of strength based aspirations, while highlighting potential Council actions to support successful fruition of these. Expressions to this support focus on Council resource support (expertise, investment, access to information, co-operation/partnership) alongside community ownership and stewardship.
### Presenting Issues for Māori Community in Waitākere

<table>
<thead>
<tr>
<th>Build Community capability to do things for themselves</th>
<th>Develop and support community-led placemaking initiatives</th>
<th>Respond to Māori community aspirations in a practical way</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Financial Hardship</strong></td>
<td><strong>Housing / Accommodation Conditions</strong></td>
<td><strong>Youth Issues</strong></td>
</tr>
<tr>
<td>Working class poor numbers rising</td>
<td>New housing divisions impact on schools - limited capacity to support</td>
<td>No youth access to accommodation criteria</td>
</tr>
<tr>
<td>Debt – bad credit ratings</td>
<td>Overcrowding</td>
<td>Youth services are lacking</td>
</tr>
<tr>
<td>Financial hardship is a barrier to participation</td>
<td>Homeless</td>
<td>Kapa haka and te reo outside of kura is limited</td>
</tr>
<tr>
<td>Transport restrictions</td>
<td>Unsafe options</td>
<td>Deaf discrimination</td>
</tr>
<tr>
<td>Attraction to the gangs as a resource - payment, transactions, reward, survival</td>
<td><strong>Māori Spaces Few and Far Between</strong></td>
<td>Lifeskills and resilience lacking in youth</td>
</tr>
<tr>
<td><strong>Inequities</strong></td>
<td></td>
<td>Youth networks need coordination</td>
</tr>
<tr>
<td>Youth are stripped of their mana when they are excluded from school</td>
<td>Cultural connectivity opportunities are lacking</td>
<td>Youth leadership needs to be recognised beyond prefects in schools</td>
</tr>
<tr>
<td>Pay parity in disability support is evident</td>
<td>No Māori facilities for A&amp;D</td>
<td>Suicide prevention drive required</td>
</tr>
<tr>
<td>Māori providers experience greater auditing expectations</td>
<td>Kuia presence in Kohanga Reo is void - quality of reo at risk</td>
<td>Young parents discriminated against</td>
</tr>
<tr>
<td>Ageism exists</td>
<td>Kapa haka and te reo access only in school for Children</td>
<td>Sports are positive intervention but unaffordable for many youth</td>
</tr>
<tr>
<td>Anecdotal evidence is not enough to advocate resource needs</td>
<td>Courts are becoming a common meeting place for whanau - need to change this</td>
<td>Māori youth don’t know their identity / whakapapa</td>
</tr>
<tr>
<td><strong>Resourcing Stress</strong></td>
<td><strong>Social Service Experience</strong></td>
<td>Opportunity to include Kaumātua support with rangatiratanga is lacking</td>
</tr>
<tr>
<td>Resourcing has decreased</td>
<td>A&amp;D influence – Synthetics and P</td>
<td><strong>Controlled Access to Information</strong></td>
</tr>
<tr>
<td>Changing designations and impacts</td>
<td>No one agency connector</td>
<td>Criteria barriers to entitlements (too many hurdles)</td>
</tr>
<tr>
<td>There is a withdrawing of resources from things proven to be effective</td>
<td>Networks silo-ed</td>
<td>How do whānau keep up to date with policies?</td>
</tr>
<tr>
<td></td>
<td>Disconnect with Super City Council</td>
<td>Information dissemination is to selective few</td>
</tr>
<tr>
<td>Competitive funding has created a dysfunctional Community</td>
<td>Patch protectve</td>
<td></td>
</tr>
<tr>
<td>Changing policies and priorities does not equate to sustainability</td>
<td>Men’s services miniscule</td>
<td></td>
</tr>
<tr>
<td>Resourcing is short term and divisive</td>
<td>Disconnect between policy/strategy and the planning/delivery work</td>
<td></td>
</tr>
<tr>
<td>How are services prioritised for resourcing?</td>
<td>Disability services are stuck with care giving vs Development</td>
<td></td>
</tr>
<tr>
<td>Māori business under supported - individual systems don’t work for Māori</td>
<td>Options of care and support for terminally ill whānau to aid home based care preference requires anticipated reallocation of support provisions - not at critical time</td>
<td></td>
</tr>
<tr>
<td>Need for more preventative services</td>
<td>IT capability and access cannot be assumed</td>
<td></td>
</tr>
<tr>
<td>Education in Reaction</td>
<td>Māori business networks don’t work for Māori SMEs – time poor</td>
<td></td>
</tr>
<tr>
<td>No Māori teachers support network</td>
<td>Funding know how limited and therefore Captured</td>
<td></td>
</tr>
<tr>
<td>Behavioural issues presenting at a younger and younger age</td>
<td>Amenities discriminate against youth</td>
<td></td>
</tr>
<tr>
<td>Huge need for social service support in schools</td>
<td>Absence of a Voice</td>
<td></td>
</tr>
<tr>
<td>Home situation dire - no show of kids at school</td>
<td>Taumata / voice of Māori gone</td>
<td></td>
</tr>
<tr>
<td>Safety issues</td>
<td>Gap in the system with regards to cultural values</td>
<td></td>
</tr>
<tr>
<td>Misdiagnosed learning abilities</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Many whānau are not there to support the child’s learning and walk alongside them in education</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Whānau values conflicting with those of schools</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Increasing numbers in Alt Ed</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Teachers are not made accountable for drop-out rate of Māori young people – student is removed</td>
<td></td>
<td></td>
</tr>
<tr>
<td>AE - deal with the ‘too hard’ kids</td>
<td></td>
<td></td>
</tr>
<tr>
<td>AE - lots of aroha and not alot of academic expertise</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Increasing exclusion rates at Intermediate age</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Connectivity Lacking</td>
<td></td>
<td></td>
</tr>
<tr>
<td>------------------------------</td>
<td>----------------------</td>
<td></td>
</tr>
<tr>
<td>Leadership dwinding</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Disconnected/displaced whānau from te ukaipo</td>
<td></td>
<td></td>
</tr>
<tr>
<td>A void exists between schools and whānau</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Tragedy brings community together and proves where there is a common cause, people know what to do, how to behave and find the generosity to collaborate</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Transient whānau - no strong base</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Collaboration with Māori not happening</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Māori teachers isolated</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Māori success not celebrated</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Justice Arena</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Whānau relationships that are unresolved as youth first encounters with the justice system are hard to mend as adults</td>
<td></td>
</tr>
<tr>
<td>Mothers are carrying the whānau financially when men are caught up in the criminal justice system</td>
<td></td>
</tr>
</tbody>
</table>
Commentary on Fig 2: ISSUES

Barriers:

To build community capacity to do things for themselves Local Boards must recognise the barriers that exist for Māori around the growing impact of Financial Hardship. There are inequities experienced as service providers and for particular sectors. Resourcing continues to complicate the prospect of collaboration and add stress to the longevity of social services required to provide essential support for many Māori in these communities. The presenting issues that impede learning in education increasingly require social work intervention and whānau involvement. Similarly, youth caught up in the justice system are impacting negatively on the whānau capacity to thrive. The lack of Connectivity is evident and visible to the community.

Considerations:

To develop and support community-led place-based initiatives there exist urgent circumstances which for Māori communities demand attention; advocacy of essential housing/accommodation. A companion of this is acknowledgement that whānau are succumbing to poor residential conditions and standards, through hardship and the associated desperation hardship brings with it.

Creating places and spaces of belonging is definitely something Māori want to claim. The existing environs for Māori are few and far between. The experience of social services is that there lacks a central coordination role, and that there are gaps in provision to particular high need areas of the community. These voices state disconnect between organisations, meanwhile local Government and their strategic direction is at odds with the social service activity on the ground.

Awareness:

In order to respond to Māori aspirations, Local Boards are urged to take note of the voice of Māori articulating issues requiring LB awareness and understanding. The youth experience endures in the face of discrimination and equally the call for representation also endures. Access to positive activities where Māori excel are marred by restrictive financial criteria limiting participation and or the limited provision/expertise to create options and access beyond school years. This reverberates the desire for Māori spaces and the freedom to be Māori.

Controlled access to information is expressed in frustration; who decides how information is disseminated, who has entitlement to receive it, and what is shared. Information is the power of few in the Māori community. The few privileged by relationship or reputation are kept informed by the information keepers. The voice of Māori has been compromised since the disestablishment of the Taumata Rūnanga. This continues to expose a significant gap in the recognition and appreciation of Māori cultural values in the Local Government interface.
Consultation to Date – What has been said?

A hui this year hosted by Auckland Council, invited Māori in the West and offered an opportunity to contribute to future planning rounds of Local Boards. Also sought was feedback on Council proposals relative to the Long-Term Plan. The minutes of this Māori Communities Strategic Planning Hui West highlight similar themes to those cited on the previous page. Even though this hui focused directly on the community relationship and engagement with Council rather than the issues impacting the Māori community;

- Representation of Mataawaka
- Māori in the West want community centred discussion, led and owned by themselves
- West communities need to see priorities set that they identify with
- Māori need to see how Council is investing in Māori
- Old Māori relationship roles lost with TWA restructure, what replaces these?
- Need to improve relationships and connections generally, keep them current, locally focused and two way

Six priorities were recorded from this hui where Māori community agree some practical support could be applied by Local Boards;

- Marae Development
  Assist, fund, and remove regulatory barriers
- Community
  Support rangatahi development, health, education, cultural preservation and celebration, partnering and resourcing of Māori NGO’s to develop and deliver services to Māori
- Māori Land
  Including papakainga development, regulatory barriers, valuations and rates
- Transport
  Affordable public transport options that are more accessible to all sectors of Māori, request for bus shelters/stops, proximate bus stops for marae
- Engagement
  Consultation by Māori for Māori, Māori engagement based on reciprocity not transaction, by Māori NGO’s to be resourced to undertake Māori engagement on Council’s behalf
- Decision-Making
  Provide options to give rangatahi a voice, increase Māori participation in decision-making, fund better engagement options to gain improved decision-making outcomes for Māori

It is significant and relevant to note that in a report commissioned by the IMSB in 2014 by Parata a number of recommendations and pathways were suggested by Māori community to bring to life these recommendations. For the purpose of this project it is important to revisit prior research and community consultation to gauge any progress and monitor the movement at the community level in relation to aspirations expressed 3 years later.

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15 14 March 2017 Māori Communities Strategic Planning Hui – Record of Meeting (Auckland Council)
16 Extracted 18 April 2017 from Minutes of Hui held
Recommendation 1
West Māori seek an autonomous body to engage with Auckland Council and IMSB as a matter of urgency.
This body is not solely focused on engaging with AC and IMSB, but will be a body that draws all the key strands of community together to achieve the goals of the West Māori community.

Recommendation 3
That the IMSB endorses, as agreed by Hui held in West Auckland, that representation on all levels of the empowerment structure for Treaty relationships with Mataawaka Māori in West Auckland, be decided through a transparent process conducted by the West Auckland Māori community.

Recommendation 4
That the IMSB convey to the Auckland Council the need to urgently address social cohesion in Waitākere and this is a structure to bring all strands of the community together.

Recommendation 7
Auckland Council, in partnership with West Auckland Māori, to recognise the local history and progress of “Waitākere” thereby preserving, maintaining and retaining its unique identity throughout all planning and development.

Recommendation 8
Auckland Council, in partnership with West Auckland Māori, to engage in projects and programmes that increase Māori capability, employment opportunities and business investment in “Waitākere”.

Recommendation 11
Auckland Council, in partnership with West Auckland Māori, to encourage, promote and support traditional Māori cultural lifestyles and values in planning and design.

Recommendation 13
That the IMSB approves the Recommendations for empowerment for Mataawaka in West Auckland be presented to the Waitākere Ranges Local Board, the Henderson-Massey Local Board and the Whau Local Board as soon as possible.

Recommendation 16
That the hui acknowledges the continuing need to keep local Mana Whenua informed without prejudice.

These recommendations continue to be reflected in the 2017 dialogue between community and Council. It is the progress against these that Māori community want to see results with and reiterate with the issues and aspirations that have been uncovered in this report.

To follow in Figure 3 are the expressed aspirations contributed by the 50+ participants in this study.
### Aspirations of Māori Community in Waitakere 2017

(\textit{priorities from March hui included in blue})

<table>
<thead>
<tr>
<th>Theme</th>
<th>Aspiration</th>
<th>Dimensions and Considerations of aspirations</th>
</tr>
</thead>
</table>
| Leadership                   | Strategic positioning of Māori   | “Freedom to be Māori in my own community”  
                                 | Engagement at governance / leadership level  
                                 | Influence systemic change  
                                 | Honour the legacy of past leadership  
                                 | Kaumātua consulted, involved and respected  
                                 | Kaitiaki whānau have a significant role to play  
                                 | Promote positive leadership models (KKM & RI)  
                                 | Whakamana the leadership focal point of marae  
                                 | Enable Māori national and international representation (from Waitakere)  
                                 | Engagement with Māori based on reciprocity rather than transaction  
                                 | Improve Māori participation in decision-making |
| Sustainability and succession planning | Sustainability of leadership      | A Māori designed community strategy  
                                 | Strong leadership demonstrated to create a trust in credibility  
                                 | Shared leadership embraced  
                                 | Eldership enhanced  
                                 | Reciprocity seen and experienced  
                                 | Use our success journeys to guide  
                                 | Reinforce WA as a close knit, supportive and active Māori community  
                                 | Our champion women historically and present are visible  
                                 | Where wānanga – recognised as a leadership academy  
                                 | Enable our youth – invest in them as our future leaders  
                                 | Inclusivity of disability voice  
                                 | Work together with local organisations  
                                 | A robust data base and information sharing with whānau that breaks away from the silo-ed funding streams that divide us, make us protect our territory, guard our information and set |
| Education | Support young parents return into education  
Financial literacy for whānau is a priority  
Parents are able to be coached in how to actively support their children with their learning  
More cohesion and links with whānau Māori – a common kaupapa to achieve buy in  
Free training options for young people  
Increase whānau awareness of the benefits of being able to read, understand and use statistics and data  
Business acumen for marae development  
Stop the cycle of family violence via raising awareness  
More streamlined pathways into tertiary |
| Education is a priority for a better future for whānau |
| More Māori medium education options exist | Māori have the right to be educated in their own reo – te reo Māori is an asset in Waitākere  
Continue momentum of te reo Māori being used and visible (like Rotorua example)  
Reinstate the mana of school based marae  
Support expansion of Māori education – kohanga reo and Kura Kaupapa Māori, Puna Reo  
Expand knowledge assets of Te Kura Kaupapa Māori o Hoani Waititi Marae as tuakana, to grow other KKM (strengthen as a model school)  
Learn from Te Aho Matua as a philosophical base for whānau wellbeing  
Where Wānanga nurtures business and creative skills, rangatiratanga  
Sports Institute like Tu Toa – modelled on tikanga Māori perceptions of success  
More Māori models of health applied across the sector Education exists beyond the classroom – life-skills and natural environmental learning |
| Less Māori in Alternative Education | Increase non-Māori cultural competency  
Network support for Māori teachers  
Māori youth advocacy groups created in schools  
AE is able to facilitate options for student and not only used as the last resort  
Education resourcing to include equity with mainstream schooling |
<table>
<thead>
<tr>
<th>Capacity Building</th>
<th>Build our collective asset base and skills to assert rangatiratanga</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Push the Kaupapa Māori approach for wellbeing of communities</td>
</tr>
<tr>
<td></td>
<td>Kaumātua are equipped to contribute and act as advocates for whānau</td>
</tr>
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<td></td>
<td>Holistic approaches shared</td>
</tr>
<tr>
<td></td>
<td>More whānau involvement in community activities</td>
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<tr>
<td></td>
<td>Kaimahi and whānau work collaboratively</td>
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<tr>
<td></td>
<td>Opportunity for more Māori to participate in decision making</td>
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<td></td>
<td>More Māori to lead the building of capacity for Māori to participate in decision making</td>
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<tr>
<td></td>
<td>Whānau can read data, use data and understand data</td>
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<tr>
<td></td>
<td>Whānau have access to enhance technology and financial literacies</td>
</tr>
<tr>
<td></td>
<td>Youth access to business acumen to advance entrepreneurship</td>
</tr>
<tr>
<td></td>
<td>Whānau Plans – grow confidence in whānau to be supported and self sufficient</td>
</tr>
<tr>
<td></td>
<td>Create tuakana/teina learning opportunities in the arts</td>
</tr>
<tr>
<td></td>
<td>Raise awareness and education of women to lead change</td>
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<tr>
<td></td>
<td>Empower our wahine to reconnect with who they are—strengthen them to take steps to grow and take care of their own health and wellbeing</td>
</tr>
<tr>
<td></td>
<td>Disability sector can learn from Māori community about embracing diversity</td>
</tr>
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<td></td>
<td>Share the stories of successful journeys in our own networks</td>
</tr>
<tr>
<td></td>
<td>Utilise property assets to invest in labour creation and low level sustainable farming opportunities</td>
</tr>
<tr>
<td></td>
<td>Increase non-Māori cultural competency</td>
</tr>
<tr>
<td></td>
<td>Non-Māori take action to support kaitiakitanga</td>
</tr>
<tr>
<td></td>
<td>Support rangatahi development, health, education, cultural preservation</td>
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<tr>
<td></td>
<td>The partnering and resourcing of Māori NGO’s to develop and deliver services to Māori</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Places and Spaces</th>
<th>“Māori is as accessible as all things in a Pākeha world”</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Culturally rich spaces are visible where Māori can practice their culture in a positive and meaningful way – rongoa gardens</td>
</tr>
<tr>
<td></td>
<td>Keep creating Māori environs</td>
</tr>
</tbody>
</table>
| By Māori, as Māori | A hub for kaumātua social activities and interactions  
Social housing in and around marae  
Affordable home ownership  
Accommodation purpose built for young parents with support available from kaumatua presence  
Te Whai Oranga via sports and recreation  
A research Hub like Hopuhopu Endowment College in Tainui  
Enhanced connection to bush, sea and whenua  
Community kapa haka for children  
More engagement with Kura Kaupapa Māori  
KKM to be recognised as marae and te reo Māori resource hubs  
Opportunity with Te Atatu Marae development to bring community together  
Regular hui and access points for ‘tamariki turi’ (deaf young people) to learn about their cultural identity  
Play spaces for tamariki that reflect Māori environs (Atua Māori)  
More events that celebrate Māori kai, fun and positive activity  
Have local whānau feel a sense of belonging to the marae  
Papakainga development  
Affordable public transport options that are more accessible to all sectors of Māori, request for bus shelters/stops, proximate bus stops for marae |

<p>| Attachment B | Item 20 |</p>
<table>
<thead>
<tr>
<th>Item 20</th>
<th>A sports institution based on Māori values and principles</th>
</tr>
</thead>
<tbody>
<tr>
<td>Waitākere ki tua - An action plan in response to aspirations of west Auckland Māori</td>
<td>A shared kapa haka facility for all kapa haka</td>
</tr>
<tr>
<td></td>
<td>Growing our kōhanga reo and Puna reo</td>
</tr>
<tr>
<td></td>
<td>A space specifically for young people that belongs to them</td>
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<td></td>
<td>Creation of place of safety</td>
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<td></td>
<td>Facilitation of Whānau Plans for Māori to explore their potential and be supported to bring them to fruition</td>
</tr>
<tr>
<td></td>
<td>Recognise and resource those that are making a difference and doing the mahi in the community</td>
</tr>
<tr>
<td></td>
<td>Māori NGO’s to be resourced to undertake Māori engagement on Council’s behalf</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Attachment B</th>
<th>A collective voice to be able to respond quickly to issues impacting on whānau Māori</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>A Hub for Māori community, whānau and organisations with onsite brokers to services</td>
</tr>
<tr>
<td></td>
<td>More Māori owned and driven services</td>
</tr>
<tr>
<td></td>
<td>A Māori agency that supports the needs of tamariki primarily</td>
</tr>
<tr>
<td></td>
<td>Connectors – marae, local iwi, community organisations</td>
</tr>
<tr>
<td></td>
<td>Weave together and connect the pockets of good things happening to strengthen the voice of the Māori collective</td>
</tr>
<tr>
<td></td>
<td>A good connectivity between marae, local iwi, services and community organisations</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Kaupapa Māori – Ngā Taonga Tuku Iho</th>
<th>The Māori community is valued “Bring Māori to the main stage”</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Revitalise te reo me ōna tikanga</td>
</tr>
<tr>
<td></td>
<td>Use Kaupapa Māori tikanga approach as a flagship for whānau engagement</td>
</tr>
<tr>
<td></td>
<td>Te Ao Māori is leading the way for engaging the disenfranchised</td>
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<tr>
<td></td>
<td>We create the transformation ourselves – aspire to a state of independence</td>
</tr>
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<td></td>
<td>Address basic rights – good education, home ownership, safe to move around</td>
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<td></td>
<td>Resource levels to match the need</td>
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<td></td>
<td>Bilingual signage</td>
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<td></td>
<td>Cultural imagery – this brings respect and belonging</td>
</tr>
<tr>
<td></td>
<td>More Māori businesses supported locally</td>
</tr>
<tr>
<td></td>
<td>Māori businesses are Māori centric</td>
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<tr>
<td></td>
<td>Kura to be recognised as marae and centres of te reo Māori</td>
</tr>
<tr>
<td>Item 20</td>
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<td>-------------------</td>
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<tr>
<td><strong>Whakakotahitanga – an empowering value of unity</strong></td>
<td></td>
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<tr>
<td>Bring Māori together and celebrate Kelstontanga</td>
<td></td>
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<tr>
<td>Māori designed strategy to create transformation for ourselves</td>
<td></td>
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<tr>
<td>Re-establish a collective voice for Māori</td>
<td></td>
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<tr>
<td>Host a regular Kaupapa Māori event – wānanga issues and solutions, support a collective kaupapa</td>
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<tr>
<td>Develop a common vision and focus (eg) Raukura Aio</td>
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<tr>
<td>Coordinated approach to FVP</td>
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<tr>
<td>Kaitiaki whānau – need a common kaupapa to create cohesion</td>
<td></td>
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<tr>
<td>Rekindle the activity of women to be connectors</td>
<td></td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Tino Rangatiratanga</th>
</tr>
</thead>
<tbody>
<tr>
<td>“For Māori to walk with pride in their community and feel like they have a place and can exercise their aspirations as Māori”</td>
</tr>
<tr>
<td>A healthy and vibrant community</td>
</tr>
<tr>
<td>Mauirora</td>
</tr>
<tr>
<td>More opportunities to engage in Māori activities – connections, frequency and access to</td>
</tr>
<tr>
<td>Practice our culture in a meaningful way – increase confidence in our identity as Māori</td>
</tr>
<tr>
<td>Te Reo is valued – Rotorua example</td>
</tr>
<tr>
<td>Reconnect whānau to whenua / taiao</td>
</tr>
<tr>
<td>Create a Kaupapa Māori forum /collective/community Hub</td>
</tr>
<tr>
<td>Facility for Kapa Haka – elevate the benefits of Kapa Haka as a positive vehicle for whānau development</td>
</tr>
<tr>
<td>Equal access to resources</td>
</tr>
<tr>
<td>Create food gifting services and feed the homeless</td>
</tr>
<tr>
<td>Māori community gatherings and celebration</td>
</tr>
<tr>
<td>Create cooperatives of Māori owned initiatives</td>
</tr>
<tr>
<td>Whānau are in charge of their lives and have choices</td>
</tr>
<tr>
<td>Our Treaty partner understand our partnership</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Ngā Rangatira mō apōpō Youth are our leaders of tomorrow</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bring positive Māori youth activity to the centre</td>
</tr>
<tr>
<td>Embrace shared leadership</td>
</tr>
<tr>
<td>Enable a centre of social innovation with digital technology, state of the art facilities, youth voice, youth leadership and ownership (Ngā Kākano, Te Pou)</td>
</tr>
<tr>
<td>Create a palace for youth – to belong, believe, behave and be beautiful</td>
</tr>
</tbody>
</table>
More Māori faces to be visible
Youth and adults are proud to be Māori and able to be the best they can be. Put dreams into reality and contribute to the community.
Teach/learn the traditional arts, oratory skills, genealogy research, wānanga
Advance the importance of kaumātua in the development of youth
“Inspire one, inspire all” The voice of tāiohi to be heard and their identity respected. They know what they want
Outward Bound type activity for Māori youth
Job ready and employment

Once again in re-visiting the recommendations from the Mataawaka Report of 2014 there is a strong reiteration in the above table of examples that can be drawn upon to give life to particular recommendations;

Recommendation 8
Auckland Council, in partnership with West Auckland Māori, to engage in projects and programmes that increase Māori capability, employment opportunities and business investment in “Waitākere”

Recommendation 11
Auckland Council, in partnership with West Auckland Māori, to encourage, promote and support traditional Māori cultural lifestyles and values in planning and design.
Ka ora ai te Iwi
Engagement Tips
Participants were asked to give any tips to Council / Local Boards to achieve better engagement from a Māori community perspective. These provide some practical perspectives for Local Boards to consider and are followed by recommendations;

<table>
<thead>
<tr>
<th>Process – timeframes/ intent</th>
</tr>
</thead>
<tbody>
<tr>
<td>🔄 Who is engaging and why are they engaging</td>
</tr>
<tr>
<td>🔄 Māori need time to interpret policies and hui a response</td>
</tr>
<tr>
<td>🔄 Notice for hui is too short</td>
</tr>
<tr>
<td>🔄 More time for conversation</td>
</tr>
<tr>
<td>🔄 LG pre-determine outcome - back handed consent, try to herd the group think</td>
</tr>
<tr>
<td>🔄 Information that is current and provides relevant staff contacts for specific areas of enquiry</td>
</tr>
<tr>
<td>🔄 LB could host meetings at an organisational level and move around agencies to get a feel for each local community</td>
</tr>
<tr>
<td>🔄 Hold LB meetings on the marae - increase Māori engagement and interaction</td>
</tr>
<tr>
<td>🔄 There is only ever one hui - our decision making doesn’t work on tap like that.</td>
</tr>
</tbody>
</table>

**Recommendation:**
The process of consultation with Māori demonstrates Council’s intent first and foremost, and provides for different models of feedback.

<table>
<thead>
<tr>
<th>Expectations from Māori (including conduct of Council)</th>
</tr>
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<tbody>
<tr>
<td>🔄 Willingness from LCB to work with Māori needs to be evident</td>
</tr>
<tr>
<td>🔄 How can Māori see our aspirations in your plans unless we work on these collaboratively from the beginning of the process</td>
</tr>
<tr>
<td>🔄 Involve Māori from the design stages of any initiatives</td>
</tr>
<tr>
<td>🔄 Leadership and commitment required from the top</td>
</tr>
<tr>
<td>🔄 Observe what programmes are meeting the social needs and offering assistance for those suffering the impacts of poverty</td>
</tr>
<tr>
<td>🔄 Listen to the needs of the community, offering and creating programmes which may have an economic outcome (training), healthy lifestyle programmes at little or no cost.</td>
</tr>
</tbody>
</table>

**Recommendation:**
Co-design of any Local Board planning intended to benefit Māori community be formalised in consultation, policy and the process actioned.

| 🔄 Better engagement with Māori |
| 🔄 Cater for forum that are Māori led, not politically aligned - open and safe engagement without recourse |
| 🔄 Kia mana te kupu |
| 🔄 How effective to have non-Māori facilitating hui Māori? |
| 🔄 Take us seriously |
| 🔄 We need facts and don’t want to be patronised |
| 🔄 Do your homework |
| 🔄 Don’t treat us like we are dumb |
| 🔄 Two-way commitment |
| 🔄 Invest in us and let us determine what we need and how we deliver |

**Recommendation:**
Māori be afforded the respect as a Treaty partner and provided the space, time and relevant information to participate fully in LB plans when responding to the needs of Māori communities.
Strategic relationship building - provide opportunities
More relational & local contact - whanau lunch at the community centre
Build a trust that goes both ways to add value
Attend function and events to build relationships
Local Councillors need to be visible – face to face contact with people
Council need to be part of the doing- not just the resourcing
Personal touch - invites to engage
Support regular recovery hui for Māori quarterly
Annual focus group for “Whānau Sector”
Relationships on the ground
Hui on our marae - feel the mauri, experience and normalise this environment- don’t just visit for your own kaupapa.
Showcase your presence and interest by participating in high profile events like Waitangi celebrations
Grow better working relationships - reciprocity, commitment to support Māori community, earn credibility and integrity, prioritise Māori
Come visit us and learn about our positive outcomes.
Work alongside Māori in the community more
Support for ANZAC, Waitangi Day, Māori Language Week
Come and meet us halfway
Assign people who are connected

Recommendation:
Local Board members host a quarterly face to face informal social event with individuals from the Māori community - to hear up to date issues and activity first hand and build closer working relations. These are convened with the view to a more formal forum to discuss presenting priorities for LB and community. Initially the intent is to spend time in each other’s presence and build a rapport that will benefit both parties.

Participation /Participants
Talk to the decision makers - people that can make change and are able to demand action
Council and Māori to be clear about what they want from the relationship. Work collaboratively on one plan. Align and acknowledge the roles of existing services
AC tend to only recognise men / kaikōrero
Remove the restrictions for whānau that are disconnected, disaffected
Consult with the right people
Māori must be involved with new initiatives from the get go - project cycle track should have had kaumatua involvement to break the ground and use karakia

Recommendation:
Local Boards commit to include Māori community representatives in decision making through project design and deliverables directly and indirectly impacting Māori

- Rangatahi have a huge amount to contribute and should be consulted about issues locally
- Ask the kids what they want - don't ask adults
- Create safe forum to bring youth and children’s voice around safety in parks, on trains etc
- Prioritise “tamariki, mokopuna, taumātua, tātāmarikitanga”
- Deaf community need to have more than one representative present and must include their preferred interpreter
- Understand the realities of the lives of these young people - hear their stories
- Kura should be utilised to disseminate information to Māori community and whānau

Recommendation:
Local Boards employ a mechanism (community collaboration) to ensure the voice of young people (inclusive of disabled youth) and youth focussed solutions to community issues is heard.
Motivators to Participate

- Better Māori representation (create forum)
- Create MOU/MOA with Māori communities and honour this relationship
- Recognise Māori leadership and expertise who can help develop initiatives for Māori engagement and buy in
- Māori button on Council webpage for access to info about events and services
- Make funding processes less cumbersome
- LB funding - there is no Māori face to encourage participation from Māori. The whole culture of LB is Pākeha.
- Create central hubbing of services and a knowledge bank to be able to pathway people into appropriate support
- More info clinics - how to access information and be walked through Council processes for lay people to be able to get the info they need
- Promote our services to the community
- Prospects of employment through LB projects
- Access the resources allocated for Māori wellbeing and disseminate

Recommendation:
Māori are visible, have access to information and appropriate supports, are resourced and recognised as active participants in communities across West Auckland.
Māori leadership is engaged on a formal and frequent occasion to monitor and support the LB performance of responsiveness to Māori.

Language/Council Speak/Communication and Cultural Understanding

- A language disconnect exists with council ‘speak’ that is put out in literature
- Don’t expect that whānau know how to access information
- Confusion to understand the structure and roles in Ak Council
- Front up with all the necessary info
- Provide interpreters for all Council forum for Deaf to participate fully
- Text is the best communication medium for Deaf community
- The Whau LB are good at ensuring an interpreter is engaged for public meetings
- Up the communication - door knocking is a person touch
- Need to listen

Recommendation:
All Council communication to local Māori communities must have Māori input and ensure the critique from Māori community leadership prior to dissemination.

- What does responsiveness to Māori mean to LB?
- Campaign te mana o te reo Māori
- LB members to have minimal cultural competencies to meet around understanding tikanga Māori - training around systemic change
- Waka Anga Mua to support LB for marae meetings with tikanga prep
- Start with the basics like learning te reo
- Give spirit for Māori inclusivity
- LB members to know iwi histories
- Minimal te reo compulsory qualification

Recommendation:
Local Board commit to increasing their Māori cultural competency.
<table>
<thead>
<tr>
<th>Accountability</th>
</tr>
</thead>
<tbody>
<tr>
<td>☑ Joint agreement that states reciprocal roles and benefits</td>
</tr>
<tr>
<td>☑ Reduce the distance that has been created between council and community</td>
</tr>
<tr>
<td>☑ Look at consultation docs in the past - what hasn’t been actioned</td>
</tr>
<tr>
<td>☑ The process of consultation is not working</td>
</tr>
<tr>
<td>☑ 50 yrs waiting for marae to be approved</td>
</tr>
<tr>
<td>☑ Stop moving the goal posts.</td>
</tr>
<tr>
<td>☑ Acknowledge the good work and resource that places like Corbans offer</td>
</tr>
<tr>
<td>☑ We need to see some accountability from the LBs - audit of responsiveness to the aspirations outlined in the IMSB Māori Plan - how does your decision-making stack up</td>
</tr>
<tr>
<td>☑ How are resources used and returned? Waipareira can illustrate that for every $1 spent, the return is $1.80. Why is LB not able to provide this kind of information?</td>
</tr>
<tr>
<td>☑ Only 3/52 advanced from the Community planning exercise in Rānui</td>
</tr>
<tr>
<td>☑ PTS has been positive but Council still want more input for less resourcing</td>
</tr>
<tr>
<td>☑ Fix roading and signage for marae</td>
</tr>
</tbody>
</table>

**Recommendation:**

Local Boards will *regularly face Māori community at the flax roots to participate in strength based dialogue, rather than in crisis times, or for the sole purposes of LB agenda.*
### Fig 4: Aspirations in Action against ECA Framework

<table>
<thead>
<tr>
<th>Theme</th>
<th>Priorities</th>
<th>Build Community capability to do things for themselves</th>
<th>Develop and support community-led placemaking initiatives</th>
<th>Respond to Māori community aspirations in a practical way</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Leadership</strong></td>
<td>Strategic positioning as Māori</td>
<td>✐ Promote positive leadership/whānau development models (Kura Kaupapa Māori, Restorative Justice, Māori netball)</td>
<td>✐ Whakamana marae as the focal point for development of Māori communities</td>
<td>✐ Engage at governance / leadership level</td>
</tr>
<tr>
<td></td>
<td></td>
<td>✐ Enable Māori national and international representation (from Waitākere)</td>
<td>✐ Honour the legacy of past leadership</td>
<td>✐ Influence systemic change</td>
</tr>
<tr>
<td></td>
<td></td>
<td>✐ Kaitiaki whānau have a significant role to play</td>
<td>✐ Consult, involve and respect Kaumātua input</td>
<td>✐ Honour the legacy of past leadership</td>
</tr>
<tr>
<td><strong>Succession planning</strong></td>
<td>✐ Sustainability of leadership</td>
<td>✐ A Māori designed community strategy</td>
<td>✐ Use our Māori community success journeys to guide future actions</td>
<td>✐ Engage with Māori based on reciprocity rather than transaction</td>
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<td>✐ Strong leadership demonstrated to create a trust in credibility</td>
<td>✐ Strong leadership demonstrated to create a trust in credibility</td>
<td>✐ Our champion women historically and present are visible</td>
<td>✐ Improve Māori participation in decision-making</td>
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<td></td>
<td>✐ Work together with local organisations</td>
<td>✐ Work together with local organisations</td>
<td>✐ Whare wānanga – recognised as a leadership academy</td>
<td>✐ Improve Māori participation in decision-making</td>
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<td>✐ Reinforce WA as a close knit, supportive and active Māori community</td>
<td>✐ Reinforce WA as a close knit, supportive and active Māori community</td>
<td>✐ Reciprocity seen and experienced</td>
<td>✐ Improve Māori participation in decision-making</td>
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<tr>
<td>Theme</td>
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<td>Build Community capability to do things for themselves</td>
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<td>Education</td>
<td>Education is a priority for a better future for whānau</td>
<td>- Support young parents return into education</td>
<td>- Free training options for young people</td>
<td>- Increase access to continuing education for whānau</td>
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<td>- Financial literacy for whānau is a priority</td>
<td>- More streamlined pathways into tertiary</td>
<td>- Stop the cycle of family violence via raising awareness</td>
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<td>- Parents are able to be coached in how to actively support their children with their learning</td>
<td>- More cohesion and links with whānau Māori – a common kaupapa to achieve buy in</td>
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<td>- Business acumen for marae development</td>
<td>- Increase whānau awareness of the benefits of being able to read, understand and use statistics and data</td>
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<td>- Increase whānau awareness of the benefits of being able to read, understand and use statistics and data</td>
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<td>More Māori medium education</td>
<td>Education exists beyond the classroom – life-skills and natural environmental learning</td>
<td>- Māori have the right to be educated in their own reo – te reo Māori is an asset in Waitākere</td>
<td>- Support expansion of Māori education – kōhanga reo and Kura Kaupapa Māori, Puna Reo</td>
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<td>options exist</td>
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<td>- More Māori models of health applied across the sector</td>
<td>- Learn from Te Aho Matua as a philosophical base for whānau wellbeing</td>
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<td>- Continue momentum of te reo Māori being used and visible (like Rotorua example)</td>
<td>- Develop Sports Institute like Tu Toa – modelled on tikanga Māori perceptions of success</td>
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<td>- Whare Wānanga nurtures business and creative skills, rangatiratanga</td>
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<td>- Reinstate the mana of school</td>
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### Waitakere Ki tua - An action plan in response to aspirations of west Auckland Māori

#### Theme: Capacity Building

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<tr>
<th>Priorities</th>
<th>Build Community capability to do things for themselves</th>
<th>Develop and support community-led placemaking initiatives</th>
<th>Respond to Māori community aspirations in a practical way</th>
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<tbody>
<tr>
<td>Build our collective asset base and skills to assert rangatiratanga</td>
<td>More Māori to lead the building of capacity for Māori to participate in decision making</td>
<td>More whenau involvement in community activities</td>
<td>Push the Kaupapa Māori approach for wellbeing of communities</td>
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<td>Kaumātua are equipped to contribute and act as advocates for whenau</td>
<td>Create tuakana/mea learning opportunities in the arts</td>
<td>Provide the opportunity for more Māori to participate in decision making</td>
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<td>Whānau can read data, use data and understand data</td>
<td>Holistic approaches shared</td>
<td>Increase whenau access to enhance technology and financial literacies</td>
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<td>Whānau Plans – grow confidence in whenau to be supported and self sufficient</td>
<td>Utilise property assets to invest in labour creation and low level sustainable farming opportunities</td>
<td>Create youth access to business acumen to advance entrepreneurship</td>
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<td>Raise awareness and education of women to lead change</td>
<td>Non-Māori take action to support kaitiakitanga</td>
<td>Increase non-Māori cultural competency</td>
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<td>Disability sector can learn from Māori community about embracing diversity</td>
<td>The partnering and resourcing of Māori NGO’s to develop and deliver services to Māori</td>
<td>Support rangatahi development, health, education, cultural preservation</td>
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<td>Limit the restrictions for whenau who are disconnected</td>
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and disaffected
- Kaimahi and whānau work collaboratively
- Share the stories of successful journeys in our own networks
- Empower our wahine to reconnect with who they are, strengthen them to take steps to grow and take care of their own health and wellbeing

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<tbody>
<tr>
<td>Places and Spaces</td>
<td>“Māori is as accessible as all things in a Pākeha world”</td>
<td>A research Hub like Hopuhopu Endowment College in Tainui</td>
<td>Culturally rich spaces are visible where Māori can practice their culture in a positive and meaningful way – rongoa gardens</td>
<td>Keep creating Māori environs</td>
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<td>Enhanced connection to bush, sea and whenua</td>
<td>A hub for kaumatua social activities and interactions</td>
<td>Look into affordable home ownership</td>
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<td>Te Whai Oranga via sports and recreation</td>
<td>Accommodation purpose built for young parents with support available from kaumatua presence</td>
<td>Support social housing in and around marae</td>
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<td>Have local whānau feel a sense of belonging to the marae</td>
<td>Community kapa haka for children</td>
<td>Do more engagement with Kura Kaupapa Māori</td>
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<td>Regular hui and access points for ‘tamariki turi’ (deaf young people) to learn about their cultural identity</td>
<td>Opportunity with Te Atatu Marae development to bring community together</td>
<td>Recognise KKM as marae and te reo Māori resource hubs</td>
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<td>Play spaces for tamariki that reflect Māori environs (Atua Māori)</td>
<td>Support events that celebrate Māori kai, fun and positive activity</td>
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<td>Papakainga development</td>
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<td>Affordable public transport options that are more accessible to all sectors of Māori, request for bus shelters/ stops, proximate bus</td>
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<td>By Māori as Māori</td>
<td>Growing our kōhanga reo and Puna reo</td>
<td>Revitalise marae as central point of development</td>
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<td>Spaces to embrace wahinetanga</td>
<td>Culturally safe birthing options for Māori women</td>
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<td>Facilitation of Whānau Plans for Māori to explore their potential and be supported to bring them to fruition</td>
<td>A sports institution based on Māori values and principles</td>
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<td>A shared kapa haka facility for all kapa haka — elevate the benefits of Kapa Haka as a positive vehicle for whānau development</td>
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<td>Teach iwi histories to enhance a sense of belonging with marae</td>
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<td>Develop accommodation facilities for kaumātua</td>
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<td>Grow more Māori owned enterprises for kai and innovation — options for Māori to support Māori</td>
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<td>Support a space specifically for young people that belongs to them</td>
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<td>Create places of safety</td>
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<td>Reclaim the Māori name for Massey</td>
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<td>Reinstate the marae at GBHS</td>
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<td>Open Ruamoko</td>
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<td>Recognise and resource those that are making a difference and doing the mahi in the community</td>
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<td>Resource Māori NGO’s to undertake Māori engagement on Council’s behalf</td>
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<td>Provide a Hub for Māori community, whānau and organisations with onsite brokers to services</td>
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<td>A collective voice to be able to respond quickly to issues impacting on whānau Māori</td>
<td>More Māori owned and driven services</td>
<td>A Māori agency that supports the needs of tamariki primarily</td>
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<td>A good connectivity between marae, local iwi, services and community organisations</td>
<td>Weave together and connect the pockets of good things happening to strengthen the voice of the Māori collective</td>
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<td>Connectors – marae, local iwi, community organisations</td>
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<td>Theme</td>
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| Kaupapa Māori – Ngā Taonga Tuku Iho | The Māori community is valued
“Bring Māori to the main stage” | ✔️ We create the transformation of ourselves – aspire to a state of independence
✔️ Use Kaupapa Māori tikanga approach as a flagship for whānau engagement
✔️ Address basic rights – good education, home ownership, safe to move around
✔️ Māori businesses are Māori centric | ✔️ Revitalise te reo me ona tikanga
✔️ Te Ao Māori is leading the way for engaging the disenfranchised
✔️ Bring Māori together and celebrate Kelston Tanga | ✔️ Resource levels to match the need
✔️ Promote bilingual signage
✔️ Assert cultural imagery – this brings respect and belonging
✔️ Support more Māori businesses locally
✔️ Recognise Kura Kaupapa as marae and centres of te reo Māori |
| Whakalakitātanga – an empowering value of unity | Māori designed strategy to create transformation for ourselves
Rekindle the activity of women to be connectors | ✔️ Re-establish a collective voice for Māori
Host a regular Kaupapa Māori event – wānanga issues and solutions, support a collective kaupapa
Kaitiaki whānau – need a common kaupapa to create cohesion | ✔️ Develop a common vision and focus (eg) Raukura Aio
✔️ Advocate coordinated approach to FVP |
| Tino Rangatiratanga “For Māori to walk with pride in their community and feel like they have a place and can exercise their aspirations as Māori” | ✔️ Reconnect whānau to whenua / talao
✔️ Whānau are in charge of their lives and have choices
Practice our culture in a meaningful way – increase confidence in our identity as Māori | ✔️ A healthy and vibrant community
Mauriora
Create a Kaupapa Māori forum /collective/community Hub
Māori community gatherings and celebration
Create cooperatives of Māori owned initiatives
Create food gifting services and | ✔️ Initiate more opportunities to engage in Māori activities – connections, frequency and access to
✔️ Champion the value of Te Reo Māori – Rotorua example
✔️ Apply equal access to resources
✔️ Understand the Treaty |
**Summary of Aspirations**

This study has revealed and put forward an amazing array of aspirations to create a “better future for Māori in Waitākere”. It is the writer’s opinion that the exercise of prioritising these should be returned to the community to decipher. It has been deliberate to present the feedback from Māori voices as recorded rather than summarised. It is the intent of this project to ensure the Local Boards read, hear and feel the voice and expressions from this community to assist the process of developing a responsiveness plan for Māori in each of the Board catchment areas of responsibility.

Not all of the initiatives espoused are the responsibility of Local Boards. Some are definitely Māori community initiatives that will sit within the community to develop. These will require some assistance and partnership with Local Boards to activate - at the determination of Māori. Local Boards want to gain some ground immediately through tangible actions and demonstrate commitment to hearing the needs of Māori community. The ECA framework column above that refers to responding in a practical way provides substantial guidance. What follows is additional advice from participants when prompted with the question, ‘what will it take to achieve these aspirations?’
What will it take to achieve Aspirations?

Good will from Māori entities and collective drive
Tap into the existing skill sets as mentors.

Access funding.
Collaboration to achieve sustainability.

Realise a shared vision and values. A strong community of Māori women exists to be able to initiate and drive kaupapa.
Local body promotion of KKM o HW profile

Access RJ training to build their knowledge and provide a platform where they can share their experience and be valued
Māori market is a proactive model

Māori co-design group exists to advocate, influence change and challenge systems
Youth are exposed to LB decision making

Maximise access for Māori to information and resources (eg) Suicide prevention hui lead by Māori
More wānanga opportunities needed

Access for ahikā to learn business acumen
LB awareness of Māori world view and experiences

LB involvement in forum
To be informed about what our community representatives are up against so that we can support them
Instil the values at kohanga and kura age that will set tamariki up and pathway their positive futures – belief, self-esteem, drive, goal setting, attitude to succeed
Leadership and community interest at the heart

Actively supporting – governance commitment and allied partnerships.
Listen to the broad spectrum of Māori voices.

Support the provision with free spaces
Youth need to be provided with tasters and tautoko.

Connect the learning in schools to recognise other forms of participation young people are involved with in their communities

Ngati Whātua endorsement required for the marae to progress.
Hui a rohe

Third party one to one support from foundation to certificate and onwards required

Research and thought leadership
Next generation groomed and mentored to step into roles to learn and progress kaupapa
Focus on preventable instead of crisis. Move from problem focused resources.

Provide whānau a place to have a “wairua break”
Work together as the Māori community as a long term commitment. Resource FVP dedicated teams – name it, allocate resource to it.

WA Principals Association has access to rich information at a local level
LB resourcing of kapa haka – opportunity for LB to learn in and around kapa haka themselves

Support of MOH, MSD and MOE to trial this initiative. Provide the resource for a house, salaries and outfitting
An investment directly into Māori communities will save money in the area of social development in the long term. Safe streets, productive generation, emphasis on education pathways.

Valuing and taking responsibility by seeking Māori direction on "how can we compliment and learn to support?"
Community activation

A more cohesive Māori voice. Strategise to get more Māori on board where decision making about resource happens.

Support Māori community initiatives – co-creation of community events, provision of spaces, access funding, negotiation of resources.

Hui to set a vision – this is where we need help.

Provision of support to integrate Māori approaches to recovery.

Obtain Drug Court buy in at a local level.

Individuals strategically placed in their mahi as points of contact for whānau in boards and on committees as well. Keep the communication up and relative to the needs.

Pooling the networks and access the resource to make it happen.

Reclaim the Māori name for the area.

Hire people who know the community and have relationships and networks.

Maximise the work that the Youth Council in the Whau are doing to identify youth-friendly employers and match with potential employees. Create a pool of willing adults to give support and mentor young people into mahi.

Continue to survey our own community about what’s important, opportunities to connect and celebrate, get together and to know each other.

Leadership and buy in from whānau.

We need someone to champion collaboration

A high level of commitment from CEOs and Senior Management to share spaces, time and information.

Whānau involvement.

Creative thinking and stakeholder buy in based on overarching vision for Waitakere community.

Better opportunities and incentive to get into work and return to the workforce – trades and training.

Resource a KM event to come together.

Resource a space, personnel and overheads to maintain that space.

Some transport to take them on weekly excursions to our native resources. A working group to come together to achieve this, with community, LB and business co-sponsorship.

More activities and opportunities on a small scale to grow the interest. Resourcing – minimal investment for maximum benefit. Making this available through existing community facilities.

Kaumātua leadership around tikanga. Wānanga for weaving and carving etc can be held at Ruamoko in the future.

Wānanga.

Leadership in cultural responsiveness – more accountability.

Work with teacher capabilities.

Institutional racism addressed.

Early intervention and input from stakeholders required.

Working group for intermediate age formed.

Look after our kaumatua and value their knowledge and wisdom. We need champions in the area.

Valuing and positioning of Māori cultural values within their practice.

Find out from people involved what their true needs are, not what they think you need.

Making ourselves known to each other, having insights into each other’s areas of expertise, sharing experience and knowledge.

Navigate and encourage a collaborative approach whether Māori org or not – common kaupapa.

 Brave Councillors to back these proposals and encourage them.

Continue to work as Māori.
Recommendations

Leadership

- Local Boards (LB) build rapport with Māori community leaders through increased interaction with key stakeholders, recognition of kaumātua and participation in hui Māori
- LB meet quarterly with identified Māori community stakeholders
- LB provide opportunities for youth leadership to be strengthened through development of a Rangatahi Plan, exposure to decision making forum, and involvement of youth leader representation beyond school student population

Education

- Local Boards lend their voice to the increased demand for Māori medium education in Waitakere
- Western Local Boards return to discussions for establishment of Whare Wānanga at Hoani Waititi Marae
- Waitakere and Henderson-Massey Local Boards collaborate with Te Kura Kaupapa Māori o Hoani Waititi Marae and Te Kura Kaupapa o Kotuku to support their strategic plan goals where relevant and appropriate
- Local Boards work with communities to continue to advocate implementation of Stop Family Violence programmes in early education – Primary School level
- Communities of Practice are utilised as vehicles for community to collaborate with to promote forum for engaging parents to learn how best to support their children in their learning
- Alternative Education where a concentrated Māori community is represented are recognised and provided support from other relevant agencies
- A feasibility study for the development of a Sports Institute based on Māori models of wellbeing is initiated through a partnership between sports organisations, tertiary institutes, Māori community and Council

Capacity Building

- LB develop a strategy to increase Māori contribution to decision making
- Hui for the Māori community is resourced to further develop the delivery of services to Māori
- Training and development in Kaupapa Māori is undertaken by Local Boards with a commitment to increase cultural competency
- LB partner with Waipareira Research Unit (Wai-Research) to collaborate and produce robust research as Māori, for Māori benefit
- Assistance is made available for programmes designed to increase whānau awareness and participation

Places and Spaces

- An investment in the development of Māori spaces is a priority
  - Whare Wānanga
  - Resource hub / whānau space
Item 20

- Papakāinga
- Kaumātua social space
- Kapa Haka facility
- Young parents accommodation
- Māori birthing provision
- Māori rehabilitation space

LB drive the increase of Māori business in Waitākere
LB aid the future development of Kohanga and Puna Reo – Resource consent, compliance, licensing, facilities
A Kaupapa Māori playground space is developed and resourced in partnership with KKM, Kōhanga/Puna Reo

Kaupapa Māori

- Te Reo Māori is realised and those able to share this taonga/expertise are valued and resourced to do so in Waitākere
- LB provide property development resourcing for Hoani Waititi and Te Piringatahi o Ngā Maungarongo Marae as cultural community bases, to be fit for purpose, host more wānanga, employ more expertise and grow the community capacity in te reo me ōna tikanga
- A subsidised scheme with the Trusts is explored, for sports clubs to decrease costs of participation
- Hui for Māori community to address the reinstatement of the marae at Green Bay High School is facilitated
- Universal disability sector inclusion strategies are employed by LBs and communities

Summary

The recommendations bring together a range of areas that encompass a number of perceived benefits to the Māori community and to the task of developing the Responsiveness to Māori Plan for Local Boards.

There remains a gap in the voice of taiohi Māori in this report, however those working with youth have advocated some solutions to bring their voice to the centre moving forward.

The economic development insights too have not been realised at Local Board level. Potentially with ATEED working alongside the Community Empowerment Unit, and the IMSB recalibration of data, access to more detail about Māori populations at a Local Board level will be forthcoming.

Strategic Brokers, Community Empowerment Unit, RIMU staff, IMSB and ATEED contacts have been most cooperative and supportive in trying to access relevant information for this study.
Asset Map of Māori Community in Waitākere

This exercise has been requested by the Local Boards to assist with identifying key stakeholders and the strengths that exist within the Māori communities. They are grouped under the same indicators of wellbeing as the Māori Report for Tamaki Makaurau16.

Whanaungatanga
- Hoari Waititi Marae - pan-tribal, hui Māori, education focused
- Te Whānau o Waipareira Trust - advocate for whānau Māori needs, resourcing and provision of services
- Kapa Haka tradition and availability
- Creative Industries - arts, dance, film production, theatre
- High youth population
- Presence of Te Roopu Kaumātua

Manakitanga
- Strong numbers of te reo Māori speakers
- 2 Kura Kaupapa Māori and 10 Kohanga /Puna Reo, 2 Whāre wānanga operating
- 2 big Māori health providers utilising a Kaupapa Māori approach to oranga whānau
- Long term ambassador organisations promoting community wellbeing and safety
- Māori centric specialist services/programmes

Rangatiratanga
- A history of strong Māori leadership and community action
- Mana Whenua are known, accessible and active
- Waipareira (Wa i Whānau) is the largest employer of Māori and leadership development
- Wai Research brings another level of intellectual grunt to the Māori community of Waitākere
- Mataranga Māori - raranga, mau rakau, te reo, rongoa,
- Māori Sports entities - Māori Touch, Māori Netball, Māori Rugby, Waka Ama, Wha re Tu Taua

Wainuatanga
- 2 marae, 2 under development
- Rongo Māori practitioners - mirimiri, natural medicinal and spiritual healing
- P2 Harakeke sites supporting weavers
- Pou whenua - bringing iwi histories and significant heritage sites to notice

Kaitiakitanga
- Native bush (Waitākere Ranges), beaches, waterways, flora and fauna
- Mana whenua presence and collaboration with kaitiakitanga initiatives (PTS partnership)
- SMEs in the creative industries
- A kaitiaki whānau population of pioneer whānau Māori that are 4th generation residents in Waitākere

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### Interview Participants

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<th>Anupama (Anu) Wijesundra</th>
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<td>Arihia Waenga</td>
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<td>Ariha Te Namu</td>
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<td>Briar Collard</td>
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<td>Cheyenne Ruta</td>
<td>Cecily Mantel</td>
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<td>Cinnamon Whitlock</td>
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<tr>
<td>David Tanenui</td>
<td>Dame June Mariu</td>
</tr>
<tr>
<td>Diana Nenu</td>
<td>Dannielle Tahuri</td>
</tr>
<tr>
<td>Erena Barret</td>
<td></td>
</tr>
<tr>
<td>Ereti Brown</td>
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</tr>
<tr>
<td>Gay Rapana</td>
<td>Gai Bishop</td>
</tr>
<tr>
<td>Greg Noda</td>
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</tr>
<tr>
<td>Helen Peke</td>
<td>Hinemoa Key</td>
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<tr>
<td>Hinekura Smith</td>
<td>Huia Busby</td>
</tr>
<tr>
<td>Jacqui Puriri-Kaitapu</td>
<td>Jo Noema</td>
</tr>
<tr>
<td>Josh Koko</td>
<td>Junior Atua-Tavai</td>
</tr>
<tr>
<td>Kayla Gukiubau</td>
<td>Jack and Evelyn Taumaunu</td>
</tr>
<tr>
<td>Kelston Māori Community Network</td>
<td>Laurel Belworthy</td>
</tr>
<tr>
<td>Lorraine Symonds</td>
<td>Leonie Black</td>
</tr>
<tr>
<td>Mandy Patmore</td>
<td>Melenaite Aroha</td>
</tr>
<tr>
<td>Māori Stakeholders Hui - Health</td>
<td>Micheal Wi</td>
</tr>
<tr>
<td>Mason Ngawhika</td>
<td>Miriam Scanlan</td>
</tr>
<tr>
<td>Mere Tunks</td>
<td>Moana Cook</td>
</tr>
<tr>
<td>Natalia Kaihau</td>
<td></td>
</tr>
<tr>
<td>Ngaire Harris</td>
<td></td>
</tr>
<tr>
<td>Ngaroimata Reid</td>
<td>Ngarino Jerry-Stowers</td>
</tr>
<tr>
<td>Novi Marikena</td>
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</tr>
<tr>
<td>Paora Sharples</td>
<td>Parehuia Nepe</td>
</tr>
<tr>
<td>Rosie Abbott</td>
<td>Rikau Karepa</td>
</tr>
<tr>
<td>Shane White</td>
<td>Riki Bennett</td>
</tr>
<tr>
<td>Theresa Kristy</td>
<td>Rocky Tahuri</td>
</tr>
<tr>
<td>Tiaria Fletcher</td>
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<td>Tom Harris</td>
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<tr>
<td>Tracey Pirini</td>
<td>Scott Samson</td>
</tr>
<tr>
<td>Trevor Diamond</td>
<td>Tia Reihana</td>
</tr>
<tr>
<td>Ursula Thynne</td>
<td>Tuini Hakaraia</td>
</tr>
<tr>
<td>Venus Rangi</td>
<td></td>
</tr>
<tr>
<td>Vikki Ham</td>
<td></td>
</tr>
<tr>
<td>Wimutu To Whiu</td>
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</tr>
<tr>
<td>Wiremu Mato</td>
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</table>

#### Council Staff

<table>
<thead>
<tr>
<th>Edwina Merito</th>
<th>Pepe Sapulu-Reweti</th>
</tr>
</thead>
<tbody>
<tr>
<td>Manu Joyce</td>
<td></td>
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</table>
References


Auckland Council, Minutes of Hui held 18 April 2017


School statistics extracted from mapping produced by Dr.Raroa – Healthy Families – Sport Waitakere

Statistics NZ Data all retrieved from: www.stats.govt.nz/census

-2013 Census of Population and Dwellings Ethnicity (Level 3) by Age (5-yr groups) Original source ref; Statistics NZ JOB-04540, Table 4
- Maori by MB 3 Western Local Boards excel file extracted from Census NZ website via RIMU
-2013 Census of Population and Dwellings. Ref Number: JOB-04913
- www.censusauckland.co.nz/census-area-unit-view/ - interactive map


14 March 2017 Māori Communities Strategic Planning Hui – Record of Meeting (Auckland Council)
Waitakere Alternative Education Consortium – document of facts


www.ero.govt.nz Review Reports
Te take mō te pūrongo

Purpose of the report

1. To respond to requests on transport-related matters, provide an update on the current status of the Local Board Transport Capital Fund (LBTCF), provide a summary of consultation material sent to the board and provide transport related information on matters of specific application and interest to the Whau Local Board and its community.

Whakarāpopototanga matua

Executive summary

2. In particular, this report:
   - recommends an allocation of funding to progress Avondale paver replacement and streetscape items based upon a rough order of costs provided in response to local board resolution
   - provides quarterly report material covering Auckland Transport’s activities over the September to December 2018 period
   - notes consultation information sent to the Board for feedback and decisions of the Traffic Control Committee as they affect the Board area.

Ngā tūtohunga

Recommendation/s

That the Whau Local Board:

a) receive Auckland Transport's update for March 2019.

b) allocate $1,959,047 from their Local Board Capital Fund for
   i) replacement of the clay pavers in Avondale Town Centre with exposed aggregate concrete, including continuity to allow for risks associated with underground services
   ii) delivery of associated street furniture replacements and any additional streetscape improvements in the Avondale Town Centre that can be accommodated within the remainder of that allocation
   iii) noting the need progress i) and ii) whilst giving consideration to collaboration and alignment with projects being planned and progressed by Panuku Development Auckland, Auckland Council’s Service Planning and Integration team, and investigations by Auckland Transport’s Integrated Corridor Delivery Team.

Horopaki

Context

3. This report updates the board on Auckland Transport (AT) projects and operations in the local board area, it updates the board on their advocacy and consultations, and includes information on the status of the Local Board Transport Capital Fund.
4. Auckland Transport is responsible for all of Auckland’s transport services, excluding state highways. We report on a monthly basis to local boards, as set out in our Local Board Engagement Plan. This monthly reporting commitment acknowledges the important engagement role local boards play within the governance of Auckland on behalf of their local communities.

Tataritanga me ngā tohutohu
Analysis and advice

5. The Local Board Transport Capital Fund (LBTCF) is a capital budget provided to all local boards by Auckland Council and delivered by Auckland Transport. Local boards can use this fund to deliver transport infrastructure projects that they believe are important but are not part of Auckland Transport’s work programme. Projects must also:

- be safe
- not impede network efficiency
- be in the road corridor (although projects running through parks can be considered if there is a transport outcome).

6. The Whau Local Board’s funding allocation under the LBTCF was $5,160,346 for the current political term which includes the 19/20 budget. The remaining budget left to allocate is $1,959,047. Below table demonstrates the current status of the fund and projects:

<table>
<thead>
<tr>
<th>Whau Local Board Transport Capital Fund Financial Summary</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Funds Available in current political term</td>
</tr>
<tr>
<td>Amount committed to date on projects approved for design and/or construction</td>
</tr>
<tr>
<td>Remaining Budget left</td>
</tr>
</tbody>
</table>

Response to Resolution WH/2018/109 – Rough Order of Costs for upgrade of pavers in Great North Road, Avondale

7. On 24 June 2018, the Whau Local Board Resolution requested Auckland Transport investigate and provide advice on a number of projects, including “Improvements to Avondale town centre’s streetscape” (Resolution number WH/2018/73)

8. The Local Board made a second resolution on 24 October, that Auckland Transport “prepare a Rough Order of Cost for renewal and replacement of the Avondale town centre footpath pavers and streetscape items on the main road (Great North Road) as part of an overall streetscape improvement project”. (Resolution number WH/2018/109)

9. There are approximately 3500 m² of clay pavers within the Avondale precinct. The Local Board requested a rough order of costs for replacement of these pavers and also identified a desire for consideration of wider streetscapes improvement opportunities aligned with other projects.

10. There have been a number of reports of safety issues associated with slippery clay pavers in Avondale, as has been the case in other parts of Auckland. Testing of the Avondale pavers coefficient of friction or "slipperiness" was carried out in 2016, and while most areas in the town centre showed that pavers were generally above the minimum standard, this is not consistent with anecdotal evidence of ongoing issues with slipperiness which have regularly come to the attention of the board.

11. Further testing on the Avondale pavers is to take place in March 2019 and one of the options is a paver treatment which has shown to be effective in reducing slipperiness in many cases.
Associated Avondale projects

12. Panuku has identified Avondale as an area of major opportunity and they plan to revitalise and intensify Avondale over the next 15 years. Town centre works will improve public spaces and connections, but the detail of such projects is not yet known. Future Panuku streetscape upgrade activities will positively contribute to the overall town centre improvements.

13. An Integrated Corridor Delivery Programme seeks to provide better travel choice by delivering improved bus, walking and cycling options on 11 of Auckland’s Transport corridors. The programme will seek to improve the street environments to make them safe and more attractive and will be delivered over 2-10 years. The Integrated Corridor Delivery team are expected to have confirmed the needs and requirements of Great North Road within the next 12 months. The team provided the Whau Local Board with a programme introduction and overview in November 2018 and are expected to provide an update in April/May 2019. It is not anticipated that any capital works will occur within the next 3 years.

14. There is an expectation that, alongside the Avondale Unlock project and other major projects in Avondale, there will be significant streetscape improvements in the town centre. Panuku is leading these improvements in Crayford Street West but is not expected to lead any such improvements in this particular section of Great North Road. This presents an opportunity to make future improvements in addition to the replacement of pavers.

Options for allocation of Local Board Transport Capital Fund

15. Three options have been considered in response to this request. It is noted that the areas of footpath on the west side of Great North Road adjacent to the Avondale Central (Bai) site and the properties at 1971-1987 Great North Road which has been identified as the proposed site for the new multipurpose facility are excluded from the following options.

16. **Option 1** – an interim solution which could be effective in addressing the immediate safety concerns associated with the pavers would be to waterblast off the top coating and re-sand the pavers. This would avoid any risks associated with construction occurring that may not align with future development of plans for Great North Road as part of the Integrated Corridor Delivery Programme. It would not address any of the Local Board’s concerns around the need for streetscape improvement in the Avondale town centre. The expected cost of this option is $220,000.

17. **Option 2** – Auckland Transport have provided a rough order of costs for replacement of all pavers with an exposed aggregate concrete. This option would address the local board’s request for replacement of the pavers but would not cover the reinstatement or replacement of any street furniture or any other streetscape improvements, and nor would it allow contingency or management of risks associated with underground services. The expected cost of this option is $650,000.

18. **Option 3** – In order to deliver streetscape improvements to the Avondale Town Centre as part of this activity. A larger capital allocation from the Local Board would enable not only the replacement of pavers with exposed aggregate concrete but also the replacement and potential upgrade of street furniture and possible other improvements to amenity – noting that further advice would need to be developed around any such potential improvements in collaboration with the team leading the development of the future Avondale multipurpose centre, Panuku and the Auckland Transport Integrated Corridors Delivery Team. It would also address issues around risk and contingency. This is the preferred option, and it is recommended that the board allocate $1,959,047, being the remainder of its Local Board Transport Capital Fund, to enable the project to progress.

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

19. The above options have been developed by Auckland Transport in response to requests by the Whau Local Board. Ongoing discussions are taking place within Auckland Transport and with relevant teams within of Auckland Council and with Panuku.
Quarterly report for September to December 2018

20. The following quarterly report material is attached to this monthly report:
   i. attachment A – report from Auckland Transport departments on their activities in the
      Whau Local Board area and regionally over the last quarter.
   ii. attachment B – report on Travelwise Schools activities in the Whau Local Board area
       over the last quarter.

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

Local Issues Being Investigated

21. Auckland Transport has high volumes of requests for service at this time. This has made our
standard timeframe to process requests longer than usual. The Local board have requested
the following issues be investigated and they have been recorded, entered and are in the
initial investigation stage:
   • Avondale maintenance of footpaths
   • Trent Street, Whakawhiti Loop, Avondale roading issues
   • Bollards on Totara Avenue request
   • Cars parking on Cliff View Drive
   • Pedestrian crossing request near the roundabout on St Georges Road, Avondale

Portage Road parking issues

22. Auckland Transport Parking Compliance are aware of the illegally parked large vehicles on
Portage Road and try to be on site as often as possible to manage the situation. The matter
of transports parking illegally on the roadside is an Auckland-wide issue that Auckland
Transport (AT) are currently trying to rectify.

23. Between 1 August 2018 and 7 March this year, 51 infringements have been issued to large
vehicles on Portage Road. These offences include parking in a cycle lane, parked on the
footpath, parking on broken yellow lines and parked on the median strip.

24. Parking officers will continue to monitor Portage Road and enforce large vehicles parking
illegally.

Safety improvements on Blockhouse Bay Roundabout

25. Our Road Safety team is investigating safety improvements at this roundabout. The scheme
design is due to be completed very soon, and Auckland Transport should be able to present
it to the Local Board in April.

New Lynn to Avondale Shared Use Path Timeline Update

26. Tendering and Award milestones
   • March 2019: Tender release for construction of all stages
   • End April 2019: Tender close
   • June 2019: Tender award

27. Consents milestones
   • Early March 2019: Planned lodgement; Resource Consents for Stage 3;
   • End March 2019: Planned lodgement; Resource Consents for Stage 1
   • April 2019: Planned lodgment Resource Consents for Stages 2a and 2b;

Consultation documents on proposed improvements

28. Consultation documents for the following proposals have been provided to the Whau Local
Board for its feedback and are summarised here for information purposes only.
29. Following consultation, Auckland Transport considers the feedback received and determines whether to proceed further with the proposal as consulted on or amend the proposal if changes are considered necessary:

<table>
<thead>
<tr>
<th>Consultation documents Sent to Local Board for Comments/Endorsement</th>
<th>Date sent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Automatic Safety Rail Gates</td>
<td>28/11/18</td>
</tr>
<tr>
<td>Proposal to improve pedestrian amenities in South Lynn Road, Titirangi</td>
<td>29/11/18</td>
</tr>
<tr>
<td>Consultation for some bus infrastructure in the Whau Local Board as part of Bus Route 191</td>
<td>29/11/18</td>
</tr>
<tr>
<td>Proposal to improve safety and efficiency at the Great North Rd and Larch Street intersection, Avondale</td>
<td>5/12/18</td>
</tr>
<tr>
<td>Proposal to improve road safety by introducing new pedestrian refuges in Rosebank Road, Avondale</td>
<td>14/01/19</td>
</tr>
<tr>
<td>Relocating a bus stop, new bus stop, and signalised mid-block crossing outside 110 Ash Street, Avondale</td>
<td>31/01/19</td>
</tr>
</tbody>
</table>

**Auckland Transport’s Traffic Control Committee (TCC) report**

30. Decisions of the TCC during the month of January and February 2019 affecting the Whau Local Board area are listed below.

<table>
<thead>
<tr>
<th>Date</th>
<th>Street (Suburb)</th>
<th>Type of Report</th>
<th>Nature of Restriction</th>
<th>Decision</th>
</tr>
</thead>
<tbody>
<tr>
<td>1-January-18</td>
<td>Donovan Street, Rathlin Street, Lewis Street, Blockhouse Bay</td>
<td>Permanent Traffic and Parking changes Combined</td>
<td>Clearway, Bus Lane, Ambulance Service, Removal of Bus Stop, Bus Stop, No Stopping at All Times, Keep Clear, Stop Control, Give-Way Control</td>
<td>CARRIED</td>
</tr>
<tr>
<td>1-February-19</td>
<td>Caspian Close, New Lynn</td>
<td>Permanent Traffic and Parking changes Combined</td>
<td>No Stopping at All Times, Angle Parking, Give-Way Control, Traffic Island</td>
<td>CARRIED</td>
</tr>
<tr>
<td>1-February-19</td>
<td>Riversdale Road, Wairau Road, Canal Road, Ash Street, Rosebank Road, Community Lane, Avondale</td>
<td>Permanent Traffic and Parking changes Combined</td>
<td>No Stopping at All Times, Clearway, Bus Stop, Bus Shelter, Removal of No Stopping at All Times, Removal of Bus Shelter, Give-Way Control, Stop Control, Traffic Signal Control, Road Hump, Flush Median, Edge Line, Keep Clear</td>
<td>CARRIED</td>
</tr>
</tbody>
</table>
**Tauākī whakaaweawe Māori**

**Māori impact statement**

31. The proposed decision of receiving the report has no impacts or opportunities for Māori. Any engagement with Māori, or consideration of impacts and opportunities, will be carried out on an individual project basis.

**Ngā ritenga ā-pūtea**

**Financial implications**

32. The proposed decision of receiving the report has no impacts or opportunities for Māori. Any engagement with Māori, or consideration of impacts and opportunities, will be carried out on an individual project basis.

**Ngā raru tūpono me ngā whakamaurutanga**

**Risks and mitigations**

33. The proposed decision of receiving the report has no financial implications.

**Ngā koringa ā-muri**

**Next steps**

34. The forward works programme in the Whau Local Board area could change from the advice provided here if circumstances change.

35. Auckland Transport has risk management strategies in place for the transport projects undertaken in the local board area.

**Ngā tāpirihanga**

**Attachments**

<table>
<thead>
<tr>
<th>No.</th>
<th>Title</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>A1</td>
<td>Auckland Transport activities over the October - December 2018 Quarter</td>
<td>249</td>
</tr>
<tr>
<td>B1</td>
<td>Travelwise Schools activities Oct-Dec 2018</td>
<td>263</td>
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**Ngā kaihaina**

**Signatories**

<table>
<thead>
<tr>
<th>Authors</th>
</tr>
</thead>
<tbody>
<tr>
<td>Owena Schuster – Elected Members Relationship Manager (Western Boards)</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Authorisers</th>
</tr>
</thead>
<tbody>
<tr>
<td>Jonathan Anyon – Manager Elected Member Relationship Unit, Auckland Transport</td>
</tr>
<tr>
<td>Glenn Boyd - Relationship Manager Henderson-Massey, Waitakere Ranges, Whau</td>
</tr>
</tbody>
</table>
Whau Local Board

This report provides a picture of Auckland Transport activities over the October - December 2018 Quarter.

The report is in two sections:
(a) Information on AT projects that are located within the Whau Local Board area;
(b) Information on Regional Projects.

The numbering used in the report has no meaning other than as a reference to facilitate subsequent discussion.

The report has been compiled by Auckland Transport’s Elected Member Relationship Unit from data supplied by the Major Capital, Parking, Strategy, Public Transport, Network Management & Safety and Assets & Maintenance departments.
## Assets and Maintenance

<table>
<thead>
<tr>
<th>Programme</th>
<th>Item</th>
<th>ID</th>
<th>Start</th>
<th>Finish</th>
<th>Status</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>3672</td>
<td>New footpath</td>
<td>Golf Road</td>
<td>C.101091</td>
<td>Sep 18</td>
<td>Mar 19</td>
<td>Detailed Design</td>
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## Major Capital

<table>
<thead>
<tr>
<th>Programme</th>
<th>Item</th>
<th>ID</th>
<th>Start</th>
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<th>Notes</th>
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</thead>
<tbody>
<tr>
<td>3673</td>
<td>New Lynn to Avondale Scheme Cycle Way</td>
<td>Provision of a shared cycling and walking route between Blockhouse Bay Road and the New Lynn town centre. This will be an extension of the Waterview shared path between Blockhouse Bay Road and Great North Road (adjacent to the Unitec Campus) near Oakley Creek currently being designed by AT. It will complete a further link in the proposed regional cycle network.</td>
<td>C.001712</td>
<td>Dec 13</td>
<td>Jul 22</td>
<td>Detailed Design</td>
</tr>
<tr>
<td>3674</td>
<td>Links to New Lynn Walking &amp; Cycling Public Transport</td>
<td>This project has two key sections: Section 1 - Seabrook Avenue Cycleway (between Willerton Avenue and Seabrook Avenue)  A new off-road 3m wide Seabrook Avenue shared path starts at Willerton Avenue and Seabrook Avenue intersection next to Lawson Park. Shared path runs alongside Lawson Park before linking with existing footpath at 58 Seabrook Avenue. Shared path ends here and a bi-directional cycleway starts at this point. Cycleway continues along Seabrook Avenue before connecting with existing shared paths on Morgan Avenue. Section 2 - Clark Street/Rankin Avenue/Totara Avenue intersection improvements. Installation of new cycle and pedestrian crossing/s, bus stop boxes and advance stop boxes. It also includes minor cycling improvements like installation of Bike Parking at New Lynn Station and Town Centre.</td>
<td>C.101024</td>
<td>Jul 15</td>
<td>Dec 18</td>
<td>Complete</td>
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### Network Management and Safety

#### Cycling Safety and Promotional Programme

<table>
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<tr>
<th>Programme</th>
<th>Item</th>
<th>ID</th>
<th>Start</th>
<th>Finish</th>
<th>Status</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cycling Education and Events</td>
<td>Delivery of three Kids Learn to Ride sessions for children and families, Delivery of one adult on-road cycle skills session. Opening of Seabrook Avenue Cycleway.</td>
<td></td>
<td>Oct 18</td>
<td>Dec 18</td>
<td>Complete</td>
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#### Intersection safety improvements

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<th>Item</th>
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<tr>
<td>Minor Improvements Programme</td>
<td>Methuen Rd / Bollard Rd roundabout</td>
<td>Jan 18</td>
<td></td>
<td>Jul 19</td>
<td>In Detail Design Phase</td>
<td>Project to be handed over to Technical Services in December 2018 for detailed design. Consultation complete.</td>
</tr>
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#### Network Optimisation Programme

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<thead>
<tr>
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<th>Item</th>
<th>ID</th>
<th>Start</th>
<th>Finish</th>
<th>Status</th>
<th>Notes</th>
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</thead>
<tbody>
<tr>
<td>Network Efficiency</td>
<td>Donovan Street Bus Lane</td>
<td></td>
<td>Jan 18</td>
<td>Jun 19</td>
<td>In Detail Design Phase</td>
<td></td>
</tr>
<tr>
<td>Network Efficiency</td>
<td>Rosabank Rd - Patiki Rd Roundabout Road Marking Change</td>
<td></td>
<td>Jan 18</td>
<td>Jun 18</td>
<td>Construction completed</td>
<td></td>
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<tr>
<td>Network Efficiency</td>
<td>Maioro Street Dynamic Lane</td>
<td></td>
<td>Jun 18</td>
<td>Jun 20</td>
<td>investigation</td>
<td></td>
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<tr>
<td>Network Efficiency</td>
<td>Patiki Road Dynamic Lane</td>
<td></td>
<td>Jun 18</td>
<td>Jun 20</td>
<td>investigation</td>
<td></td>
</tr>
<tr>
<td>Network Efficiency</td>
<td>Blockhouse Bay Road / New North Road two aspect signal trial</td>
<td></td>
<td>Dec 18</td>
<td>Dec 19</td>
<td>Detailed Design</td>
<td></td>
</tr>
<tr>
<td>Network Efficiency</td>
<td>Portage Road / Bolton Street roundabout investigation</td>
<td></td>
<td>Nov 18</td>
<td>Jun 20</td>
<td>scheme design</td>
<td></td>
</tr>
<tr>
<td>Network Efficiency</td>
<td>Morgan Avenue / Rankin Avenue roundabout investigation</td>
<td></td>
<td>Nov 18</td>
<td>Jun 20</td>
<td>scheme design</td>
<td></td>
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</table>
### Northwestern and Waterview Path Wayfinding

<table>
<thead>
<tr>
<th>Programme</th>
<th>Item</th>
<th>ID</th>
<th>Start</th>
<th>Finish</th>
<th>Status</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>5607 Minor Cycling</td>
<td>Cycle wayfinding of the freshly constructed Waterview Shared Path and</td>
<td></td>
<td>Mar 18</td>
<td>Jun 19</td>
<td>Procurement</td>
<td>Funding has been identified, amount needs to be confirmed. Scheduling and design complete.</td>
</tr>
<tr>
<td>Improvements</td>
<td>the older Northwestern cycleway</td>
<td></td>
<td></td>
<td></td>
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### Road Safety Campaigns, Education and Events

<table>
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<th>Programme</th>
<th>Item</th>
<th>ID</th>
<th>Start</th>
<th>Finish</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>5605 Community and</td>
<td>Delivered two child restraints checkpoints in partnership with NZ</td>
<td>Oct 18</td>
<td></td>
<td>Dec 18</td>
<td>Completed</td>
</tr>
<tr>
<td>Road Safety Programme</td>
<td>Police and Planet in Tiritiri. Delivered a driver distraction</td>
<td></td>
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</tr>
<tr>
<td></td>
<td>checkpoint with NZ Police in Avondale. Delivered a red light</td>
<td></td>
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<tr>
<td></td>
<td>running checkpoint with NZ Police. Delivered a regional motorcycle</td>
<td></td>
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<tr>
<td></td>
<td>campaign. Delivered a learner licence workshop in Kelston. Delivered</td>
<td></td>
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<tr>
<td></td>
<td>a regional alcohol campaign in conjunction with NZ Police and the</td>
<td></td>
<td></td>
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<tr>
<td></td>
<td>Warriors Rugby League team. Delivered a compulsory breath testing</td>
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<tr>
<td></td>
<td>operation with NZ Police.</td>
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</tbody>
</table>

### Public Transport

<table>
<thead>
<tr>
<th>Programme</th>
<th>Item</th>
<th>ID</th>
<th>Start</th>
<th>Finish</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>5642 Rail Improvements</td>
<td>Automatic Pedestrian Level Crossing gates are due to be installed at</td>
<td>Rail/P</td>
<td>Jan 19</td>
<td></td>
<td>On-going</td>
</tr>
<tr>
<td></td>
<td>St Georges Road Level Crossing in January 2019</td>
<td>Pedestrian</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>5643 Rail Improvements</td>
<td>Automatic Pedestrian Level Crossing gates were installed, and</td>
<td>Rail/P</td>
<td>Dec 18</td>
<td></td>
<td>On-going</td>
</tr>
<tr>
<td></td>
<td>operational at Chalmers Street Level Crossing in December 2018</td>
<td>Pedestrian</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>5644 Rail Improvements</td>
<td>Automatic Pedestrian Level Crossing gates are due to be installed at</td>
<td>Rail/P</td>
<td>Feb 19</td>
<td></td>
<td>On-going</td>
</tr>
<tr>
<td></td>
<td>St Judes Street Level Crossing in February 2019</td>
<td>Pedestrian</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>5645 Rail Improvements</td>
<td>Automatic Pedestrian Level Crossing gates are due to be installed at</td>
<td>Rail/P</td>
<td>Apr 19</td>
<td></td>
<td>On-going</td>
</tr>
<tr>
<td></td>
<td>Portage Road Level Crossing in April 2019</td>
<td>Pedestrian</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>5646 Rail Improvements</td>
<td>Additional Station Platform Shelters being introduced at Avondale</td>
<td>Rail</td>
<td>Dec 18</td>
<td></td>
<td>Complete</td>
</tr>
<tr>
<td></td>
<td>Station, and due to be completed in October 2018. This enhancement</td>
<td></td>
<td></td>
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<tr>
<td></td>
<td>means that our customers will be able to keep dry whilst boarding</td>
<td></td>
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<td></td>
<td>and waiting for AT Metro Train services, and will reduce the need</td>
<td></td>
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<tr>
<td></td>
<td>for passengers to gather under the existing shelters to keep dry in</td>
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<td></td>
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<tr>
<td></td>
<td>inclement weather and reduce congestion along the platform.</td>
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</tbody>
</table>
### Road Corridor Delivery

#### Street Lighting Improvements

<table>
<thead>
<tr>
<th>Programme</th>
<th>Item</th>
<th>ID</th>
<th>Start</th>
<th>Finish</th>
<th>Status</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>34700</td>
<td>LED retrofit</td>
<td>Jul 17</td>
<td>On-going</td>
<td>In progress</td>
<td>Local roads mainly completed.</td>
<td></td>
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<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Main road programme has begun with completion 2020/21.</td>
</tr>
</tbody>
</table>

#### Strategy

<table>
<thead>
<tr>
<th>Programme</th>
<th>Item</th>
<th>ID</th>
<th>Start</th>
<th>Finish</th>
<th>Status</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>34706</td>
<td>North West Rapid Transit Corridor Indicative Business Case - Proposed Northwestern Busway</td>
<td>Aug 16</td>
<td>Dec 17</td>
<td>Scoping for next stages to commence in July</td>
<td></td>
<td>NZTA has been tasked with delivering light rail from the city centre to Kumeu, following the delivery of the city centre to Mangere light rail line. AT has been working with NZTA on using existing rapid transit investigations to inform this work, as well as continuing to ensure interim bus services are adequately managed.</td>
</tr>
</tbody>
</table>
### Regional

#### Assets and Maintenance

<table>
<thead>
<tr>
<th>Programme</th>
<th>Item</th>
<th>ID</th>
<th>Start</th>
<th>Finish</th>
<th>Status</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>36128</td>
<td>Double decker network mitigation works</td>
<td>C.100553</td>
<td>Jul 14</td>
<td>Jun 24</td>
<td>Construction</td>
<td>For Remuera Road, physical works (tree trimming, veranda cut-backs, civil works and light pole/signal/ sign relocations) are continuing. Work is progressing well for 24 February 2019 go-live. For New North Road, the professional services contract has been awarded.</td>
</tr>
</tbody>
</table>

#### Major Capital

<table>
<thead>
<tr>
<th>Programme</th>
<th>Item</th>
<th>ID</th>
<th>Start</th>
<th>Finish</th>
<th>Status</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>36330</td>
<td>Links to Glen Innes Walking &amp; Cycling</td>
<td>C.100766</td>
<td>Oct 14</td>
<td>Mar 21</td>
<td>Detailed Design</td>
<td>Investigation is underway for the option of a raised cycleway. Site visit and workshops have been completed.</td>
</tr>
</tbody>
</table>

Supports integration between active travel modes and public transport by providing new infrastructure that encourages travel to Glen Innes train station by walking and cycling. Includes secure cycle parking at public interchanges and links to interchanges.
**East West FN32 Bus Network**
This is to provide local road improvements to support NZTA’s new freight connection between SH20/Onehunga and SH1. It also includes public transport and cycling improvements between Mangere and Sylvia Park. Project created to reflect the southern portion of East West.

**Public Transport Safety Security & Amenity**
Enhancing station safety, security and amenity. Current projects include electronic ticket gating at Henderson, Manurewa, Middlemore, Papatoetoe and Papakura in addition to the trial and installation of gap filler at Fruitvale Road, Baldwin Ave and Sunnyvale stations.

---

### Network Management and Safety

**New footpaths and crossings**

<table>
<thead>
<tr>
<th>Programme</th>
<th>Item</th>
<th>ID</th>
<th>Start</th>
<th>Finish</th>
<th>Status</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>36515</td>
<td>Regional New Footpaths Programme</td>
<td>Spencer Road, Noel Avenue and Selfs Road</td>
<td>Nov 17</td>
<td>Mar 19</td>
<td>Construction</td>
<td></td>
</tr>
<tr>
<td>36516</td>
<td>Regional New Footpaths Programme</td>
<td>Airfield Road, Metcalfe Road, Maire Road, Hibiscus Coast Highway B, Marmion Street</td>
<td>Jul 18</td>
<td>Jun 19</td>
<td>Scheme design</td>
<td></td>
</tr>
<tr>
<td>36517</td>
<td>Regional New Footpaths Programme</td>
<td>Hibiscus Coast Highway C, Huia Road</td>
<td>Jul 18</td>
<td>Sep 19</td>
<td>Scheme design</td>
<td></td>
</tr>
<tr>
<td>36518</td>
<td>Regional New Footpaths Programme</td>
<td>Don Buck Road, Muriwai Road</td>
<td>Nov 18</td>
<td>Sep 19</td>
<td>Concept plan</td>
<td></td>
</tr>
</tbody>
</table>

Design and internal consultation is underway on the Church St shared path. A meeting held with the Tupauna Maunga Authority regarding project interface with Bert Henham Park and AT to prepare various options regarding the existing footpath encroachment. AT is preparing a no encroachment option and further liaison with Tupauna Maunga Authority to follow. Stage 3 works on Massey Road are now part of the Integrated Corridor programme. Design is planned to start in February 2019, with construction later in the calendar year.
### New footpaths, crossings and speed calming

<table>
<thead>
<tr>
<th>Programme</th>
<th>Item</th>
<th>ID</th>
<th>Start</th>
<th>Finish</th>
<th>Status</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Regional New Footpaths</td>
<td>Grey Street, Great South Road, King Street, Levy Road, Upper Queen Street, South Lynn Road, Sea View Road, Manuel/Bankside Road, Shelly Beach Parade, West Hoe Heights, Opanuku Road</td>
<td>5630</td>
<td>Mar 18</td>
<td>Jul 18</td>
<td>Consultation</td>
<td></td>
</tr>
</tbody>
</table>

### Travel Demand

<table>
<thead>
<tr>
<th>Programme</th>
<th>Item</th>
<th>ID</th>
<th>Start</th>
<th>Finish</th>
<th>Status</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Auckland Walk Challenge - November 2018</td>
<td>The Auckland Walk Challenge took place during November to encourage people to walk more often (or further) for transport. Participants registered online and logged their walking trips, enabling teams to complete virtual walk around New Zealand. Over 5000 Aucklanders took part, collectively walking over 500 million steps.</td>
<td>3660</td>
<td>Oct 18</td>
<td>Nov 18</td>
<td>Completed</td>
<td></td>
</tr>
<tr>
<td>New Movers</td>
<td>AT Metro is partnering with Travel Demand and Watercare to encourage public transport uptake. A flyer is mailed to new Watercare customers (people who have recently shifted in Auckland) inviting them to complete a travel survey. Eligible participants are provided with a personal journey plan and a 'Give Public Transport a Go' trial card (14 days free travel on buses and trains).</td>
<td>3660</td>
<td>Oct 18</td>
<td>Jun 19</td>
<td>Ongoing</td>
<td></td>
</tr>
</tbody>
</table>

### Public Transport

<table>
<thead>
<tr>
<th>Programme</th>
<th>Item</th>
<th>ID</th>
<th>Start</th>
<th>Finish</th>
<th>Status</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Public Transport Operating Model (PTOM)</td>
<td>Bus: North PTOM agreements are signed and the services implemented on 30 September 2018. Waikato PTOM agreement signed in 1H 2018. Negotiations started on 30 October 2018 and will continue in Q1 2019. Ferry: Phase 2 of the Ferry Future Strategy has commenced, which will inform a strategic approach to ferry procurement. Ferry service procurement plan to be provided to the Finance, Risk and Capital Committee in early 2019. Current contracts are valid until 31 March 2019 (Fullers Group Limited) and 31 July (SeaLink and Belfast). Negotiations are underway to further extend ferry contracts, subject to NZTA approval, following the outcome of the Ferry PTOM procurement. Rail: A review of procurement options for the next rail franchise has been completed and options assessed. Rail Franchise Director (Procurement Director) started working on 25 October 2018. Rail Franchise procurement plan to be provided to the Finance, Risk and Capital Committee in early 2019.</td>
<td>3630</td>
<td>Oct 14</td>
<td>On-going</td>
<td>On-going</td>
<td></td>
</tr>
</tbody>
</table>
### New Network

We are reviewing all regions following the roll out of the New Network. A number of changes are being made in February 2019, including the introduction of the 192 to replace the 107, and two new rural services in Rodney, funded by Rodney LB targeted rates. Ongoing review of the network continues.

Following an extensive customer information campaign, on 30 September we launched the New Network changes to North Shore, Hibiscus Coast and Warkworth bus services. We consolidated and simplified the routes, improved frequencies, especially in evenings and weekends. Ongoing review in underway to monitor performance of routes, infrastructure requirements and school bus routes.

### Bus - Improvements

<table>
<thead>
<tr>
<th>Programme</th>
<th>Item</th>
<th>ID</th>
<th>Start</th>
<th>Finish</th>
<th>Status</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>56396</td>
<td>Bus Capacity</td>
<td>Bus</td>
<td>On-going</td>
<td>Completed</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Analysis of March 2018 bus capacity data has been completed and, where necessary, additional capacity has been planned for key corridors for 2019 where New Network may not cater for the forecasted demand.</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>56397</td>
<td>Bus Shelter Design</td>
<td>Bus</td>
<td>On-going</td>
<td>On-going</td>
<td>On-going</td>
<td></td>
</tr>
<tr>
<td></td>
<td>The new modular bus shelter design is being implemented throughout the region with working being focused in line with majority installed during the rollout of the New Network.</td>
<td></td>
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</tr>
<tr>
<td>56398</td>
<td>Double Decker clearance</td>
<td>Bus</td>
<td>On-going</td>
<td>On-going</td>
<td>On-going</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Double Decker clearance work is progressing with majority of the key decker corridors completed and the progressive introduction of decker services in line with Public Transport Operator Model (PTOM) and New Network. The remaining Remuera Rd corridor and replacement of some temporary safety mitigations are underway.</td>
<td></td>
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<tr>
<td>56421</td>
<td>Electric Buses</td>
<td>Bus</td>
<td>On-going</td>
<td>On-going</td>
<td>On-going</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Further electric buses to be added to the bus fleet, this time on 380 Airporter route. Two additional buses will be added for a period of up to 3 months.</td>
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</table>

### Rail Improvements

<table>
<thead>
<tr>
<th>Programme</th>
<th>Item</th>
<th>ID</th>
<th>Start</th>
<th>Finish</th>
<th>Status</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>56399</td>
<td>Train Patronage</td>
<td>Rail</td>
<td>On-going</td>
<td>Complete</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Train Patronage for the current financial year is currently on target and expected to achieve over 21.1m passengers.</td>
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</tr>
<tr>
<td>56400</td>
<td>Train Services</td>
<td>Rail</td>
<td>On-going</td>
<td>On-going</td>
<td>On-going</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Over the last Calendar year, we operated over 173,000 train services, travelling over 5.6 million kilometres. Punctuality was recorded at 96.2%, with 97.8% Reliability.</td>
<td></td>
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</tr>
<tr>
<td>56421</td>
<td>Right Time Departure</td>
<td>Rail</td>
<td>On-going</td>
<td>On-going</td>
<td>On-going</td>
<td></td>
</tr>
<tr>
<td></td>
<td>The year-end result for the Right Time departure KPI was 88.1% against a target of 86%. Introduced in July 2017, this KPI records the number of our services departing between 0-59 seconds of the scheduled departure time.</td>
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<tr>
<td>Item 21</td>
<td>Rail</td>
<td>On-going</td>
<td>On-going</td>
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<tr>
<td>34402 Customer Satisfaction</td>
<td>Rail</td>
<td>On-going</td>
<td>On-going</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>34403 Carriage Sales</td>
<td>Rail</td>
<td>On-going</td>
<td>On-going</td>
<td></td>
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</tr>
<tr>
<td>34404 Graffiti</td>
<td>Rail</td>
<td>On-going</td>
<td>On-going</td>
<td></td>
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</tr>
<tr>
<td>34405 Rail Network Trespass</td>
<td>Rail</td>
<td>On-going</td>
<td>On-going</td>
<td></td>
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</tr>
<tr>
<td>34406 Bridge Strike</td>
<td>Rail/Road</td>
<td>Jun 19</td>
<td>On-going</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>34407 Train Services</td>
<td>Rail</td>
<td>Jan 19</td>
<td>Complete</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>34408 Rail Timetables</td>
<td>Rail</td>
<td>Jan 19</td>
<td>Complete</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>34409 City Rail Link (CRL)</td>
<td>Rail</td>
<td>Jun 19</td>
<td>On-going</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Item</td>
<td>Description</td>
<td>Department</td>
<td>Status</td>
<td>Completion Date</td>
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<tr>
<td>36410</td>
<td>Automated Platform Announcements</td>
<td>Rail</td>
<td>Jun 19</td>
<td>On-going</td>
<td></td>
<td></td>
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<tr>
<td></td>
<td>We have recently introduced Automated Platform Announcements at all terminal railway stations across the rail network. We are currently working on a software solution that would permit the introduction of these announcements at all intermediate stations, which we expect to be in place by the end of the financial year. The announcements are designed to increase the level of Customer awareness, and safety at our stations. In addition to train service information, the pre-recorded automated announcements will also provide routine safety information and instructions aimed at inexperienced passenger, such as platform information, next destination, etc.</td>
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</tr>
<tr>
<td>36411</td>
<td>Pedestrian Level Crossing Gating</td>
<td>Rail/Pedestrian</td>
<td>Jun 19</td>
<td>On-going</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Phase 1B of our Pedestrian Level Crossing Gating programme is underway, and due to be completed by June 2019. This phase of the programme will see Automatic Pedestrian Gates installed at St Georges Road, Chalmers Street, St Judes Street and Portage Road.</td>
<td></td>
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<tr>
<td>36412</td>
<td>Red Light Safety Camera’s</td>
<td>Rail/Road</td>
<td>On-going</td>
<td>On-going</td>
<td></td>
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<tr>
<td></td>
<td>Auckland Transport are working on a proposal to introduce Red Light Safety Camera’s at Road and Pedestrian Level Crossings across the Auckland Network</td>
<td></td>
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</tr>
<tr>
<td>36413</td>
<td>LED lighting</td>
<td>Rail</td>
<td>On-going</td>
<td>On-going</td>
<td></td>
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<tr>
<td></td>
<td>Eighteen of our network stations will soon receive new Energy efficient LED lighting, replacing the current fluorescent lights. Manufactured in New Zealand, these LED Lights will help Auckland Transport realise important benefits, such as reduced energy and maintenance bills. The improved lighting is also expected to improve customer satisfaction and station safety.</td>
<td></td>
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<tr>
<td>36414</td>
<td>Station Platform Shelters</td>
<td>Rail</td>
<td>On-going</td>
<td>On-going</td>
<td></td>
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<tr>
<td></td>
<td>Additional Station Platform Shelters being introduced at a number of Stations across the Network</td>
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<tr>
<td>36415</td>
<td>Trial of flashing tactile</td>
<td>Rail</td>
<td>Jun 19</td>
<td>On-going</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Trial of flashing tactile at Mt Eden &amp; Homai Pedestrian Crossings. Video Analytic cameras installed at Glen Innes and Mt Eden to monitor crossing compliance. Completion of installation by August 2018.</td>
<td></td>
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</tr>
<tr>
<td>36416</td>
<td>Te Reo on Trains</td>
<td>Rail</td>
<td>Jan 19</td>
<td>On-going</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>A software solution has been developed for the EMU train fleet to address the PA volume issue. This is in the process of being uploaded to the Fleet, and will ensure that both Te Reo and English announcements are played at the same volume.</td>
<td></td>
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<tr>
<td>36417</td>
<td>As part of our Station Public Information Display (PIDs) upgrade project, we have recently upgraded these PIDs at Grafton, Morningside and Mount Albert, Parnell, Newmarket and Kingsland Stations are due to be upgraded by November. Phase 2 of our programme will see upgrades at Middlemore; Papatoetoe; Puhinui; Sylvia Park and Manukau. Linked with our introduction of the enrichment project, and automated announcements, these new double-sided PIDs will increase Customer awareness and safety at each Station. During CRL construction, we have to operate single line working. Customers will be warned of non-stopping services, the train service destination and also the service consist (3 car / 6 car), both audibly and visually.</td>
<td>Rail</td>
<td>Jun 19</td>
<td>On-going</td>
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<tr>
<td>36418</td>
<td>We are working with colleagues in Auckland Council to establish a new contract to manage Beautification of the rail corridor. AT has procured 3 contractors to clean the entire metro including rail bridges. No additional funding is available, however a funding request has been made to AG and this is progressing. We are not intending to respond to individual sites, as we are already aware of most areas. The approach we’re taking is to tackle the larger areas and those that cause the most offence, as this provides greater value in our current phase and is better for managing the safety risks when working in the rail corridor. This is a systemic issue across Auckland, and as such needs the continued support of Council and Local Boards for our Working Group.</td>
<td>Rail</td>
<td>On-going</td>
<td>On-going</td>
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<tr>
<td>36422</td>
<td>Auckland Transport will be working with TrackSafe to launch a Level Crossing awareness programme ahead of the new school term. Using footage from recent incidents, we will be targeting this at both schoolchildren and adults—to ‘lead by example’.</td>
<td>Rail</td>
<td>Jun 19</td>
<td>On-going</td>
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<tr>
<td>36423</td>
<td>The first of our new Electric Trains is due to arrive in New Zealand in September 2019, and introduced into service in December 2019. The introduction of the fourteen remaining units continues through until July 2020.</td>
<td>Rail</td>
<td>Dec 19</td>
<td>On-going</td>
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<tr>
<td>36424</td>
<td>The introduction of barcode readers at station gate lines will provide a number of significant benefits including faster boarding and disembarking at gated stations, reduces any opportunity for human error when checking paper tickets and will greatly improve the overall customer experience.</td>
<td>Rail</td>
<td>Dec 19</td>
<td>On-going</td>
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### Strategy

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<tr>
<td>Supporting Growth: Transport Networks for Growth</td>
<td>The Supporting Growth Alliance continues to proceed through the Business Case and route protection process. We have completed the Indicative Business Case assessment and are now presenting the preferred networks to Local Boards and the Planning Committee as well as the AT and NZTA Boards. Depending on Board approvals we are anticipating the next stage of consultation to commence in May 2019 along with the Detailed Business Cases and route protection stages of the programme. There has been significant interest in the short list of options by stakeholders, the public and developers, with over 700 people attending public events and ongoing stakeholder and developer meetings. The Supporting Growth Alliance thanks the Local Boards for their support at the public consultation events, and their participation in workshops. The Alliance will continue working with our partners and Local Boards to confirm the preferred network from the 2016 Programme Business Case and further development of the corridor options through 2019.</td>
<td></td>
<td>Nov 15</td>
<td>Dec 22</td>
<td>Detailed Business Case/In Progress</td>
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<tr>
<td>North Shore Rapid Transit Network Study</td>
<td>Findings and proposed next steps were reported to the AT Board in December. AT are now working with the NZTA on a joint Business Case looking at strategic transport connections between the North Shore and the isthmus, the outputs of which will include likely next steps for the North Shore rapid transit network.</td>
<td></td>
<td>Oct 18</td>
<td>Jul 19</td>
<td>Business Case in Progress</td>
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<td>Item 21</td>
<td>Attachment A</td>
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<tr>
<td><strong>36447 Airport to Botany Rapid Transit</strong></td>
<td>Airport to Botany Rapid Transit was open to public consultation during November and December 2018. The Southwest Gateway (Airport to Botany Rapid Transit and 20 Connect) project teams attended nine community open days across south and east Auckland. Approximately 850 people were spoken with and around 500 written comments recorded. The open days were held in spaces located central to the communities in the programme area. The project team also attended a community event at the Tupu Youth Library in Otara to broaden engagement reach following feedback from the Otara-Papatoetoe Local Board. Engagement team included staff who spoke English, Tongan, Samoan, Maori, Chinese, Hindi and Urdu to ensure a variety of languages could be used to actively engage with the community. Some of the key themes captured in the engagement feedback were: safety, connectivity and integration of projects with other infrastructure (current and proposed future) in the southeast and southwest Auckland, and growth and development. Technical work is ongoing to confirm the preferred rapid transit route alignment. The project teams will be updating the Local Boards in February.</td>
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<tr>
<td><strong>36448 Short Term Airport Access</strong></td>
<td>Draft Concept designs for proposed Puhinui Road bus lanes and Mangere Walking &amp; Cycling Projects commenced and completed in December 2018. Concept designs, development of cost estimates and draft Business Case to be completed first quarter of 2019.</td>
<td>Detailed Business Case</td>
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## October – December 2018

### Whau Local Board Report - School Community Transport

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<th>Active mode promotion events</th>
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Te take mō te pūrongo

Purpose of the report

1. This report provides the Whau Local Board with highlights of ATEED’s activities in the Whau Local Board area as well as ATEED’s regional activities for the six months 1 July 2018 to 31 December 2018.

2. This report should be read in conjunction with ATEED’s Quarter 1 report to Auckland Council (available at [www.aucklandnz.com](http://www.aucklandnz.com)) and the forthcoming Quarter 2 report to the Auckland Council CCO Finance and Performance Committee (available 20 March 2018). Although these reports focus primarily on the breadth of ATEED’s work at a regional level, much of the work highlighted has significant local impact.

Whakarāpopototanga matua

Executive summary

3. This report provides the Whau Local Board with relevant information on the following ATEED activities:
   - locally-driven initiatives: LED work programme, Pop-up business school, Young Enterprise Scheme (YES)
   - supporting local business growth
   - filming activity
   - youth connections
   - local and regional destination management and marketing
   - delivered, funded and facilitated events.

4. Further details on these activities are listed under Analysis and advice.

Ngā tūtohunga

Recommendation/s

That the Whau Local Board:

a) receive ATEED’s six-monthly update from 1 July – 31 December 2018.

Horopaki

Context

5. ATEED has two areas of focus:
   - **Economic Development** – including business support, business attraction and investment, local economic development, trade and industry development, skills employment and talent and innovation and entrepreneurship.
   - **Destination** – supporting sustainable growth of the visitor economy with a focus on destination marketing and management, major events, business events (meetings and conventions) and international student attraction and retention.

6. These two portfolios also share a common platform relating to the promotion of the city globally to ensure that Auckland competes effectively with other mid-tier high quality of life cities.
7. ATEED works with local boards, Council and CCOs to support decision-making on local economic growth and facilitates or co-ordinates the delivery of local economic development activity. ATEED ensures that the regional activities that ATEED leads or delivers are fully leveraged to support local economic growth and employment.

8. In addition, ATEED’s dedicated Local Economic Development (LED) team works with local boards who allocate locally-driven initiatives (LDI) budget to economic development activities. The LED team delivers a range of services such as the development of proposals, including feasibility studies that enable local boards to directly fund or otherwise advocate for the implementation of local initiatives.

9. ATEED delivers its services at the local level through business hubs based in the north, west and south of the region, as well as its central office at 167B Victoria Street West.

10. Additional information about ATEED’s role and activities can be found at www.aucklandnz.com/ateed.

Tātaritanga me ngā tohutohu
Analysis and advice

Economic Development

Locally Driven Initiatives:

11. LED work programme: An action plan identifying opportunities that align with the new Western Initiative and ATEED’s 2018–2021 Statement of Intent was developed during the period. This will ensure that Local Board funds can be supported by other resources to develop initiatives capable of delivering greater impact.

12. Pop-up business school: A Pop-up business school was run in Henderson in August 2018. Given the proximity of that event to the Whau Local Board area, it was recommended that the Whau Pop-up business school is run later in the financial year. It is possible to run this event in May/June 2019 in partnership with the Henderson-Massey and Puketapapa local boards and the Ministry of Social Development.

13. Young Enterprise Scheme (YES): The Auckland Chamber of Commerce invoiced for the allocated funds from Local Boards and payment was made during Q2. During the period, there were 56 schools participating in the Auckland YES programme, representing 1,334 students completing the programme. Avondale College, Kelston Girls’ College and the International College are the three schools from the Whau Local Board area participating in the YES programme.

Supporting Local Business Growth

14. This area is serviced by the Business and Enterprise team in the West hub, based in the Henderson Service-Centre. The team comprises two Business and Innovation Advisors and administration support. The role of this team is to support the growth of Auckland’s key internationally competitive sectors and to support to provide quality jobs.

15. A key programme in achieving this is central government’s Regional Business Partnership Network (RBPN). This is delivered by ATEED’s nine Business and Innovation Advisors (BIA), whose role is to connect local businesses to resources, experts and services in innovation, R&D, business growth and management.

16. ATEED’s BIAs engage 1:1 with businesses through a discovery meeting to understand their challenges, gather key data, and provide connections/recommendations via an action plan.

17. Where businesses qualify (meet the programme criteria and/or align to ATEED’s purpose as defined in the SOI) the advisors facilitate government support to qualifying businesses, in the form of:

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1 This activity is subject to local boards prioritising local economic development, and subsequently allocating funding to local economic development through their local board agreements.
Item 22

- Callaghan Innovation R&D grants (including Getting Started, project and student grants (https://www.callaghaninnovation.govt.nz/grants)
- Callaghan Innovation subsidised innovation programmes (https://www.callaghaninnovation.govt.nz/innovation-skills)
- RBPN business capability vouchers (NZTE), where the business owner may be issued co-funding up to $5,000 per annum for business training via registered service providers. Voucher co-funding is prioritised to businesses accessing this service for the first time, in order to encourage more businesses to engage with experts to assist their management and growth.
- NZTE services such as Export Essentials (http://workshop.exportessentials.nz/register/)
- Referrals to NZ Business Mentors via The Chamber of Commerce.

18. During the reporting period, ATEED Business and Innovation Advisors met with 20 businesses in the Whau Local Board area, six for innovation advice and services and 14 for business growth and capability advice and services (one was a returning client). From these engagements:
- Seven connections were made to Callaghan Innovation services and programmes
- Four RBPN vouchers were issued to assist with business capability training
- Twelve referrals were made to Business Mentors New Zealand
- Thirteen connections were made to ATEED staff and programmes
- Sixty-six connections were made to other businesses or programmes.

Other support for new businesses

19. During the period, ATEED also ran workshops and events aimed at establishing or growing a new business and building capability. Eight people from the Whau Local Board area attended an event below:
- Starting off Right workshop – 2
- Business clinic – 3
- Innovation clinic – 3.

Filming activity within the Whau Local Board area

20. ATEED’s Screen Auckland team facilitates, processes and issues film permits for filming activity in public open space. This activity supports local businesses and employment, as well as providing a revenue stream to local boards for the use of local parks.

21. Between 1 July and 31 December 2018, a total of 312 film permits were issued in the Auckland region, five of these permits were issued in the Whau Local Board area. During the period, 75 permits were issued for TV commercials in the Auckland region, making up 32 per cent of permits issued. A third of total TVCs are destined for an international market.

22. The Whau Local Board area’s share of film permit revenue was $278.26 for the period (total for all boards combined was $46,729.13).

23. Some of the key film productions that were issued permits to film in the Whau Local Board area were:
- Power Rangers
- Shortland Street
- Runaway Millionaires

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2 This does not reflect all filming that takes place in studio, private property or low impact activity that wouldn’t have required a permit.

3 This includes Local Board fees only, other permit fees directed to Auckland Transport (Special Events) and Regional Parks. Figures exclude GST and are as per the month the permit was invoiced, not necessarily when the activity took place.
Youth Connections – transfer to The Southern Initiative (TSI)/Western Initiative (WI)

24. Following an independent review, and with support from the major philanthropic funder, the Youth Connections programme transferred to TSI in November 2018. This transfer reflects the high numbers and concentrations of Auckland youth who are not in education, training or employment (NEET) in the southern and western initiative areas. ATEED supported the independent review, and is now working with the TSI/TWI team to support the transfer. In 2019, we will partner to evolve the ATEED-led Youth Employer Pledge with Auckland-region employers.

Destination

Local destination management and marketing activity

25. During the period, the Tourism team worked with the Local Board on the Journey North project. This is a co-operative marketing effort to encourage visitors to explore the wider Auckland/Northland regions via a touring route option. The initiative provides a framework for tourism partners to work collaboratively to develop an offering for visitors to explore the region, encouraging visitors to drive the western route via Titirangi Village and major western beaches (eg. Piha and Bethels) en route to Arataki Visitor Centre, before then making their way north through Rodney.

Regional destination management and marketing activity

26. Regional dispersal continues to be a priority for ATEED. During the period, ATEED’s Winter Campaign, Made for Winter showcased Auckland’s food and beverage stories from across the Auckland region, targeting domestic visitors. Traditionally, this campaign focused on CBD restaurants, however for the past two years, it has extended to the wider Auckland region. There were six videos in total, each one highlighting a specific Auckland F&B theme.

27. The videos all feature Sir John Kirwan talking to the creators of Auckland’s F&B industry, getting to the heart of who they are, their story, their product and what makes Auckland’s F&B proposition unique and special. The following businesses were featured in the videos:
   - Gourmet Hāngi video – featuring Rewi Spraggon, Hāngi Master
   - HIPGROUP – featuring Mike de Vries (Executive Chef)
   - Matakana Markets and Village – featuring stallholders, Nico from Honest Chocolat
   - Sawmill Brewery – featuring Mike Sutherland and Kirsty McKay (owners)
   - Ben Bayley at The Grounds
   - Kai Pasifika.

28. As part of the spring media programme, ATEED partnered with travel, foodie and leisure influencers, bloggers and media personalities to create high-end, inspirational and visually impactful content illustrating Auckland as a top spring/summer destination. The core narrative was Auckland’s unique food and beverage offering, complemented further by entertainment experiences. Influencers took their audience on a journey as they explored some of the greater Auckland region’s food experience and offerings, such as the Ōtara markets, Auckland Airport region, Chelsea Bay, Takapuna, Matakana, Kumeu, Kingsland, Mission Bay and a number of other Auckland areas. The influencer content were supported with an editorial partnership with Fairfax and NZME highlighting the wider region’s experiences.
29. During the period, ATEED delivered the Auckland Diwali Festival which was held at Aotea Square and Upper Queen Street from 20–21 October 2018. There was an attendance of 59,900 down by seven per cent from the 2017 festival, due mainly to the event being held on Labour Weekend. Results from the customer survey showed an overall customer satisfaction score of 87 per cent, with 89 per cent of people surveyed agreeing that the festival increased pride in Auckland and 95 per cent agreeing that the festival makes Auckland a more enjoyable place to live.

30. During the period, residents of the Whau Local Board area were also able to enjoy events funded or facilitated by ATEED across the Auckland region, including the FIBA Basketball World Cup 2019 Asian Qualifier, Pan Pacific Youth Water Polo Festival, New Zealand International Film Festival, Auckland On Water Boat Show, Rugby League New Zealand vs Australia and Australia vs Tonga games, Auckland Diwali Festival, ASB Auckland Marathon, Auckland Tuatara Baseball home games, the ITM Auckland SuperSprint, Monster Energy S-X Open Auckland, Farmers Santa Parade, and the Wondergarden.


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

32. ATEED assesses and manages our initiatives on a case-by-case basis and engages with the Council group where required.

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

33. Local Board views are not sought for the purposes of this report. Local Board views were sought for some of the initiatives described in this report.

Tauākī whakaaweawe Māori Māori impact statement

34. The proposed decision to receive the six-monthly report has no impact on Māori. ATEED assesses and responds to any impact that our initiatives may have on Māori on a case-by-case basis.

Ngā ritenga ā-pūtea Financial implications

35. The proposed decision of receiving the report has no financial implications.

Ngā raru tūpono me ngā whakaurutanga Risks and mitigations

36. The proposed decision to receive the six-monthly report has no risk. ATEED assesses and manages any risk associated with our initiatives on a case-by-case basis.

Ngā koringa ā-muri Next steps

37. ATEED will provide the next six-monthly report to the Local Board in August 2019 and will cover the period 1 January 2019 to 30 June 2019.
Ngā tāpirihanga
Attachments
There are no attachments for this report.

Ngā kaihaina
Signatories

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<thead>
<tr>
<th>Authors</th>
<th>Samantha-Jane Miranda, Operational Strategy Advisor (ATEED)</th>
</tr>
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<tbody>
<tr>
<td>Authorisers</td>
<td>James Robinson, Head of Strategy and Planning (ATEED)</td>
</tr>
<tr>
<td></td>
<td>Glenn Boyd - Relationship Manager Henderson-Massey, Waitakere Ranges, Whau</td>
</tr>
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Te take mō te pūrongo / Purpose of the report
1. To present the updated governance forward work calendar.

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

Ngā tūtohunga / Recommendation/s
That the Whau Local Board:
  a) receive the governance forward work calendar for March 2019.

Ngā tāpirihanga / Attachments
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Ngā kaihaina / Signatories
<p>| Authors                        | Vera Ganason - Democracy Advisor - Whau                      |
| Authorisers                    | Glenn Boyd - Relationship Manager Henderson-Massey, Waitakere Ranges, Whau |</p>
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<td>Business Meeting</td>
<td>April</td>
<td>Homelessness Review (Ibc)</td>
<td>Input to regional decision-making</td>
<td>Provide direction on preferred approach</td>
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<td></td>
<td></td>
<td>Local Board Agreement - Advocacy and Finances</td>
<td>Setting direction / priorities / budget</td>
<td>Define board position and feedback</td>
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<td>Auckland Transport Monthly Update</td>
<td>Keeping informed</td>
<td>Information dissemination</td>
</tr>
<tr>
<td>Business Meeting</td>
<td>April/May</td>
<td>Open Space Management Framework</td>
<td>Input to regional decision-making</td>
<td>Provide direction on preferred approach</td>
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<tr>
<td>Business Meeting</td>
<td>May</td>
<td>Auckland Waters Strategy</td>
<td>Input to regional decision-making</td>
<td>Define board position and feedback</td>
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<td></td>
<td>Draft Golf Facilities Investment Plan</td>
<td>Input to regional decision-making</td>
<td>Define board position and feedback</td>
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<tr>
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<td></td>
<td>Auckland Transport Monthly Update</td>
<td>Keeping informed</td>
<td>Information dissemination</td>
</tr>
<tr>
<td></td>
<td>May/June</td>
<td>Auckland Climate Action Plan (previously Low Carbon Auckland)</td>
<td>Input to regional decision-making</td>
<td>Define board position and feedback</td>
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<tr>
<td>Business Meeting</td>
<td>4 - 6 June</td>
<td>Local Board Agreement - Adoption</td>
<td>Setting direction / priorities / budget</td>
<td>Formal approval</td>
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<tr>
<td>Business Meeting</td>
<td>June</td>
<td>Draft Resilient Recovery Strategy (Ibc)</td>
<td>Input to regional decision-making</td>
<td>Provide direction on preferred approach</td>
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<tr>
<td></td>
<td></td>
<td>Adopt local Board work programmes FY20</td>
<td>Setting direction / priorities / budget</td>
<td>Formal approval</td>
</tr>
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<td>Signage Bylaw 2015 (Ibc)</td>
<td>Input to regional decision-making</td>
<td>Provide direction on preferred approach</td>
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<tr>
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<td>Auckland Transport Monthly Update</td>
<td>Oversight and monitoring</td>
<td>Receive update on progress</td>
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<tr>
<td>Business Meeting</td>
<td>July</td>
<td>Auckland Transport Monthly Update</td>
<td>Oversight and monitoring</td>
<td>Receive update on progress</td>
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<td>Oversight and monitoring</td>
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<td>Business Meeting</td>
<td>September</td>
<td>Auckland Transport Monthly Update</td>
<td>Oversight and monitoring</td>
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Confirmation of Workshop Records - 20 February 2019

File No.: CP2019/02702

Te take mō te pūrongo
Purpose of the report
1. To present the record of the workshop held on 20 February 2019 by the Whau Local Board.

Whakarāpopototanga matua
Executive summary
2. Briefings provided at the workshop held are as follows:
   • Community Development Role – Green Bay Community House
   • Grant Programme Review 2019/2020
   • Whau Board business in 2019
   • Update on Q1-Q2 for the Whau Community Centres and proposed workplan for 19-20
   • Avondale Library and Community Centre
   • Integrated Ecological Framework for the Whau
3. The workshop records are attached to this report.

Ngā tūtohunga
Recommendation/s
That the Whau Local Board:
 a) confirm the record of the workshop held on 20 February 2019.

Ngā tāpirihanga
Attachments

<table>
<thead>
<tr>
<th>No.</th>
<th>Title</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>A</td>
<td>Record of workshop held on 20 February 2019</td>
<td>277</td>
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</table>

Ngā kaihaina
Signatories

<table>
<thead>
<tr>
<th>Authors</th>
<th>Vera Ganaon - Democracy Advisor - Whau</th>
</tr>
</thead>
<tbody>
<tr>
<td>Authorisers</td>
<td>Glenn Boyd - Relationship Manager Henderson-Massey, Waitakere Ranges, Whau</td>
</tr>
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</table>
Whau Local Board Workshop Record

Workshop record of the Whau Local Board held at the Whau Local Board boardroom, 31 Totara Avenue, New Lynn, Auckland 0600 on Wednesday 20 February 2019, commencing at 9:00am.

PRESENT
Chairperson: Tracy Mulholland
Members: Susan Zhu
          Catherine Farmer
          David Whitley
          Derek Battersby, QSM, JP
          Te'eva Matafai

Apologies: Duncan Macdonald
Also present: Mary Binney, Antonina Georgetti, Vera Ganason

Notes: Meeting opened by Chair at 9:10am.

<table>
<thead>
<tr>
<th>Workshop Item</th>
<th>Governance role</th>
<th>Summary of Discussions</th>
</tr>
</thead>
</table>
| Item 1: Administration/ Operations | Keeping informed | • The acting Democracy Advisor Vera Ganason was introduced to the board members.  
• Board members were advised that Auckland Transport will contact all members when seeking feedback on minor matters.  
• Board members were highlighted to the challenging situation of the homeless rough sleepers/people in the local area, as well as the antisocial activities that were happening at the former New Lynn Friendship garden area. |
| Presenters: LB Staff and Chair |                 |                                                                                                                                                    |
| Time: 9:10am – 9:20am          |                 |                                                                                                                                                    |

| Item 2: Community Development Role – Green Bay Community House | Engagement | • Board members were presented an overview of the Community Development Role – Green Bay Community House.  
• Officers have been advised to liaise with Community Empowerment Unit should they require additional support to deliver their activities/initiatives. |
| Presenters: Anja Thomas  
Moana Cook  
Pepe Sapolu-Reweti | |                                                                                                           |
<p>| Time: 9:20am – 9:45am | |                                                                                                           |</p>
<table>
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</thead>
</table>
| **Item 3:** Grant Programme Review 2019/2020 | Local initiative/ preparing for specific decisions | • Board members were informed of the findings from the review of the grant programme for the 2019/2020 financial year.  
• Board members noted that while customer satisfaction is reasonably high, and has shown improvement, there is still room for further improvement.  
• Board members agreed that the local grant investment approach will remain the same. |
| Presenters: Marion Davies Erin Shin | | |
| Time: 9:45am – 10:00am | | |
| **Item 4:** Whau Board business in 2019 | Keeping informed | • Board members were advised that staff are currently finalising the 2019/20 work programmes. Two workshops are planned, one in March for feedback on the draft work programmes, and final draft in May prior to adoption.  
• Board members were reminded that 2019 is election year and elected members will need to be particularly mindful that the pre-election period is one of heightened sensitivity. |
| Presenters: Mary Binney Antonina Georgetti | | |
| Time: 10:00am – 10:10am | | |
| **Item 5:** Update on Q1-Q2 for the Whau Community Centres and proposed workplan for 2019/20 | Engagement | • Board members were updated with the Q1/Q2 activities in New Lynn and Avondale Community Centres and presented the proposed workplan for 2019/20 for New Lynn and Avondale Community Centres.  
• It was noted that the method of describing the cost to serve was not transparent, and that the language used should reflect the actual cost to users of facilities.  
• Board members were advised that community places are moving from Funding Agreements to Service Agreements. Officers have been advised to exercise a degree of caution during the transition stage and noted the need to keep the community appraised of the changes and impact.  
• Issues associated with the local homeless rough sleepers/people population were brought to officers attention.  
**Action:** Work with key stakeholders to mitigate the abovementioned social issues.  
• LDI investment will be further discussed at the upcoming work programme workshop. |
| Presenters: Jess Kelly Susan Ropati Jewels Edwards | | |
| Time: 10:10am – 10:40am | | |
Item 6:  
Avondale Library and Community Centre  

Presenters:  
Nicola Terry  
Michael O’Shea  
Gary Jackson  
Deleney McCall  

Time:  
10:50am – 11:45am  

Keeping informed  
- Board members were updated on the acquisition process, plans for community consultation and engagement, and project timeframes and LTP funding alignment for the new multi-purpose library and community centre in heart of Avondale town centre.  
- It was noted that there is no specific timeframe proposed for completion of the acquisition process.  
- All board members but one found the project timeframes not acceptable as the Avondale community have been waiting for over 20 years.  
**Action:** Write to senior managers within Council, and to Panuku stating that the local board does not accept the proposed project timeframes, noting the offers from board members to assist in progressing the project in a timely manner.

Item 7:  
Integrated Ecological Framework for the Whau  

Presenters:  
Chris Ferkins  
Dr Colin Meurk  
Nick FitzHerbert  

Time:  
11:45am – 12:15pm  

Keeping informed  
- Board members were briefed on the framework/project. This included key messages, elements of landscape and the model.  
- It was noted that board members will be given options for building a regenerative landscape in the local board area.

The workshop concluded at 12:15pm.