

Cover page

Te Rohe ā-Poari o Ōpanuku ki Puke Whakataratara

Henderson-Massey Local Board area



Placeholder for local area description

Mihi

E nga pītau whakarei o te waka,
e nga rau tītapu o te iwi, e aku hei māpuna,
e taku iti e taku rahi, koutou kua mahue mai nei
hei toka piringa mōku i te ora,
hei ruruhau i nga hau āwhio o te wā.
E aku whakakai pounamu, e aku māpihi maurea,
kia oho te mauri, kia māriri o koutou wairua,
kia hora te marino, tēnā koutou katoa.
Tēnei au te noho atu nei i te tihi o Te Pae o te Rangi,
i tīhorea ai te whenua kia kī ake au,
e koe e te hau o te uru te wawā rā, me te kī mai,
e kore au e ora i ngā hau kōtiu, i āia ai te pūpūtara ki uta.
Nāu nei te tono kia piki ake au i ngā tai whakatū a Kupe
ki te Waonui a Tiriwhā me te Pae o te Rangi,
Kia titiro whakaroto ahau ki te maunga o Puketōtara,
kei raro e rere ana ko te awa o Waitākere
kei tētahi taha ko Puke Whakataratara, kei tua ko Te Whau.
Koinei rā te rohe kāinga o Te Au o Te Whenua me te Te Kawerau a Maki,
ko rātou nei te whāriki i āhei ai te nohoa o tēnei moka o te rohe
e tini whāioio kua whakakāinga ma.,
Kua kōhatu nei nga paparahi ki te whenua,
i tangata whenuatia ai tātou katoa.
I whaikiko ai te kōrero,
“Ko te hapori te tauawhi i te taiao, he mea motuhake, rerenga kē.” Kia hiwa rā, kia hiwa rā.

*To all those who adorn the prow of this canoe,
to the revered leaders of the people, to my treasured heirlooms,
the lesser and the greater parts of me,
you who are my refuge in life,
my shelter from the storms of time.
My objects of affection,
let your very being flourish, let your spirit be at peace,
let the calm be widespread, I send greetings to you all.
Here I sit on the ridgeline of Te Pae o te Rangi,
where the land had been laid bare,
and the roaring wind of the west whispers,
that I would not survive the blast of the northerly wind, that would drive the paper nautilus to shore.
It was you who commanded me to ascend from the raised seas of Kupe,
to the forest of Tiriwhā, and Te Pae o te Rangi.
So I look inland to Puketotara,
at the foot of which runs the Waitākere river*

on one side stands Massey and on the other - Te Whau.

*Home of Te Au o te Whenua and Te Kawerau a Maki,
the original settlers, they laid the way for later travelers
to make a home here.*

*They cast their footprints in stone upon these precincts of the region,
and so made settlers of us all.*

Which gives substance to the adage,

“Communities connected to their natural environment are unique and diverse.” Let us grow with vigor.

Ngā upoko kōrero

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Statement of proposal for the 2017 Henderson-Massey Local Board Plan

He kōrero mai i te Heamana

From the Chair

Tēnā koutou katoa,

Our local board plan outlines the priorities we think we should focus on over the next three years to help achieve long-term goals for a more equitable and thriving Henderson-Massey.

Henderson-Massey is changing. Intensification is on the horizon, particularly in the northwest, with the population expected to grow by 40,000 by 2020. We must take advantage of the opportunities that come with growth, and meet the challenges as well. We must also infuse our new neighbourhoods with a sense of community, and resource them to succeed.

Henderson-Massey has a huge opportunity for smart growth. We have good transport links, and green space and community facilities that are the envy of Auckland. Let's make this an example of how growth can transform a community to be a place we are truly proud of.

The dream of this board and many in our community is to live and work here. We will work with local business to promote business growth across the west, and fill our empty shops with high value business that provides jobs for our community.

The west has a rich tradition of community groups making life better at the neighbourhood level. It's the Westie way of doing things, and it works. We want to continue our work with our community partners, to help strengthen their capacity and effectiveness.

Our diversity is a huge strength; it's what makes living here so good. We want to work more closely with our migrant communities to foster a greater sense of belonging.

We also want to work more closely with our tangata whenua, recognising the importance of Te Tiriti o Waitangi in everything we do and focusing on improving outcomes for Māori.

We are excited by the huge cultural shift towards more walking, cycling and public transport which give you more options for getting around. Our future must be one where our children can cycle to school safely. We want the gaps in our cycle network and public transport addressed, particularly in Te Atatu, Massey and the northwest.

We are committed to carrying the torch of our eco-city, ensuring our natural environment is preserved for future generations, with improving water quality in urban area streams a priority

We want to know your thoughts on what we have done right, and where we could do better.

Thank you in advance for contributing to our community conversation by submitting on this draft plan.

Shane Henderson

Chairperson, Henderson-Massey Local Board

He kōrero mō ngā poari ā-rohe

About local boards

Auckland Council has a unique model of local government in New Zealand, made up of the governing body (the mayor and 20 ward councillors) and 21 local boards. The governing body focuses on Auckland-wide issues while local boards are responsible for decision-making on local issues, activities and services and provide input into regional strategies, policies and plans.

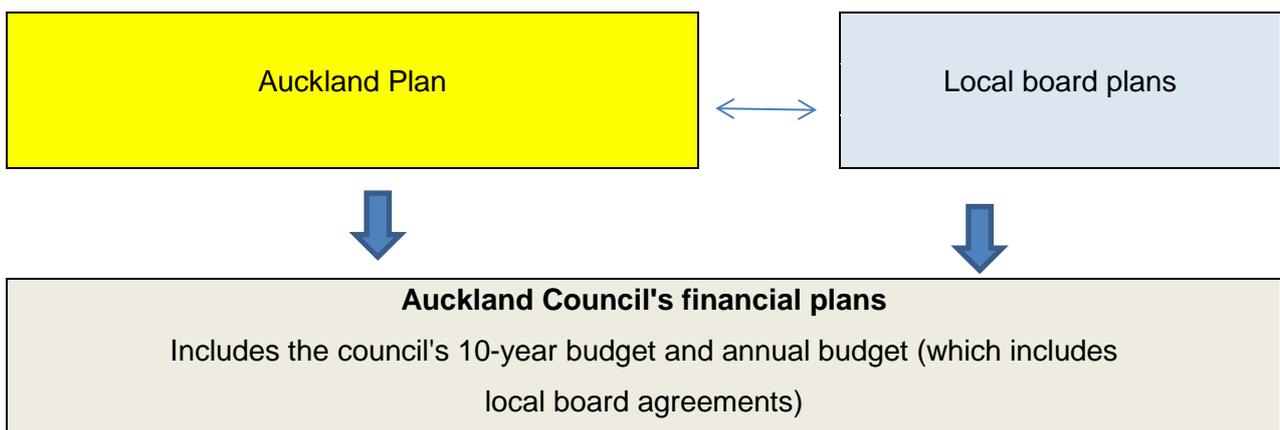
These local issues, activities and services include:

- supporting local arts, culture, events and sport and recreation
- providing grants and partnering with local organisations to deliver community services
- maintaining and upgrading town centres and facilities including parks, libraries and halls
- caring for the environment and preserving heritage.

Local boards also have a role in representing the view of their communities on issues of local importance.

About local board plans

Local board plans are strategic documents that are adopted every three years. Their purpose is to set a direction for the local area that reflects community priorities and preferences. They guide local board activity, funding and investment decisions. They also influence local board input into regional strategies and plans, including the Auckland Plan, the 30-year vision for Auckland's growth.



Each local board develops annual work programmes following confirmation of the budget available to them via the annual budget setting process.

Te whakawhanake i tā mātou mahere

Developing our plan

Our plan is comprised of aspirational outcomes, objectives we want to achieve and some key initiatives to carry out. To make this happen will take the efforts of many working together.

We have identified these by considering what we know about our community, what you have told us is important, and where we think we can make the biggest difference.

Te whakatutuki i tā mātou mahere

Carrying out our plan

Resourcing

We want to do what we can to improve our local board area while being realistic that we cannot do everything with finite resources. This means making the most of what we already have, working with others and acknowledging when we do not have the necessary resources to carry something out.

Some of the proposed key initiatives in our plan can be implemented within existing resources, or there is provision for them in future years of the 2015-2025 10-year budget. By existing resources we mean:

- finances we receive through our revenue sources such as rates and user charges
- our assets such as our community centres and parks
- council staff who are responsible for delivering our annual work programme
- Auckland Transport's Local Board Transport Capital Fund allocation
- our time and energy to represent your views on matters of local importance.

Some of our proposed key initiatives involve investigations or developing plans. It is important to note that this doesn't mean funding for physical works is a foregone conclusion. Following investigations or plan development, we will consider our next steps which could include seeking funding we don't currently have or deciding not to progress further.

In some instances, our role is limited to representing your views on matters of local importance because we do not have the decision-making authority and/or funding to carry it out. When this is the case, we will use our time and energy to influence the relevant decision-maker, ensuring they are aware of your views and our support for them.

Empowering communities

We seek to empower and enable our communities. This means listening to what you want to achieve, directing council resources towards community aspirations and supporting diverse communities to have an input into the things they care about and which matter uniquely to them.

We will prioritise activities that are led by the community, encourage and support people from all walks of life to actively participate in their community, and fully use the talents,

insights and contributions of our diverse community. We will work with others to enable our communities to achieve their goals.

Working with Māori

Delivering on Auckland Council's commitment to Māori at a local level is a priority for local boards. The council is committed to meeting its responsibilities under Te Tiriti o Waitangi/the Treaty of Waitangi and its broader statutory obligations to Māori.

Henderson-Massey Local Board is confident that the outcomes in this plan will help build strong Māori communities. To support this we will increase our commitment to and partnerships with Māori. We will focus on building strong and meaningful relationships with local Māori and key Māori organisations to ensure that Māori needs and aspirations are understood. The local board sees particular opportunities in the areas of local arts culture and events, economic development and environmental management

Whakaotinga 1: He kōtuinga kāinga ā-tāone hihiri, aronuitia

Outcome 1: A network of vibrant and loved urban neighbourhoods

Making existing town and neighbourhood centres the thriving hearts of our community will be our major focus over the three years of this plan.

Henderson-Massey is changing rapidly which will see new communities and neighbourhoods develop. With the right planning for mixed use business and residential development, Henderson and Westgate could become vibrant metropolitan centres where people love to live¹.

Residential intensification provides an opportunity to reduce reliance on cars and improve the quality of the hospitality, retail and cultural offerings in Henderson. We want to work with Pānuku Development Auckland, private developers and our business association to take advantage of the opportunities provided in the Unitary Plan to bring life in to Henderson.²

Along with this goes quality of life which has a major impact on people's well-being. We want to support local identity and pride through community projects such as street clean-ups and neighbourhood upgrades such as entry signs and street tree planting.

We also want to ensure that the new communities that will form in Westgate and Red hills have sufficient parks and recreation facilities like a pool and sports fields.

Opportunities:

- Henderson metropolitan centre has been identified by Panuku Development Auckland as a priority area to revitalise and develop

¹ Henderson-Massey Local Board Plan 2014

² Henderson-Massey Local Board Economic Development Action Plan

- Communities are proud and strongly identify with where they live.
- We have a willing network of people who contribute to the beautification and celebration of their neighbourhoods and cultures.
- Young people continue to make a positive contribution to community art in many town centres.

Challenges:

- Residential intensification through apartment and terrace living in Henderson has yet to go from plans to reality.
- Transformation can be disruptive and lengthy.
- Our population is growing faster than community infrastructure can be provided
- There are many competing priorities for funding.

Outcome 1: A network of vibrant and loved urban neighbourhoods	
Objective	Key initiatives
Quality residential intensification is happening in Henderson	Partner with Panuku Development Auckland to facilitate mixed use business and residential development in Henderson
	Strengthen the walking and cycling connections between Henderson centre and nearby public facilities
Neighbourhood centres foster a sense of identity and place	Support local beautification and community pride projects such as murals, shop painting, street clean-ups and general planting
	Encourage localised entry signage and street tree planting
	Create a well-established and attractively landscaped main street of independent businesses
Arts, events and cultural activities reflect our many heritages	Support a calendar of signature events across our area which reflect our diversity
	Showcase a range of historic heritage information in our area

Outcome 1: A network of vibrant and loved urban neighbourhoods

Objective

Key initiatives

The northwest growth area is an employment, business, community and recreation hub

Investigate provision of a swimming pool and recreation centre and community facilities to service the rapidly expanding northwest area

Whakaotinga 2: He ōhanga ā-rohe whaiora hāpai i te kounga hā ora

Outcome 2: A thriving local economy that supports quality of life

Our area is growing rapidly which will see the population increase by 40,000 by 2020. It is vital that current and future residents benefit from the opportunities this growth will bring. We want to bring vitality and economic opportunity back to our town centres.

We have some challenging issues compared to the rest of the region. Statistics show fewer residents are educated to degree level and there is a greater proportion of adults with no qualifications. Unemployment is also higher than the regional average, particularly for people aged 15-24 years. Median household incomes are lower.

Our young people need access to opportunities to live and earn locally. We will continue to work with Youth Connections, schools and community economic development organisations to make the right support available to prepare young people for employment.

There are opportunities to work with migrant business owners, Māori entrepreneurship ideas and with current businesses, including the creative and health sectors and high tech manufacturing, which we want to support and promote.

Opportunities:

- Local industries have strong potential for growth.
- The northwest development includes new light industrial areas which will create employment opportunities.
- A young, growing workforce.
- Interest in Kaupapa Māori entrepreneurship.
- Improved transport connections to south Auckland and beyond, lowering transport costs and expanding reach.

Challenges:

- Higher levels of young people not in employment, education or training.
- Most businesses are small to medium enterprises.
- Automation and decline of retail businesses affecting the future of work.

Outcome 2: A thriving local economy that supports quality of life

Objective

Key initiatives

Innovation and enterprise is enabled

Work with migrant start-up businesses to enable them to grow and be more viable.

Work with our community partners to identify and fund opportunities to prepare young people for work or further education.

Champion Corban Estate Art Centre as a pivotal asset and drawcard in the west.

Local business collectives and hubs drive identity and success

Encourage business groups to deliver their strategic plans for improving local prosperity

Partner with Auckland Tourism, Events and Economic Development to encourage internationally competitive industries such as the creative and health technology sectors to grow in our area

Support local Māori to explore establishing free enterprise/entrepreneurship ideas and points of difference for west Auckland

Revitalise Henderson through promoting a leading sustainability and urban eco-centre identity

Whakaotinga 3: He hapori matatau tētahi ki tētahi ka mahi tahi mō te painga o te katoa

Outcome 3: Communities know each other and work together on common interests

We need thriving communities that are connected, resilient and inclusive. Our communities also need to be informed so they can contribute to the decisions that affect them.

Partnering with community organisations is fundamental to the way we work. Over the next three years, we will focus on equipping our people and organisations to enable them to shape their quality of life. This includes supporting youth/rangatahi to develop their confidence and leadership skills for the future.

The makeup of our community is becoming increasingly diverse, bringing with it different ways of working, perspectives and strengths.

We are also fortunate in that there are strong Māori-focused organisations in Henderson-Massey such as Te Whānau o Waipareira that we can work alongside.

Community leaders and organisations have told us they want to share resources effectively, develop their governance expertise and focus on what matters long-term without finding funding every year. We will focus on supporting these aspirations.

Opportunities:

- Social media is a valuable tool much of our community use daily that we can utilise more to communicate and connect.
- Long standing and strong relationships with our community organisations.
- Our communities are strongly family/whanau-focussed.
- Strong Māori-focused organisations who have a passion to support their communities
- The increasing diversity of our communities helps broaden our perspectives.

Challenges:

- Lower household incomes in our area.
- Many people feel disconnected from the decision-making process, thinking that they cannot influence what happens.
- Council doesn't always have a good understanding of Māori aspirations
- Demographic and intensification changes are rapid and can be difficult to adjust to

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Outcome 3: Communities know each other and work together on common interests

Objective	Key initiatives
<p>People know each other and feel connected in their neighbourhoods</p>	<p>Support residents to improve their communities through small local initiatives such as street barbecues, picnics and Neighbours Day events</p>
	<p>Establish new ways for people to connect with us such as neighbourhood forums or promoting more use of social media</p>
<p>Strong community organisations are making a difference</p>	<p>Develop long-term funding agreements to support community groups to focus on what matters locally</p>
	<p>Champion active community participation and encourage volunteering</p>
	<p>Support our community leaders and groups with skill development and resource sharing to foster success</p>
<p>Diversity and difference is embraced and valued</p>	<p>Support rangatahi in growing their confidence and leadership through projects that build on their interests and challenge them</p>
	<p>Identify and invite advocates and leaders of lesser known representative groups to present views and insights to elected members</p>
<p>Mana whenua and mataawaka rights are acknowledged and their needs and aspirations widely known</p>	<p>Develop relationships and agree shared goals with local Māori and key Māori organisations</p>
	<p>Support Matariki and other significant Māori events as a source of insight to kaupapa Māori</p>

Whakaotinga 4: Ko ngā urunga whakahaere a te hapori he wāhi hihiri, mauritau kei te pūmanawa o tō tātou hapori

Outcome 4: Community facilities are vibrant and welcoming places at the heart of our communities

Council parks, libraries and community centres are pivotal in helping to build strong, healthy and vibrant communities. These facilities provide spaces where people can connect, socialise, learn and participate in social, cultural, art and recreational activities. They foster improved lifestyles and a sense of belonging and pride among residents.³

We want these facilities to keep up with the demands of our rapidly growing area. For example, we'll work with communities to make programmes in libraries and shared facilities easily accessible and responsive to their needs.

We will work alongside local community sport and recreation organisations to help people become more active and for these organisations to have accommodation and play venues that meet the needs of our community.

We will also provide walkable coastlines and outdoor places for play and exercise.

Opportunities:

- Much of our area is well served with a network of community facilities such as libraries, halls and parks.
- Many facilities operate in a community partnership model, which means the community can determine how they operate
- There is a high-level of user satisfaction with current facilities
- Council staff have a depth of organisational expertise and a commitment to improvement to drive positive change

Challenges:

- Funding the required renewal and upgrades of assets to meet changing demands.
- Pressure on existing services as our population grows
- Ensuring new services and facilities are provided to match residential intensification
- Competing priorities for use of open space and facilities.

Outcome 4: Community facilities are vibrant and welcoming places at the heart of our communities

³ Community Facilities Network Plan

Objective	Key initiatives
People are more active	Partner with community sport and recreation groups to lift residents exercise levels.
	Support our sport and recreation groups to find appropriate accommodation and playing venues
Our parks and recreational services provide a range of accessible experiences for our diverse community	Extend the variety of play and exercise experiences for a range of ages
	Deliver on coastal area priorities identified in the Open Space Network Plan ⁴
Our libraries respond to changing technology and social needs of the community	Work to encourage and attract first time users.
	Target programmes to users with different needs.
Our community facilities are well used and flexible in meeting community needs	The programmes run in our facilities are developed in consultation with the communities being served by them
	Investigate ways to improve community awareness of facility programmes

⁴ Henderson-Massey Local Board Open Space Network Plan

Whakaotinga 5: He māmā te haere kore motokā

Outcome 5: It is easy to get around without a car

Auckland's current public transport network has evolved rapidly and now we are set to take advantage of a dual track electrified rail system and new network bus feeder system.

We have a great foundation of cycleways and walkways in Henderson-Massey. Now, we're doing the same for Massey and Te Atatu South, with the opportunity to start joining them up and linking to public transport hubs. We will work with our neighbouring boards to extend these active transport networks across west Auckland and beyond.

We will partner with our many community interest groups to promote getting around without a car and ways to improve neighbourhood level connections.

We will also continue to work alongside Auckland Transport and the New Zealand Transport Agency to improve our bus and rail network.

Opportunities:

- There are extensive paths and cycleways network to build on
- here is strong collaboration with neighbouring boards to link existing networks and support new projects
- We have active cycling and walking advocacy groups to gather local knowledge from
- Auckland Transport capital expenditure funds can be used for small scale local transport and capital projects

Challenges:

- Transportation infrastructure is very expensive and can cause ongoing disruption
- There is resistance to alternative modes of transport.
- Many public transport trips are currently too long in duration to be a realistic travel option.
- Advocacy is no guarantee - level of influence is lower than in some other outcome areas.

Outcome 5: It is easy to get around without a car

Objective

Key initiatives

Safe footpaths and cycleways enable people to reach key destinations in a timely manner

Fill existing gaps in the shared path network - getting through the Henderson centre and between the two Project Twin Streams pathways

Work with neighbouring local boards and Te Whau Walkway Trust to deliver the Te Whau coastal boardwalk shared path project and enhance connectivity between parks and key council facilities

Upgrade the width and lighting of existing shared pathways to encourage greater use

Implement signage and other wayfinding tools to make it easier for people to find their way around and learn more about their community

A flexible public transport network that meets the varied needs of a growing population

Champion integration of the future Henderson Transport Interchange with Henderson town centre to maximise the opportunity for local economic benefits

Champion construction of a dedicated busway along State Highway 16 from Westgate to the city

Encourage Auckland Transport to investigate park and ride options to make it easier for more remote residents to access public transport

Whakaotinga 6: He wāhi manawapātia me te whakatairangahia ngā ātea tū wātea

Outcome 6: Natural spaces are valued and restored

Protecting and sustaining our natural environment in a growing urban area presents ongoing challenges, such as water pollution and loss of biodiversity.

We want to involve you as kaitiaki, care takers and nurturers of your environment while encouraging sustainable urban development. Project Twin Streams is our most successful environmental restoration programme to date, improving water quality by revegetating 56kms of streambanks with native trees and shrubs. We want to use this experience to help build a strong urban eco-centre identity.

Restoring waterways, biodiversity, and indigenous flora and fauna through partnerships with local Māori and neighbourhood communities gives ownership to the people who live here.

Guiding developers to be proactive in finding ways to preserve and enhance our remaining natural environment gives them the opportunity to be part of the solution. We will also champion the integration of water saving, energy and waste reduction initiatives in new council facilities.

Opportunities:

- Communities are environmentally aware with many committed to action
- Māori have a legacy of kaitiakitanga, strong historical knowledge and environmental awareness
- Using the Project Twin Steams approach for other environmental projects
- New technology and new ways of thinking are creating new approaches to waste reduction, alternative energy and pollution prevention.
- Diversity of remaining ecological environments that can be enhanced
- Partnering with neighbouring local boards to work on natural environments that we share.

Challenges:

- Urban development and population growth are causing further strain on our environment
- Our local area is part of a broader ecosystem and a wider response is needed to preserve our natural environment

Relationships with landowners and finding a balance in using public money to support activity on private land.

Outcome 6: Natural spaces are valued and restored

Objective	Key initiatives
People are central to maintaining our environment	Support Māori as kaitiaki of the environment when developing community and council projects.
	Bring communities together at neighbourhood level through environmental projects on waste and pollution reduction, water and energy saving, and stream restoration and enhancement
The water quality of our streams and tidal areas is improving	Work with residential and industrial properties adjoining waterways to reduce negative impacts
	Install water quality education and information signage at key public access points
Biodiversity is increasing	Identify, protect, and improve rare and endangered habitats
	Promote private native planting to help restore indigenous ecosystems.
New urban development contributes to an improved environment	Champion the integration of water saving, energy and waste reduction initiatives in to new council facilities
	Provide guidance to greenfield developers about the value of contributing to the Northwest Wildlink corridor of ecosystems

He kōrero take pūtea

Financial information

This section is to provide a financial overview of the Henderson-Massey Local Board.

Based on our existing budgets, we believe we can deliver the key initiatives in our draft plan without reducing our existing levels of service or increasing our local revenue sources, such as local targeted rates and fees and charges.

The governing body will be adopting the council's 2018-2028 10-year budget in June 2018. It is important to note that this could change the funding for local boards, including projects currently provided for in the 2015-2025 10-year budget.

Local activities and levels of service

Local board responsibilities, provided for directly in legislation or allocated to boards, are summarised into local activities. These are described in the table below, along with levels of service statements.

More information regarding of levels of services, including performance measures and performance targets, can be found in the Henderson-Massey Local Board Agreement 2016/2017. This is available on the Auckland Council website.

Local activities	Levels of service statements
Local parks, sport and recreation This group of activities covers the management and provision of local parks and open space and recreation activities for both passive and active recreation. It includes swimming pools and leisure centres servicing communities in the local area	Provide a range of recreational opportunities catering for community needs on local parks, reserves and beaches Provide sportsfields that are fit for purpose and cater for community needs Provide programmes and facilities that ensure more Aucklanders are more active more often
Local community services This group of activities contribute to improved community outcomes by providing places and spaces for community to learn and recreate, and by integrating arts and culture into the everyday lives of Aucklanders. Key activities include locally delivered Libraries &	Provide safe, accessible, welcoming library facilities that support the delivery of quality learning programmes and services relevant to local communities Enable Aucklanders and communities to express themselves and improve their wellbeing through customer-centric advice, funding, facilitation and permitting

<p>Information (Libraries) and Community Development, Arts and Culture services.</p>	<p>Deliver a variety of events, programmes and projects that improve safety, connect Aucklanders and engage them in their city and communities</p> <p>Provide safe, reliable and accessible social infrastructure for Aucklanders that contributes to placemaking and thriving communities</p>
<p>Local planning and development</p> <p>This group of activities covers local business area planning, local street environment and town centres, and local environment and heritage protection. These activities include economic, environmental, heritage and spatial projects to deliver great local places.</p>	<p>Develop local business precincts and town centres as great places to do business</p>
<p>Local environmental management</p> <p>This group of activities covers working in partnership with locally based communities and iwi to deliver enhanced environmental outcomes (with a focus in indigenous biodiversity, healthy waterways and sustainable living) that contribute to Māori, community wellbeing and economy.</p>	<p>Provide leadership & support to protect and conserve the region's natural environment, historic heritage and Māori cultural heritage</p>
<p>Local governance</p> <p>This group of activities covers support to local boards such as strategic advice, preparation of local board plans, development of local board agreements, community engagement including relationships with mana whenua and Māori communities, democracy and administration support, and professional development for elected members</p>	<p>The measures for this group of activities are covered under the Regional Governance group of activities in the Long-term Plan 2015-2025 where the survey measures determine participation with Auckland Council decision-making in general. This includes local decision-making. There are no significant changes to the measures or targets for 2016/2017.</p>

Financial overview

Income, expenditure and capital investment by local activities for the period 2015 to 2018

Annual Plan Financials	2015/16 (\$000s)	2016/17 (\$000s)	2017/18 (\$000s)
Operating revenue			
Local community services	432	377	412
Local parks, sport and recreation	4,323	5,868	5,664
Local planning and development			
Local environment services			
Total operating revenue	4,755	6,245	6,076
Operating expenditure			
Local community services	8,689	8,625	9,103
Local governance	1,115	1,097	1,140
Local parks, sport and recreation	14,731	13,315	13,884
Local planning and development	1,599	2,049	3,058
Local environment services	331	244	196
Total operating expenditure	26,465	25,331	27,381
Net operating expenditure	21,710	19,086	21,305
Capital expenditure			
Local community services	8,047	392	35
Local governance			
Local parks, sport and recreation	5,245	5,291	20,587
Local planning and development	22,605	30,608	15,180
Local environment services			
Total capital expenditure	35,898	36,291	35,802

Funding Impact Statement

Financial year ending 30 June	2016/17 (\$000s)
Sources of operating funding	
General rates, UAGCs, rates penalties	22,472
Targeted rates	82
Subsidies and grants for operating purposes	130
Fees and charges	5,945
Local authorities fuel tax, fines, infringement fees and other receipts	170
Total operating funding	28,799
Applications of operating funding	
Payment to staff and suppliers	21,752
Finance costs	3,255
Internal charges and overheads applied	3,784
Other operating funding applications	-
Total applications of operating funding	28,791
Surplus (deficit) of operating funding	8
Sources of capital funding	
Subsidies and grants for capital expenditure	9
Development and financial contributions*	-
Increase (decrease) in debt	36,274
Gross proceeds from sale of assets	-
Lump sum contributions	-

Other dedicated capital funding	-
Total sources of capital funding	36,283
Application of capital funding	
Capital expenditure	
- to meet additional demand	28,969
- to improve the level of service	3,442
- to replace existing assets	3,880
Increase (decrease) in reserves	-
Increase (decrease) in investments	-
Total applications of capital funding	36,291
Surplus (deficit) of capital funding	(8)
Funding balance	0

Ngā Mema o tō Poari ā-Rohe o Ōpanuku ki Puke Whakataratara

Your Henderson-Massey Local Board members

Photo	Members details
 A portrait of Shane Henderson, a young man with short blonde hair, wearing a dark suit jacket, a white shirt, and a striped tie.	<p>Shane Henderson - Chairperson</p> <p>Phone: 021 839 935</p> <p>45 Coniston Avenue</p> <p>Te Atatu South</p> <p>shane.henderson@aucklandcouncil.govt.nz</p>
 A portrait of Peter Chan, a middle-aged man with glasses, wearing a grey suit jacket, a black shirt, and a red tie.	<p>Peter Chan, JP - Deputy Chairperson</p> <p>Phone: 021 286 5533</p> <p>20 Piriti Drive</p> <p>Te Atatu Peninsula</p> <p>peter.chan@aucklandcouncil.govt.nz</p>
 A portrait of Paula Bold-Wilson, a woman with dark hair, wearing a colorful patterned top with a fur collar.	<p>Paula Bold-Wilson</p> <p>Phone: 021 518 629</p> <p>paula.bold-wilson@aucklandcouncil.govt.nz</p>

Photo	Members details
	<p>Brenda Brady, JP</p> <p>Phone: 027 564 0566</p> <p>PO Box 121 456</p> <p>Henderson</p> <p>brenda.brady@aucklandcouncil.govt.nz</p>
	<p>Warren Flaunty, QSM</p> <p>Phone: 021 287 1555</p> <p>86 Red Hills Road</p> <p>Massey</p> <p>warren.flaunty@aucklandcouncil.govt.nz</p>
	<p>Will Flavell</p> <p>Phone: 021 804 064</p> <p>will.flavell@aucklandcouncil.govt.nz</p>
	<p>Matt Grey</p> <p>Phone: 021 536 214</p> <p>10 Talavera Place</p> <p>Te Atatu South</p> <p>matt.grey@aucklandcouncil.govt.nz</p>

Photo	Members details
 A portrait of Vanessa Neeson, JP. She is a woman with short, light-colored hair, wearing red-rimmed glasses and a bright orange, ruffled jacket over a green top. She is smiling at the camera.	<p>Vanessa Neeson, JP</p> <p>Phone: 021 281 0445</p> <p>vanessa.neeson@aucklandcouncil.govt.nz</p>