

**Date:** Wednesday 26 March 2025  
**Time:** 10.07am  
**Meeting Room:** Room 1, Level 26  
**Venue:** Te Wharau o Tāmaki - Auckland House  
135 Albert Street  
Auckland

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## **Governing Body Workshop**

### **Allocation of decision-making responsibilities**

### **OPEN NOTES ITEM ATTACHMENTS**

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Item 3

**Allocation of decision-making responsibilities between the Governing Body and local boards**  
for activities coming in-house as part of CCO Reform


Governing Body



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**Purpose of workshop**

- Seek direction on where decisions should be made for activities coming in-house:
  - a) urban regeneration
  - b) commercial property management
  - c) economic development
- Outline areas of current work and where further work is needed
- Discuss next steps, processes and timeline



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Attachment A

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### Context

- The Governing Body agreed an integrated CCO reform package in December 2024
- Urban regeneration, commercial property management, and economic development activities will come in-house
- Therefore, current Eke Panuku and Tātaki Auckland Unlimited Board decisions will be allocated to the governing body or local boards
- This creates links to the wider local board decision-making projects – more empowered local boards, fairer funding for local boards
- This work will help inform future change, such as for parts of Auckland Transport coming in-house



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### Relevant existing decision-making responsibilities

Governing Body	Local boards
<p><b>Regulatory activities</b> such as unitary plan, and improvements to local street environment and town centres within a spatial priority area.</p> <p><b>Regional strategies, policies and plans</b> including:</p> <ul style="list-style-type: none"><li>• Auckland Plan</li><li>• Long-term plan and annual plans</li><li>• Financial policies</li><li>• Street environment and town centres strategy and policy, including the classification of town centres</li></ul> <p><b>Establishment and maintenance</b> of the capacity of Auckland Council to provide, or ensure the provision of, its services and facilities (including local activities)</p> <p><b>Governance</b> and use of regional facilities/properties, non-service and corporate properties</p>	<p><b>Local planning and urban development</b> including:</p> <ul style="list-style-type: none"><li>• Local board plans and agreements</li><li>• Local strategic visioning, planning within parameters set by regional strategies, policies and plans</li><li>• Local area plans</li><li>• Local place-shaping activities,</li><li>• Local public artwork, public art programmes</li><li>• Community-led placemaking initiatives</li><li>• Improvements of local street environment and town centres (excluding spatial priority areas) within parameters set by governing body</li></ul> <p><b>Governance and use of local facilities/properties</b>, including changes of use</p> <p><b>Acquisition of new local facilities</b> within budget parameters agreed by the Governing Body</p>



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### Principles for allocating non regulatory decision-making responsibilities: S.17 Local Government (Auckland Council) Act (the subsidiarity principle)

Decision-making should be local unless the nature of the activity is such that decision-making on an Auckland-wide basis will better promote the well-being of communities across Auckland because

- i. the impact of the decision will extend beyond a single local board area
- ii. effective decision-making will require alignment or integration with other decisions (that sit with the GB)
- iii. the benefits of a consistent or co-ordinated approach across Auckland will outweigh the benefits of reflecting the diverse needs and preferences of the communities within each local board area



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### (a) Urban regeneration activity



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**Principles to ensure continuity of urban regeneration programmes**

- Delivery of approved programmes will continue in accordance with approved business cases and budgets.
- The Governing Body will continue to allocate budgets to these programmes while further work to confirm future processes is undertaken once activities are in house.
- Decision-making over current activities from 1 July 2025 will be allocated to either the Governing Body or local boards.
- Further work is needed to determine where decision-making for future work programmes will sit.



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**Activities moving in-house: urban regeneration**


- Implementation of approved urban regeneration programmes for priority location areas e.g.
  - Transform: Manukau
  - Unlock: Northcote, Panmure
- Funding and sequencing of projects
- Leadership of city centre and waterfront

**Potential future activities**

- Identification, planning, development and funding for any new priority location areas

Immediate action required

Can be determined later



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### Urban regeneration activities: suggested clarifications to allocation-table (interim)

**Governing Body decision-making**

Auckland-wide urban regeneration programme outcomes and objectives

Urban regeneration in city centre and waterfront

Allocation of budget for priority location plans including sequencing of urban regeneration projects within annual budget envelopes

Identification of priority locations for urban regeneration programme

Overall funding plan for priority locations

**Local boards decision-making**

Implementation of priority location plans, within parameters set by the governing body

Local urban regeneration projects that are not part of the Auckland-wide urban regeneration programme, for example streetscape improvements or local service property optimisation projects

*Potential future allocation*

*Outcomes for new priority locations, within parameters set by the Governing Body*

*Funding and sequencing of urban regeneration projects in priority locations, within budget parameters set by the governing body*

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### In practice: proposed decision-making from 1 July

Governing Body or Committee	Local Boards	ADO via Chief Executive
<ul style="list-style-type: none"> <li>Approves Auckland Plan, land use and infrastructure policy.</li> <li>Approves urban regeneration investment through the LTP/Annual Plan, including:                             <ul style="list-style-type: none"> <li>Urban regeneration budget</li> <li>Revenue target from asset recycling (property sales)</li> <li>City Centre Targeted Rate programme.</li> </ul> </li> <li>Approves new priority locations or regional urban regeneration programmes.</li> <li>Approves parameters for investment in priority locations through approval of programme business cases including strategic outcomes, high level design, identification of projects, costs, benefits, delivery timeframes etc</li> <li>Decision-maker for city centre and waterfront.</li> <li>Approves acquisition of property.</li> <li>Approves disposal of non-service property.</li> </ul>	<ul style="list-style-type: none"> <li>Consulted prior to LTP, annual plan, new priority locations and for city centre and regional programmes.</li> <li>Endorses programme business case for priority locations, including masterplan.</li> <li><b>NEW</b> Approves annual work programme specifying projects, sites and/or activities in the local board area.</li> <li><b>NEW</b> Approves annual placemaking and activation plans and budget for its area.</li> <li><b>NEW</b> Approves urban regeneration project plans within the parameters set out within approved programme business cases (i.e. scope, cost, location, benefits delivered).</li> </ul>	<ul style="list-style-type: none"> <li>Provides advice to the Governing Body and local boards to inform their respective decisions in relation to urban regeneration.</li> <li>Implements approved urban regeneration programme business cases and projects in accordance with delegations.</li> <li>Executes property transactions, including preparing go-to-market strategies for development sites.</li> <li>Provides regular delivery performance reporting to Governing body and Local Boards.</li> <li>Works closely with LBs, both formally and informally, from urban regeneration plans, to design of public realm projects to property optimisation, regular workshops, meetings and site visits.</li> </ul>

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**Property activities moving in house (commercial property and marina management): no suggested changes to allocation-table**

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Governing Body decision-making	Local boards decision-making
Statutory responsibilities e.g. disposals	Delegation to local boards for service optimisation decisions over local service property Some acquisition decisions for new local facilities allocated to local boards

Work underway on group property review  
Future work could include a review of disposals/acquisitions functions  
**Note:** while no substantive changes are proposed to allocation table, in practice more decisions will come to elected members (as outlined in the CCO reform advice).



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**Economic development activities moving in house: no substantive changes proposed**

<b>Governing body decision-making</b>	<b>Local board decision-making</b>
Regional economic development strategy and Business Improvement District (BID) Policy Auckland-wide and city centre economic development programmes and initiatives	Business improvement district (BID) programmes including establishment of new BIDs within parameters set by the BID Policy and recommending BID targeted rates to the governing body Local economic development plans, projects and initiatives within parameters set by regional strategies, policies and plans

**Note:** while no substantive changes are proposed to allocation table, in practice more decisions will come to elected members (as outlined in the CCO reform advice).


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### Summary of the three focus areas

<b>(a) Urban regeneration</b>	<p><u>Interim</u> solution in place until a more comprehensive solution is adopted post-1 July.</p> <ul style="list-style-type: none"><li>• <b>Governing Body</b> continues to approve all budget decisions, and ongoing regional, city centre, and waterfront programmes.</li><li>• <b>Local boards</b> will make decisions on implementation of priority location plans, within parameters set by the governing body</li></ul>
<b>(b) Property management</b>	<p>While no substantive changes are proposed to the allocation table, in practice, more decisions will now come to elected members (as outlined in the CCO reform advice).</p>
<b>(c) Economic development</b>	



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Attachment A

**Process**

- **Late April/early May** – report to local boards business meetings
- **29 May** – report to Governing Body to agree allocation of decision-making table
- **26 June** – adoption of annual plan (includes allocation table)
- **1 July** – functions moved to council, new allocation of decision-making applies

**Staff delegations and advice**

- Being updated to ensure activities can continue in an efficient and effective way
- Need to be consistent with existing governing body and local boards delegations
- Local board delegation protocols – to recommend a review in new term

**Commercial advisory group**

- Proposal for a small commercial advisory group
- To provide advice to staff (and elected members) on the commercial viability of urban regeneration programmes, property transactions and other commercial advice
- Neither decision-making nor a subsidiary entity
- More cost-effective than acquiring advice



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