

Devonport-Takapuna Local Board Workshop Programme

Date of Workshop: Tuesday 26 09 2023
 Time: 11.00 am – 1.00 pm
 Venue: Devonport-Takapuna Local Board Office, Ground Floor, 1 The Strand, Takapuna and MS Teams
 Apologies:

Time	Workshop Item	Presenter	Governance role	Proposed Outcome(s)
11.00 – 12.00	1. Local Board Services <ul style="list-style-type: none"> - 10- year Budget and Annual Budget (Long-term Plan and Annual Plan) Attachments: <ul style="list-style-type: none"> 1.1 LBAP1 - LTP and LB Annual Planning presentation 1.2 Direction to Council Group form the Mayor and Councillors 	Maureen Buchanan Senior Local Board Advisor Sugenthy Thomson Lead Financial Advisor	Keeping Informed	Receive update on progress
12.00 – 1.00	2. Local Board Services <ul style="list-style-type: none"> - Local Board Plan amendments (Organisation feedback) Attachments: <ul style="list-style-type: none"> 2.1 Presentation Draft LBP review 2.2 D-T Draft LBP with changes post workshop 	Rhiannon Guinness Local Board Advisor	Keeping Informed	Receive update on progress

Next workshop: 10 10 2023

Role of Workshop:

- (a) Workshops do not have decision-making authority.
- (b) Workshops are used to canvass issues, prepare local board members for upcoming decisions and to enable discussion between elected members and staff.
- (c) Members are respectfully reminded of their Code of Conduct obligations with respect to conflicts of interest and confidentiality.
- (d) Workshops for groups of local boards can be held giving local boards the chance to work together on common interests or topics.

Devonport-Takapuna Local Board Workshop Record

Date of Workshop: Tuesday 26 September 2023
Time: 11am – 12.29pm
Venue: Devonport-Takapuna Local Board Office, Ground Floor, 1 The Strand, Takapuna and MS Teams

Attendees

Chairperson: Toni van Tonder

Deputy Chairperson: Terence Harpur

Members: Peter Allen
Gavin Busch
Melissa Powell
George Wood, CNZM (*online*)

Staff: Trina Thompson – Local Area Manager
Maureen Buchanan – Senior Local Board Advisor
Rhiannon Guinness – Local Board Advisor
Henare King – Democracy Advisor

Apologies

None

Workshop item	Presenters	Governance role	Summary of discussion and Action points
1. Local Board Services - Long-Term Plan and Annual Plan	Maureen Buchanan Senior Local Board Advisor Sugenthy Thomson Lead Financial Advisor	Keeping informed	The local board was provided with an introductory overview of the Long-Term Plan process. Next Steps: <ul style="list-style-type: none"> • Workshop 2 is scheduled for 24 October
2. Local Board Services - Local Board Plan amendments (organisation feedback)	Rhiannon Guinness Local Board Advisor	Keeping informed	The local board was provided with an update on the Local Board Plan development. The local board raised the following points and questions in response to the presentation: <ul style="list-style-type: none"> • Concerned an image of Takapuna Beach being used is outdated and possibly misleading. • Some typo / wordsmithing comments • Concern around using image of Victoria Road crossing as it is a contentious topic • Some uncertainty around whether an image of Kennedy Park WW2 Tunnels had been digitally altered, potentially misleading • Requested more emphasis on local public transport systems • Noted that the Local Board area has among the lowest rates of graffiti across Auckland. • Questioned the percentage of Locally Driven Initiative budget spent on the environment • Discussed highlighting the different demographics of the Local Board area Next Steps: <ul style="list-style-type: none"> • Plan submitted for peer review 2 October • Final workshop 17 October • Plan adopted 31 October

The workshop concluded at 12.29pm



Long-term Plan 2024-2034

Direction to Council Group from the Mayor and Councillors

August 2023





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Purpose of this document

This document provides direction to the council group for its development of the 2024-2034 Long-term Plan (LTP).

This document’s contents are the result of workshops between the councillors and the Mayor in a new process established by the Mayor to enable elected members to have wide-ranging discussions about the long-term future of Auckland and the council group. That process is ongoing and may produce further direction and requests, which the organisation’s capacity to deliver on will require assessment at the relevant time. The Mayor, as the statutory lead for the LTP, has also included a statement on his priorities.

The LTP takes a long-term view and outlines what the council does, why, how activities fit together and what it costs over the plan's 10-year period. It is the basis for accountability to the community.

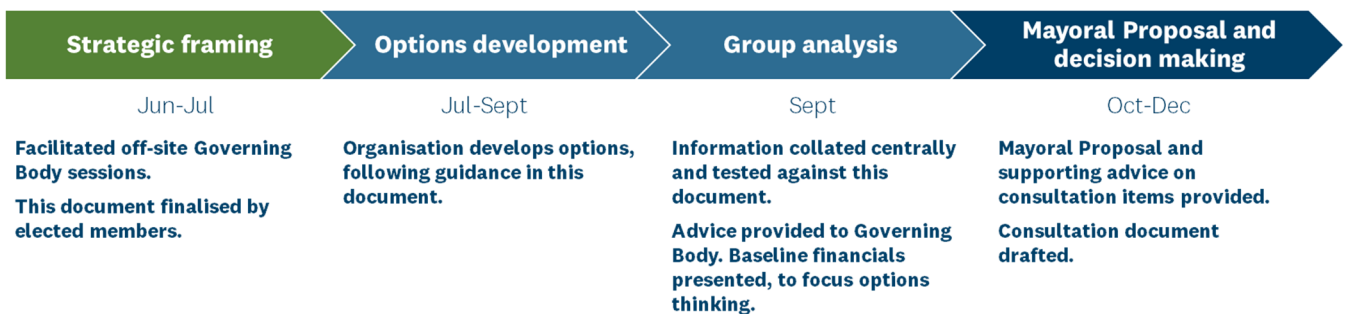
The context of the 2024-34 LTP is again challenging. Simply put, the council cannot afford the same suite of activities and services without changing its financial settings or vice versa. The council faces rising investment demand due to rapid growth, changing community needs and expectations, ageing assets, a need to support recovery from recent storm events and mitigate and adapt to climate change. At the same time, the council operates in an environment of reduced investment capacity due to reduced revenue, existing commitments to spend, increased interest rates and supply chain costs. Central Government is also changing our operating environment, centralising regulatory settings and removing some functions from Local Government.

Developing the LTP is a complex process. The council’s budgeting processes must be more strategic. Rather than just solving for a budget gap it is an opportunity to strategically re-think how best to make investments that meet expectations for the future.

The LTP itself is more than a budget document. It must set a political direction for Auckland. The combined investment and policy direction form a comprehensive vision. The LTP can help define the relationship between the council, Aucklanders, central government, iwi and partners. It should be clear about what the council does and doesn’t do and how it makes decisions about the allocation of scarce resources.

Council’s existing strategies and policies provide long-term direction to our activities and the outcomes we want to achieve for Auckland. However many of these are not being implemented or monitored. Many also describe a direction of travel that requires more funding than is available within current settings. This document communicates the strategic priorities for the LTP agreed by the councillors and the Mayor. Work on these priorities, and the five policies of the Mayor, will inform the Mayor’s proposal.

The issues and options discussed in this document are not exhaustive. The focus areas described do not exclude further advice from staff on other key issues for the LTP. An accompanying document provides guidance to the council group about the LTP development process itself, including approach and information requirements.



Mayor's statement on policy direction

Introduction

As mayor, it is my role to lead the development of the LTP.

The LTP is not just a budget, it is a significant opportunity for us to set the political direction for Auckland Council and focus the organisation on change that will improve the daily lives of Aucklanders.

Feedback I've had from councillors is that in previous LTP years, elected members have felt they were passive participants being shepherded through an administrative process, rather than actively guiding it, and making the key calls. I want that to change and have set the expectation that this process is more politically led. The workshops that led to this document were the start of our new approach.

We also need to reform the council's overarching approach to budget and financial management. In other words, we need a better set of responsible financial management rules for Auckland Council so we can have confidence our plan spends wisely on things that make a difference and does not waste money. We need to at least keep rate increases to inflation or near-inflation.

I am determined to do this so we can affordably and sustainably deliver for Aucklanders. In this section, I set out my policy direction for the development of the LTP. This includes my political priorities based on my five campaign priorities and early direction on preparation of the Mayor's budget proposal, which will look different this time.

My Mayoral statement on LTP policy direction and priorities signals my priorities for the Mayor's Proposal later in the LTP process. This section complements the work the councillors and I have done together in our workshop sessions, where we looked across the broad areas of the council group's activity and identified focus areas and specific options we would like to see as the LTP develops. I am supportive of the guidance we have agreed as a group. There is alignment between my priorities and the areas of focus we as a group have identified, and I have made this clear throughout.

Ultimately, I want the LTP to reflect the values, aspirations and needs of the people we have been elected to represent. That means each councillor has a role in leading these priorities and initiatives. To that end, I have identified political working groups at the end of this section.

We need to do things differently and break from past practices.

A new vision for Auckland and Auckland Council's role

Auckland: A beautiful, thriving and safe place to live

The LTP is a chance to articulate a vision for Auckland and the role of the Council within it. In our discussions we debated the purpose of a vision statement. We can all agree that there is value in being clearer about the council's role in achieving outcomes for Auckland. I consider that an overarching vision statement accompanied by explanation of council's role in achieving it would be a useful thing for the LTP to do. I want this to be a collaborative effort that we work on over the next few months.

For my part, I see an Auckland that is beautiful, thriving, and safe, because Aucklanders from all walks of life can experience during our daily lives:

- A stunning natural environment – harbours, beaches, forests, maunga, islands, urban trees – that can be accessed and enjoyed by Aucklanders across the region, including in its heart.
- A transport system and development pattern that enables us to live in decent houses in nice communities and move around the region easily, affordably and in a way that meets our climate commitments.
- Decent and affordable public services, amenities, and infrastructure
- A diverse and dynamic Asia-Pacific city, which honours the place of Māori as tangata whenua, and includes a rich array of cultural and sporting events, museums, galleries and built heritage.
- A thriving economy that supports growth and opportunities for all.

The role of Auckland Council

A lot of what makes Auckland work isn't within our control, so a vision for Auckland is different from a plan for the council's role in it.

Here are three big ideas I want to underpin how we think about the role of Council in this LTP.

One: Getting back to basics

Over the coming decade, Auckland Council will need to make investments to ensure Auckland remains a great place to live which aligns with our vision.

But, I think we need to focus on the areas where we can make the most difference and have the most impact. For me, that is in affordably delivering the basic infrastructure and services that Aucklanders expect from council that enable and improve their daily lives; especially in helping them get around the region easier.

The whole organisation needs to also be focused on being more cost effective. We should not spend ratepayer money where we cannot justify how much things cost, and should reconsider investing in activities where our role is marginal and does not the “shift the dial”. There are too many areas where we just spend too much on things. We are also stewards of public assets and we need to prove to Aucklanders that we are getting the best deals and properly managing those assets and contracts.

Two: A fundamentally different relationship with central government

Redefining the relationship between Auckland Council and Central Government is one of the big points I want to see in this LTP, and it underpins several of our initiatives.

Almost everything we do is affected by central government and so to make progress on most things we need their cooperation in one form or another.

One of the points of creating a Super City in the first place was that it could have a different relationship with the Government so it could provide regional leadership and deliver for Aucklanders. Going back, the Royal Commission on Auckland Governance said in 2009:

- The relationship between the new Auckland Council and the Government would be one of interdependence and partnership, centred around shared decision making and accountability.
- Joint decision-making boards should be established to set strategy and guide public spending in the areas of social development and transport. This was, among other things, to reduce duplication.

- Having created an Auckland Council, central government should then allow the Council to influence Government decision making, working in partnership for the greater good of Auckland and New Zealand
- The Government should consider models for formal arrangements between central and local government that involve greater devolution to local government, such as “City Deal” type arrangements, noting the examples in Wales and South Australia.

None of this has happened as proposed. We are often treated like any other council and much of what we do is dictated to us through an ever-growing list of unfunded mandates. The council also continues to do things that are the Government’s primary responsibility in an incoherent, duplicative way.

Instead of having *more* say about what happens in Auckland, Auckland Council perversely has the *least* say of any council over how our resources are spent on crucial regional matters. We are the country’s only council that does not have a direct statutory role in setting the policy direction for transport spending and the only council that is told by Parliament what regional organisations we must fund. Instead of joint decision-making with government on transport and social matters, Auckland continues to suffer from a lack of integrated decisions. Megaprojects are simply imposed on us by political parties during elections, without any consultation or even justification and that must stop.

To be fair, the Royal Commission also said central government needs to have Auckland’s priorities presented to it in an accurate and consistent way, and it needs to have confidence in the ability of the Auckland Council to make good decisions and to deliver in an effective and efficient way. I am not sure we have really done our side of this either and that is going to change.

In this LTP, I’d like to see Auckland Council rise to the challenge. The LTP should set out Auckland’s priorities for central government in an accurate and consistent way, including our key “asks” of the government of the day. These should include:

- **A “City Deal” type arrangement:** in which the Government provides long-term funding and regulatory concessions and enables us to get on with delivery. This could cover water, storm recovery and resilience, funding and large-scale urban development projects.
- **New relationships based on partnership and joint decision-making:** including transport, social and cultural services. All transport projects should be within the guiding umbrella of the Auckland Integrated Transport Plan.
- **Legislative change:** to enable joint integrated transport decision-making to provide us with more say over funding regional organisations and provide us with better funding tools.
- **Annual transfer of funding:** from the Crown to local government, as recently proposed by the Government’s Future of Local Government Review.

I will commission work to investigate and design a partnership model. I’d like to see councillors work as a team on this plan, because we will be able to achieve a lot more together.

It is also election year. In our sessions the councillors and I have identified the need for a manifesto to best articulate areas where change would best serve Auckland and New Zealand, including:

- greater control over council-controlled organisations and key strategic documents related to their operations,
- rates to be paid on Crown property and other non-rateable land, and an annual transfer from Central Government of revenue equivalent to GST charged on rates,¹

¹ Both recommendations of the Future for Local Government review 2023

- legislation providing for integrated joint decision-making with the Crown on Auckland’s transport system, and greater role of Auckland Council on regional transport matters (including the RLTP and parking fines),
- time-of-use charging as decided by council on roads including State Highways that council selects,
- reasonable Crown contribution, as part of a broader City Deal, to:
 - efforts to make the region more resilient to flooding, including identified through our “Making Space for Water” programme,
 - delivery of the integrated transport plan for Auckland, including an affordable, sensible rapid transit network, nationally significant rail projects, and optimising and maintaining of our existing assets,
 - our national venues and attractions, such as the Auckland Museum,
 - services that deliver on or compliment central government responsibilities such as the Citizens’ Advice Bureau,
- delivery of large-scale quality urban development projects, in partnership.

Three: Simplified governance that empowers local decision-making

Our current governance structure is large and complex, involving 170 elected members across the governing body and 21 local boards (about 40% more members than the New Zealand Parliament), around 40 Council Controlled Organisations (CCO) and port company directors, the Independent Māori Statutory Board (IMSB), and 6 chief executives and executive teams.

This structure makes it hard to make big decisions, carries a huge running cost, and results in duplication and unclear responsibilities. It makes it particularly hard for staff to meaningfully support governance.

It is also another area where we fall very short of the Royal Commission on Auckland Governance’s original vision for Super City – which notably included fewer and more powerful local boards that were genuinely empowered to make important local decisions. Since I was elected, several key stakeholders, including local boards and mana whenua groups, have suggested to me that they would prefer that sort of model.

I think more decisions should be made at a local level, including purchasing decisions, so that Local Boards can better respond to local priorities and seek out cost effective ways of doing things.

So, another big idea we have agreed to consider in the LTP is moving closer to that model of genuine shared governance. This would need to involve appropriate changes to local board funding policies to allow local boards to make meaningful, sustainable decisions for their communities, and fixing the long-standing issues so Local Boards are funded fairly. A joint governance working party is progressing this issue and related issues of fairer funding and representation (i.e. the number of local boards and members, which may have financial implications).

This should also enable Local Boards to exercise more control and make sensible decisions about asset ownership and use. This should improve cost effectiveness too, as Local Boards will have greater ability and incentive to control costs.

We also need to allow for the needs and priorities of different areas to be understood and addressed, rather than adopting a one-size-fits-all approach. A local and sub-regional lens will allow us to understand and address challenges in transportation, water, and other areas more effectively. The LTP proposal should reflect this – not just a list of projects for the area, but a genuine attempt to engage and respond to the different needs of our communities.

Local Boards have a key role to input into the LTP via their local board plans and to provide crucial input to regional decision-making and items for consultation.

Strategic Priorities and Policy Initiatives for the LTP

Challenges

The council faces some significant financial challenges in delivering on its role. We have major bills coming for basic infrastructure: City Rail Link, its associated works, and other committed transport projects; flood recovery and resilience (including a potential contribution to voluntary buyouts); other climate mitigation and adaptation; the ongoing renewal of a massive community asset portfolio; and delivery of infrastructure for new development. Costs are rising across everything we do, not least in servicing our huge debt. Unfunded mandates from central government further add to these costs.

In responding to these challenges, rates have gone up each year by more than the rate of inflation and that simply cannot continue indefinitely.

The council is at risk of not being able to affordably meet the expectations of Aucklanders about basic delivery of infrastructure and services to them, meaning we will slip on the things that really make a difference to people while we try to juggle less important work. Some trade-offs and focus are required to put us on a sustainable financial path. We must be clear about what really matters, the standard of service we will deliver and our financial strategy for delivering.

At least part of the problem rests with structural issues that have not been addressed previously. The council spends way too much on many of things it does; it lacks role clarity, having accumulated a growing range of functions without obvious strategic oversight; and can improve its asset management, including utilisation, planning for asset maintenance and renewal, and making prudent decisions about ownership. We have too many unfunded strategies and plans, and too much of what we do or spend is dictated to us by Wellington or CCOs without strong regional leadership from council.

I am committed to tackling these issues as part of the LTP and setting up the council so it can confidently deliver on its core mission.

Priorities

The council needs to deliver its services and infrastructure better, faster, and cheaper. The LTP will need to constitute a plan to make progress on a wide range of priorities, including further progress on my core campaign promises which Aucklanders will expect me to act on. These are:

1. Stop wasting money
2. Getting Auckland moving
3. Fix Auckland's Infrastructure and build a resilient Auckland
4. Take back control of Council organisations and Auckland's future
5. Making the most of our harbours and environment

1. Stop Wasting Money: We need to reduce wasteful expenditure and improve the cost effectiveness of our services. Saving money enables us to invest in the things that matter and reduce the burden on ratepayers. LTP initiatives will include short-term savings, as well as long-term financial reform to embed and build public confidence in the council's fiscal discipline and cost control.

→ **Budget and Financial Responsibility Reform**

I intend to propose new financial responsibility rules as a core component of a reset Financial Strategy. We need to ensure our financial management approach provides the right incentives for operational efficiency, levers of cost control, prioritisation of spending where it will make the most difference, and transparency. I intend to embed within the budget process the practice of reviewing the financial performance of individual council and CCO departments.

→ **Shared Services & Resource Utilisation**

I set out a clear expectation that we reduce duplication and waste across the Council and CCOs by accelerating shared services: reducing the property footprint of council and our spending on support services. We have made some progress and this work need to continue.

We also need better assurance that our resources are being utilised effectively, including floor space, computers, vehicles and the like. I expect metrics on these to be reported and published for the Group, and specific plans put in place to improve utilisation so we are not wasting money on things we do not use. The councillors and I have requested specific options for shared services (see the Well-Managed Local Government section of our guidance).

- 2. Get Auckland moving:** Our transport system needs to move people and goods around Auckland cheaper and faster. This requires making the most of our existing infrastructure, including looking after existing roads, and improving the speed and reliability of public transport with simple interventions. The LTP needs to set out the path for a much better public transport system. See the Transport section of the councillor and Mayor guidance for more detail on focus areas.

→ **Integrated Transport Plan**

The Auckland Integrated Transport Plan is an essential tool to deliver a better transport system. We will seek a good deal for Auckland from the Government of the day to deliver on our priorities, including simple fixes to speed up our transport system, maintaining existing assts, as well as improving the governance of the transport system to enhance democratic decision-making and fix the long-term funding model. We need to seek legislative change to enable key components of this, including time-of-use charging and more efficient funding decisions.

→ **Drastically cut the cost and inconvenience of Temporary Traffic Management**

I am absolutely determined to reduce the unjustifiable social and economic disruption caused by the current approach to temporary traffic management. Trials are underway on a new approach and progress on this is a priority for me in LTP and there is an expectation of action from AT.

- 3. Fix Auckland's Infrastructure and build a resilient Auckland:** We need to capably finish large infrastructure projects like Central Interceptor, City Rail Link and associated works and maximise the value of our existing infrastructure, before we consider other megaprojects. Completing the flood and storm recovery and making sensible investments in a more resilient region to reduce the impact of flooding will also be important parts of the LTP. We will seriously question big projects being pushed by Wellington politicians of either main party for political purposes. Auckland will decide what Auckland needs.

→ **A Resilient Auckland – Making Space for Water & improving our response to emergencies**

Resilience will, inevitably, be a key a focus for this LTP. The 'Making Space for Water' programme is a practical and achievable set of initiatives to accelerate planned flood management works across Auckland. It includes blue-green networks, increased maintenance, and community-led resilience. It needs to feature in the LTP. We must also continue improving our emergency response and preparedness. The councillors and I have requested specific options for the Making Space for Water programme (see the Stormwater section of our guidance).

- 4. Take back control of Council organisations and Auckland's future:** Too many of the important things we do and spend are dictated to us or lack clear democratic direction. We have provided clearer direction to CCO's and in response CCO's have identified areas of saving and improvement, but we need to maximise the benefits of having CCO's, particularly what they deliver to Auckland, while minimising

the costs to operate them. This needs clearer direction and decision making from council, especially on what outcomes we want CCO's to deliver for Aucklanders on behalf of council.

→ ***Consider scope and delivery of Economic Development (TAU) & Non-Service Property Management (Eke Panuku) with the Council Group***

It is timely to consider the scope and appropriate delivery of the council's economic development and property acquisition, disposal and management functions. I would like us to consider this as part of the LTP. This includes considering whether a CCO is the right delivery model or whether, on the other hand, more functions should be given to the CCOs to reduce duplication. In considering the scope of our economic development function, we must consider the best delivery mechanism for these activities, noting some successful results come from local board funded economic development staff. The councillors and I have asked for council's role in economic development to be clarified and requested specific options for revenue streams to fund our activities.

→ ***Sustainable funding for Sports & Recreation, Cultural & Arts, and Social Services***

Our activity in these areas require greater focus and direction. I think we need to be clearer about our role and the role of central government, and how we work together. Through the LTP, I would like us to pursue sustainable funding models based on stronger partnerships which empower local communities, reduce duplication, and maximise our impact. I also wish to consider our long-term stadium venue plan, given the current situation is unsustainable.

→ ***Community Safety***

Community safety is top of mind for many Aucklanders. While it falls mainly under the responsibility of central government, there are several things the council and CCOs can do to influence safety and we need to act in the short term. This is another area where we need to build stronger partnership with central government and can exercise regional leadership and coordination, without duplicating their role. We should look to address safety through supporting environmental design and community initiatives with local boards and business associations.

- 5. Making the most of our harbours and environment:** Auckland's Three Harbours – the Waitematā, Manukau and Kaipara – are our greatest regional asset and we also need to enable their protection, restoration and rejuvenation of for future generations to cherish. Specifically we need to recognise the value of land the port operates on and release prime land fronting the Waitematā back to Aucklanders while getting a return from the Port that is much greater than we have in the past..

→ ***Delivering Auckland a much loved publicly-owned waterfront***

I want us to deliver to Auckland the most beautiful and loved publicly owned waterfront of any harbour city in the world. I hope the draft LTP will include a plan for the progressive consolidation of the Ports of Auckland lands, and the development of the prime waterfront site it occupies, together with options for maximising returns from port operations. We should get better returns from the land and use those returns to develop our city. The plan for a better waterfront should pay for itself, rather than being a net drain on our funds. The timing and pace of the work needs to be considered, but we should act decisively to provide certainty. The councillors and I have requested specific options for the future of the port (see the built environment section of our guidance).

→ ***Urban regeneration projects***

The LTP should continue to support a programme of urban regeneration in specific places. This will support our goal for a beautiful, thriving region by revitalising neighbourhoods and town centres and strengthening a local sense of place and identity. I would like us to consider options for

improving and expanding our work in this area and identifying new locations for focus – so that all parts of our region benefit. The councillors and I have requested specific options for our urban regeneration programme (see the built environment section of our guidance).

A better budget & financial management approach for this LTP

It is important that our budget approach provides the right incentives for operational efficiency, gives us some levers for cost control, enables us to prioritise spending where it will make the most difference, and ensures transparency and accountability on spending.

Budget process for this LTP

There is work to do to develop our approach. As part of the budget reform I signalled, these are some changes I want for this budget process, which are informed by recommendations of the Productivity Commission:

- **Individual budget profiles for each department**

As a start, we need clearer information about the cost and services of each individual council or CCO department, which is at a lower, more granular level than we currently receive (e.g., a department would be “Waste Solutions”, or “Auckland Zoo”).

During this LTP process, the council will prepare service profiles for each department within both Auckland Council parent and the CCO’s. These service profiles should provide the basic financial and non-financial information necessary for elected members to effectively carry out their governance oversight responsibilities, including at least:

- The costs and revenues associate with the service, including overall net rates impact
- FTEs and contractor costs
- Outputs delivered by departments and where possible, the unit cost of services / cost to serve expressed as a comparable metric (eg cost per library visit, costs per waste bin collected)

This will be a significant step forward for transparency and will also empower elected members with information to ask the right questions. It will complement the greater availability of financial information to elected members.

- **Closer control of year-on-year spending increases - moving to fixed nominal baselines**

Another significant change is to move towards an annual budget process based on the central government system of fixed nominal baselines and operational allowances. This means that as a starting point, operating expenditure budgets are not automatically increased each year by the rate of inflation and CCOs and council departments are therefore further encouraged to seek out savings to offset the inflationary cost pressures they are facing.

Further work will be undertaken for the council finance team to determine how this can practically be implemented across the Auckland Council group. This process and the key policy elements will be specified in the financial strategy.

Exceptions will likely apply for spending increases that are unavoidable due to contractual or similar commitments, or where the costs are necessary to implement specific Governing Body decisions. Proposals for new discretionary expenditure or requests for inflationary adjustments to avoid undesirable service reductions will be subject to close scrutiny and trade-off decisions through each year’s annual plan process. This process will provide elected members with greater visibility and political oversight of the year-on-year operating budget changes.

- **Criteria based prioritisation**

All spending across CCOs and council departments should be assessed against a robust prioritisation framework and involve consideration of potential trade-offs. More work is required to design a prioritisation framework that will enable our political priorities to shape our spending decisions and ensure our spending achieves maximum impact.

Any strategic change proposals must consider the guidance set out in this document and provided elsewhere by elected members. This includes that we want to see strategic change proposals which use regulatory powers, grow partnerships, grow revenue, support local delivery, and show measurable impact. Our prioritisation must factor this in.

- **Making “stop, start, change” choices about services**

We also need a process that enables us to make rational decisions about what we do and don't do. We have accumulated a huge number of activities from legacy decisions, often without a great deal of coherence or strategy. But we hardly ever stop doing something. Sometimes it is better to do fewer things really well, rather than lots of things poorly. We need to overcome well-intentioned but unjustifiable calls to keep services just because they were there.

A Service Prioritisation Framework needs to enable structured decisions about this and I expect that to be part of our LTP too. We need to consider “sunsetting” services, so that decisions to do something have an expiry date unless renewed, and a regular programme of work to review individual services. The councillors and I have set out more detail in our requirements for staff advice section.

Financial Strategy

This LTP will reset the council's Financial Strategy. My early direction on the core parameters of the strategy is as follows:

1. **Deliver a balanced budget, by maintaining the path to fully funded depreciation**

Auckland Council has never really balanced its budget because it has not fully funded depreciation. This means the council has not covered the full cost of providing its assets each year and has always passed an unfair proportion of the cost of these assets to the next generation through debt. The LTP should maintain the path to fully funded depreciation, which would mean that on average we are not relying on borrowing to fund asset replacement expenditure over the long run. This represents a sustainable approach, as it ensures that operating expenditure is covered by operating revenues and borrowing is only used to finance investment that will deliver new enduring benefits.

I am aware that several councillors would like us to reconsider our approach to calculating depreciation and I am open to that discussion, and for advice to be provided about it.

2. **Sustainably reduce the council's debt-to-revenue**

I intend to propose to reduce the council's debt-to-revenue ratio and our long-term target to more prudent levels below 270 per cent. This is sensible in the face of the growing cost of debt and our recovery from the impacts of COVID-19. I had proposed to reduce the council debt ceiling to reflect the partial sale of the AIAL shares but agreed to enable political consideration of alternative options before committing to that. I also intend to consider a limit for interest-to-revenue.

3. **Prudent decisions about investment and asset management**

Better information about asset condition, performance, and management will lead to better decision-making about spend and investment. Asset condition and performance information needs to improve to support better informed and higher quality decision-making. The financial strategy, and the associated

30-year infrastructure strategy, will set higher standards for asset management planning and decision making.

4. **Limit rate increases to inflation or near-inflation.**

General rate increases should be related to the rate of inflation through a benchmark in the LTP. We will consider the appropriate measure of inflation, including the local government cost index or the producer's price index, and review affordability metrics in the rest of the financial strategy.

5. **Grow non-rates revenue in a manner that promotes long-term productivity and incentivises the right behaviour.**

COVID-19 showed us that not all non-rates revenue is sustainable. We need to focus on growing revenue that will improve our financial sustainability. We can also make much better use of charges to incentivise good decisions and make sure we are getting the most of our assets.

6. **A new investment fund?**

As part of this LTP, we will consider the strategic value of our minority shareholding in AIAL and other investments, and the possibility of creating a new investment vehicle funded by divestments to contribute to the council's financial sustainability and Auckland's long-term growth and development. The investment fund could serve several functions, including managing our insurance premium risk.

Other financial reforms

I also intend for the Financial Strategy to cover other broader financial reforms:

- **Transparent and prudent spending decisions**

We need group-wide standards for new capital or operational spending decisions. This should require us to transparently account for the 10-year cost of the decision. So, the decision to start a new service should note its 10-year impact and longer where appropriate. Capital expenditure decisions should note the impact on operational costs, including depreciation and whole of life costs.

We should also ask the Chief Executive to consider delegated authority levels and the number of cost centres, to ensure he has appropriate controls in place for expenditure.

- **A programme of regular scrutiny of service and financial performance of departments**

I have introduced the idea of a programme of regular public reviews of the service and financial performance of individual departments. This is a chance for us to ask questions and apply scrutiny to individual departments. It will be a way to identify savings and highlight value.

- **Benchmarks and controls for costs, including staff, consultant spend & capital works**

A lot of what we do costs too much, but it is hard for us to control and make reasonable comparisons.

For us to make sensible decisions, we need to know how we compare with high-performing organisations in the public and private sectors in terms of our costs and approaches to organisation, including on management, consultants, and capital projects. So, we should set some sensible benchmarks on these matter. We also need to consider our procurement approaches and look to get better value from our large contracts.

My view is that organisations function more effectively with fewer layers of management – so there is a smaller gap between people at the top and the work happening at the frontline. We will soon appoint a new permanent Chief Executive and this is something I would like them to drive.

Political Working Groups

The Governing Body has agreed to take an active role in several key issues during the development of the LTP. This will take the form of working groups of a limited number of elected members, working on a specific issue and providing advice to inform their recommendations to the Mayoral Proposal. The Mayor councillors and I have determined that there will be working groups for the following issues, with all councillors welcome to attend and participate at the discretion of the chair. The IMSB will also appoint one member to each working group. These groups are expected to be self-reliant and not add to staff costs.

In addition to these groups, the existing Joint Governance Working Party will continue to consider key matters relating to Local Board governance and funding.

Working group	Description
Arts, Social, Sports & Regional Organisations	<p>This working group will carry out work to inform the next Long-term Plan on items relating to Auckland regional amenities funding. This includes social, cultural, sporting and arts outcomes, as well as potential legislative change to the Auckland Regional Amenities Funding Act and external partnerships.</p> <p>The working group will also examine Auckland Council’s relationship with the Auckland War Memorial Museum and other facilities.</p>
Stadium venues	<p>This working group will explore matters relating to Auckland stadium venues.</p> <p>The Council faces substantial refurbishment, maintenance and renewal costs for its existing stadium venues. Eden Park Trust also has a \$54m loan facility with council due in 2028. The 2021 CCO review found that the “harsh economic reality is Auckland neither needs nor can afford four stadiums”. Consolidation and improvement of facilities is required.</p> <p>There have been a number of unsolicited proposals to Council and government for a ‘national stadium’. This working group will confirm expressions of interest, assess the proposals, and consider information about supply and demand, in order to present options for the governing body to consider as part of the long-term plan. It is expected that options presented could be at no cost to ratepayers, and would meet the needs of sports codes and cultural groups.</p>
Revenue	<p>This working group will carry out work to inform the long-term plan on items relating to non-rates revenue, funding for infrastructure, development contributions, fines, compliance charges, time-of-use charging and other matters which could support Auckland Council Group’s revenue, outside rates.</p>
Investments	<p>This working group will carry out work to inform the long-term plan on items relating to investments, in line with a resolution made by governing body during 2023/24 annual budget decision-making. This includes the ownership objectives of the shareholding of AIAL and other steps that should be taken in relation to its investments that could maximize their contribution to Auckland and to the council’s long-term financial position.</p>
Māori Outcomes	<p>This working group will carry out work to inform the next long-term plan on items relating to Māori Outcomes and giving effect to Kia Ora Tāmaki Makaurau, in order to support decision making in the long-term plan.</p>
Regional Parks	<p>This political working group will make recommendations on regional park management and acquisitions to inform the Long-Term Plan.</p> <p>It is different to the ‘Open Space, Sport & Recreation Joint Political Working Group’ that also reports to the Planning Environment and Parks Committee.</p>
Open Space, Sport and Recreation Joint Political Working Group	<p>This is an existing working group that provides input into the feedback and direction on the open space, sport and recreation policy framework refresh and consolidation and includes a number of local board members. Where relevant, this feeds into the LTP process.</p>

The Mayor and Councillors' direction

The councillors and Mayor have discussed their broad approach to the LTP in three facilitated off-site sessions during June and July. This document captures the discussion and direction decided in those sessions. It was produced following the second session and workshopped at the third. The final version of this document reflects feedback from that third session.

Approach and principles

The principles below emerged from the discussion the councillors and Mayor had at their facilitated sessions. They will serve as guiding principles to shape their approach towards the LTP.

1. Councillor and Mayor-Led Direction

The advice provided on the Long-term Plan must not lead but instead follow the political direction set by councillors and the Mayor. Their vision and priorities should guide the decision-making process.

2. Prioritisation and Trade-offs

The councillors and Mayor will approach the LTP with an open mind, critically assessing the council's current activities. What things can we stop doing that no longer serve Aucklanders? Where can we double down on what makes the most difference for Aucklanders?

Limited funding requires prioritisation and trade-offs and a concerted effort to address cost drivers. Some initiatives may require reallocating resources from others to achieve desired outcomes. Prioritisation should take place within and across areas of activity. Advice must consider activities and services to start, stop or change. Gathering information on programmes, evaluating their impacts, and conducting thorough options analysis is crucial.

3. Make the most of what we have

Where it can, the council should use its management of assets, regulatory levers and partnership approaches to get more out of what we have before funding infrastructure and direct services. This may require funding reallocation.

4. Clarify the Council's Role

Auckland Council is entering its 'teenage years', and the region is bubbling with potential. The councillors and Mayor are open to change and transformation. The council has a lot of choices around the role it plays, and it can have a bigger impact in some areas than others. Clarity about intended actions and outcomes is essential. This could mean the council doing less directly. In all cases council's role relative to other actors and entities should be identified and understood, to maximise impact and reduce duplication.

5. Empowering Local Boards

The councillors and Mayor aim to empower local boards by granting them more decision-making responsibilities in this LTP.

6. Stronger partnership with Government

The councillors and Mayor seek a fundamentally different relationship between Auckland Council and the Government based on closer partnership and regional leadership. They support the development of a manifesto for Auckland.

7. **Outcomes-Focus**

Ultimately the LTP is about Auckland and Aucklanders, the council must keep a focus on delivering outcomes for our region. An outcome-focused approach to investment is important and any revision of investment evaluation and outcome measurement frameworks where necessary to achieve it.

8. **Priorities within Existing Direction**

The Auckland Plan and group strategies provide direction of travel, the focus areas in this document are the priority within those.

9. **Future-focused Decision Making**

The LTP should account for anticipated changes in our operating environment and enable us to adapt and respond effectively to future challenges and opportunities.

10. **Sustainable Funding**

Revenue, funding and financing are critical considerations. Investment should address drivers of cost escalation.

11. **Build Flexibility**

The council will build flexibility into the LTP where possible, allowing for programmes to be adapted to best achieve outcomes.

12. **Systems Thinking**

The councillors and Mayor recognise council's role in setting the 'rules' of a system (and aligning them towards shared outcomes) to change behaviour and change or defer required spending. This means leveraging regulations, policies, fees, charges, fines and incentives to deliver for Auckland.

Requirements for staff advice

To put the councillors and Mayor's principles into practice, the analysis and advice to elected members must include:

1. **Legislative and policy drivers**

Identify specific legislative requirements and council policy that drives activity. In some cases, policies designed some time ago may no longer guide activity in ways that match our changing context or in ways that meet Aucklanders' expectations of their council. Advice should identify where policy positions may be creating reputational, financial, or other risks and provide policy options.

2. **Prioritisation: Start, stop, change**

We must prioritise across the council group. Identify activities and services that could be exited or where change may be required. What are the work programmes that are currently unfunded and where should trade-offs be made. What are the drivers of cost for proposed activities and services and what are the council's options to save money.

3. **Councillor and Mayor guidance**

How the investment or options for investment give effect to guidance given by the councillors and Mayor both overall and specific to an investment area (described in *Councillors' and Mayor's guidance for this Long-term Plan* section).

4. **Council's role**

Contextualise council's role by acknowledging the role of other major entities and showing whether the council group is exercising its role as provider, funder, partner, regulator, facilitator or advocate and provide advice on options for change.

5. **Sustainable revenue and costs**

Options advice including revenue, funding and financing options. What options are there for changes in delivery model, service design, governance model etc. to reduce cost of provision.

6. **Impact analysis**

Information about the value / impact of past and proposed spend and activity, taking an output *and* outcomes-focus.

7. **Consideration of challenges**

How the core challenges of Māori outcomes, communities of greatest need and climate mitigation and adaptation have been considered.

Engagement on the Long-term Plan

The LTP is a shared vision for Auckland's future, and meaningful community engagement is vital in shaping its direction. By encouraging active participation and gathering diverse perspectives, we can ensure that the LTP reflects the needs and aspirations of our residents. Engaging with local boards, community organisations, and Aucklanders will foster collaboration, trust, and ownership of the plan.

The councillors and Mayor would like options for participatory engagement (sometimes called participatory democracy or public forums) as part of the Long-term Plan development process. The options should be mindful of the time and resource constraints we are working within and consider how to build a sustainable and enduring approach for meaningful future engagement.

Guidance on Investment Areas

Purpose

This guidance is the focus of this document. We use a framework of seven investment areas to focus on council's contribution to these regional outcomes. The areas are where council invests and takes action to contribute to the collective vision for Auckland. See *Councillors' and Mayor's guidance for the Long-term Plan* section.

We need to prioritise because the time, resources and capacity of the group is always limited.

Prioritisation will require the council group to set aside some worthwhile investments and actions, at least for now. Decision makers will inevitably face choices between investments that would individually contribute to strategic objectives but which we can't pursue in parallel due to scarce resources.

It's tempting to evade hard choices by depending on external factors beyond our control but the council should concentrate on areas within its control and focus efforts to have the greatest impact on Auckland and its residents.

Focus achieves results. A clear and concise set of priorities can provide structure and guidance to the level of effort provided across the group. Activities, services, investments, and policies (broadly termed 'actions') that align with a focused set of strategic objectives should be pursued and even amplified. Actions that don't align should be subject to scrutiny with the express purpose of scoping the council's activity carefully to activities and services that are legally required and/or are high-value investments with a high social return on investment².

The guidance in this document does not cover every element of the LTP. It communicates the areas of focus that the councillors and Mayor would like to make the most progress in for the LTP 2024-34. It is designed to help staff understand where the councillors and Mayor will focus and guide staff in preparing options and advice.

There are also decisions that must be made as part of the LTP that do not feature in the guidance. These include but are not limited to funding for the City Rail Link, the Water Quality and Natural Environment Targeted Rates, department-level funding and so on. These decisions will be brought to the councillors and Mayor as part of the LTP process.

To achieve focus, the councillors and Mayor :

- have provided guidance for the priorities within seven areas of council group activity, as discussed at the facilitated off-site sessions. These guide development of LTP investment in each area.
- require specific options to be developed for consideration in the LTP. The analytical capacity of the group is not unlimited, and work should be rationalised to ensure delivery.

Approach

Local Government's legislated purpose is to enable decision-making by and on behalf of local communities, and to promote the social, economic, environmental, and cultural well-being of communities both now and for the future. In Auckland, the Auckland Plan 2050 describes Auckland's interpretation of wellbeing, described as outcomes for the region in 2050. The Auckland Plan acts as a 'north star' for the region and the council and its partners, community groups, businesses, and the general public all contribute to its outcomes.

² Here refers to the social and financial benefits and value of infrastructure, a service, programme, policy to society.

The diagram below shows how the council contributes to the Auckland Plan outcomes in seven areas. The activities the council delivers for each area can be found in Appendix one: investment areas and supporting activities.



Together, the seven areas represent the broad range of activities the council group undertakes for Auckland. Investment in each of the areas is inter-related: investing in planning regulations supports good urban form and impacts on enabling infrastructure investment; investing in transport networks supports economic activity, including for major events; investing in community-led programmes enables greater participation in council's decision making and so on.

The councillors and Mayor have set areas of focus for each of the investment areas described above. Activities within investment areas must be assessed together (not individually) as a package for how they best support and deliver on their area of focus. This does not mean that activities falling outside these areas of focus should stop, but it does mean that they should be scrutinised to ensure they meet a required threshold of value for Aucklanders.

The areas the councillors and Mayor would like progress in, and the options commissioned for advice do not preclude additional advice from the organisation. The advice that elected members receive throughout the development of the LTP will reference this framework. This means that investment packages can be assessed as a coherent set. This approach requires collaboration between the areas of the council group that work in each investment area.

For all areas, the councillors and Mayor want investment area packages that consider how council can:



Transport

The transport network is our largest area of public space. How we use it is critical to enabling Aucklanders and the goods we need, to move around the region.

The council's investment in transport is its largest area of spend. The roads, footpaths, cycleways, bus lanes, traffic management systems, parking and street lighting we build and maintain as well as the public transport services we contract shape how affordable and accessible our region is. Transport investment is also the council's most important lever for emissions reduction in the short-medium term (land use is also significant over the medium-long term). Transport-related emissions accounted for about 44 per cent of Auckland's total emissions in 2016. About 86 per cent of these are related to travel by road.

Looking ahead, there are considerations for council's changing role from a reduction in large-scale projects, with Central Government taking an increasing role in the funding and leading of these.

The priority is to make the most of existing assets and spend in transport. This includes making the most of the council's significant investment in the City Rail Link. In the current funding environment, the focus for council needs to shift from large-scale projects to getting the most out of the current network. While not a total substitute for larger projects, tactical improvements and implementing policy that better manage space for efficiency and mode shift can move Auckland towards its goals. Funding for transport also needs to increase to address the needs of a growing population and invest in a balanced transport network.

The evidence-based challenges (comprehensive but not exhaustive):

- **Changing travel patterns.** Aucklanders need better choice in how they travel. Mode shift to better alternatives can reduce congestion, lower user costs, save time and achieve health benefits. Mode shift is critical to reduce Auckland's emissions and transport policy and investment is the council's best climate mitigation lever in the short-medium term (land use planning being medium-long term).
- **Resilience.** Making the transport system much more resilient to disruption including to the impacts of a changing climate including extreme weather events such as the Auckland Anniversary floods and cyclone Gabriel 2023.
- **Renewals and maintenance.** The cost of maintaining, operating and improving the transport system has increased sharply in recent years, and there is a need to catchup with a renewals backlog, placing significant pressure on the Government and Auckland Council's budgets. We need to ensure we are maintaining our existing assets properly.
- **Supporting growth.** Transport infrastructure is a key enabler of urban development and there is major pressure for investment to support growth in both greenfield and existing urban areas.
- **Reducing harm.** Significantly reducing the harm caused by Auckland's transport system, especially through improved road safety and reducing pollutants that are dangerous to people's health and the environment through runoff.

The councillors and Mayor require a Long-term Plan package that progresses the following areas:

- **Align and implement policy to better manage transport network.** Policy settings must work in unison to make better use of existing assets and maximise the benefit of any new spend. This means managing the use of road space dynamically to maximise benefits to Aucklanders as demand changes throughout the day, including via time-of-use charging, managing parking especially on key corridors, using dynamic lanes and bus priority, implementing safer speed limits, and enforcement.
- **Increasing public transport patronage.** Council must increase the performance, attractiveness and accessibility of the public transport network, including the first and last mile. More public transport

trips makes better use of existing services, better use our road space in peak and reduces emissions. This means more frequent services, bus priority at intersections and bus lanes where buses are caught in general traffic, and fares that encourage uptake and ongoing use of public transport.

- **Strategic alignment of renewal and improvement funding to maximise change over time.** Built infrastructure is expensive so the councillors and Mayor want a package that aligns our renewal programme with improvement projects wherever possible to save money. Escalating costs associated with maintaining, operating, and enhancing the transport system have strained the budgets of both the Government and Auckland Council. Deploying spend in this way is critical to making progress against strategic outcomes not delivered by the current network.
- **Tactical changes that speed up the transport system.** Accelerate tactical improvements designed to improve the user experience of the transport system across the region with smaller-scale changes that are delivered quickly. Small changes everywhere spreads the benefit of an improved network and delivers change faster. This means greater use of temporary changes to give Aucklanders a chance to ‘try out’ ideas before making them permanent including signal priority for buses, bikes and pedestrians, ‘pop up’ bike and bus lanes, sensible low-cost safety initiatives, curb realignments, slip-lane removal and so on. The councillors and Mayor want the ‘transition’ needed to deliver a ‘transformed’ network.
- **More efficient freight.** The freight network may require targeted road upgrades to support an efficient freight movement and achieve good growth outcomes. Improvements are also needed to the rail freight network to ensure it captures more of the long-distance freight task and delivers congestion, safety and emission benefits. However, substantial network upgrades will be required to ensure that improvements to rail freight do not compromise future improvements to passenger rail (beyond City Rail Link). Council’s role will be to advocate for these changes to central government and Kiwirail, who will need to be responsible for funding and delivering rail projects, and to ensure appropriate direction to POAL and AT to support this work.
- **Integrated decision-making and greater leadership from Council.** There is a consensus on the need for more integrated long-term transport planning and decision-making for the Auckland region, which requires joint decision-making with the Crown. There is also a need to fix the long-term funding system, so it is sustainable and reduces significant inefficiencies currently experienced. The LTP needs to respond to this challenge, which involves a greater role for Auckland Council.

Specific Options for Transport in LTP 2024-34 advice	
Options to substitute direct investment	Options for how non-financial levers like partnerships and regulation could be used as a substitute for direct investment
Options to accelerate tactical improvements	Options for capital investment prioritisation, including deferrals for large projects in favour of regional tactical improvements. Accelerate tactical improvements to promote mode shift and improve the user experience of the transport system across the region with smaller-scale minor infrastructure projects that are delivered quickly. Interventions that make better use of assets will defer spend required for larger projects, freeing up resources for improvements.
Options to expand transport revenues	Options for how different combinations of the following levers could be used: policy settings like parking management; fees, charges and fines; transport management approaches; public transport fare structures etc.
Options to accelerate public transport use, walking and cycling	Options to accelerate mode shift and safety improvements where it is most practical. Note that broadly, walking and cycling infrastructure is cheaper to provide and use; generates less whole-of-life emissions and is more efficient at moving people compared to other modes.

Drinking water, wastewater and stormwater

(This area is included for completeness. Note that water reform will not change the need for three water services and functions to be delivered to Auckland but may change how they are delivered and by which agencies.)

As currently planned, Central Government's reforms would move management of three waters assets to a new interregional entity. Council has agreed with the new entity that three waters will feature in the Auckland Council Infrastructure Strategy 2024-2054 at the level of 'identifying and explaining any significant connections and interdependencies' between the Water Services Entity and the council.

The council will retain functions related to monitoring, regulation, community representation and aspects of stormwater management (for example rural) and must make the necessary investments to deliver these.

The evidence-based challenges (comprehensive but not exhaustive):

- **Post-reform relationships.** As currently planned, Central Government's reforms would move management of three waters assets to a new interregional entity. The council would retain functions related to monitoring, regulation and community representation. Adapting to this new operating environment will indeed pose a significant challenge for the council.
- **Supporting growth.** Water infrastructure is a key enabler of urban development and there is major pressure for investment to support growth in both greenfield and existing urban areas.
- **Flood Resilience.** Making the stormwater network much more resilient to a changing climate including extreme weather events such as the Auckland Anniversary floods and cyclone Gabriel 2023.
- **Demand for and availability of water.** Climate change is already affecting both demand for and availability of water. Careful management of peak, sustainable allocation of water and sustained efforts to reduce per capita demand for water are all important.

The councillors and Mayor require a Long-term Plan package that progresses the following areas:

- **Integrated approach.** Holistic approach to water that considers all aspects of water provision, access to water, and infrastructure as one eco-system. Green infrastructure innovation and increased use of nature-based stormwater infrastructure solutions so that Auckland and Aucklanders can cope with more and more frequent intense rainfall events.
- **Make the most of our monitor and regulator role.** Strengthen our role as regulator including how we support individuals to play their part in building and maintaining resilient properties and support individuals to continue to lower water consumption.
- **Strong advocate for the region.** Continue to be a strong advocate for Auckland and its waterways and related infrastructure regardless of the outcome of the Affordable Water Reform. This includes championing the council's Water Strategy and other strategies. This is important as the council will remain as the democratically elected public representatives and conduit for the community's values and concerns.

Specific Options for Drinking water, wastewater and stormwater in LTP 2024-34 advice

Options for ‘Making Space for Water’	<p>In response to the devastating January floods and Cyclone Gabrielle, Making Space for Water (MSFW) is a programme to daylight streams and make land more resilient in identified flood-risk areas. Public consultation on a proposed programme takes place in August, and therefore the option should consider community feedback. MSFW can also be a vehicle for providing for the natural environment and increasing green space (and access to it) and aligning to the Water Strategy.</p> <p>Analysis should include options that maximise use of regulatory powers (as a substitute for direct investment).</p>
Options for relationship with new Three Waters Entity	<p>Options for the agreements/relationship with the new water entity in terms of the roading network and stormwater. Understanding the costs and liabilities of relationship options will be important.</p>

Built Environment

We all share the built environment. It is where people live, work and play and can either increase or decrease liveability, economic activity and community connection. It also plays a significant role in emissions and climate adaptation.

The council's regulatory planning levers and its Unitary Plan are the most influential tool for shaping the built environment. By leveraging this plan effectively, the council can guide development and promote positive neighbourhood outcomes.

As Auckland continues to grow, the council must be a custodian of neighbourhood-level outcomes as development takes place. This means that development and supporting infrastructure should support the community's aspirations for their area.

The evidence-based challenges (comprehensive but not exhaustive):

- **Growth.** Auckland's population has grown rapidly in recent years and Auckland has consented record numbers of dwellings. Communities need investment in infrastructure to support growing demand.
- **Spatial planning in an uncertain and changing environment.** Unexpected events and legislative changes increase uncertainty and make planning harder. Central Government are increasingly providing planning direction to the council and driving place-shaping programmes.
- **Development on land susceptible to coastal inundation and flooding.** As Auckland has grown, land has been reclaimed alongside intensifying development in coastal and low-lying areas including flood-prone areas.
- **Affording bulk infrastructure.** Investing in infrastructure is challenging in the council's constrained financial environment. Trade-off's must be made (and re-made) to ensure Aucklanders are getting the best value for money from infrastructure investment. This includes sequencing development.

The councillors and Mayor require a Long-term Plan package that progresses the following areas:

- **Get the most out of our regulatory powers for good neighbourhood outcomes.** The council must optimise its regulatory powers to support positive neighbourhood outcomes. This involves using planning regulations, urban design and incentive mechanisms to ensure that new development aligns with the vision for liveable and vibrant neighbourhoods. This would include a focus on ensuring good levels of green spaces, urban ngahere (forest) and permeable surfaces as neighbourhoods develop.
- **Focus and align major investment (bulk infrastructure) spatially.** Auckland's ongoing growth requires significant investment in enabling infrastructure and services. Council must coordinate planning and delivery of Asset Management Plans (transport, water supply, wastewater, stormwater and community assets). Our financial constraints require spatial focus and coordination so that real traction can be made, and council can move on to the next area in time to support development and good outcomes. The draft Future Development Strategy identifies spatial priority areas for the period of the Long-term Plan. This spatial focus also relates to Central Government spatial priorities.

The council should enable and support development around major transport investment (especially the CRL) to maximise value for money for Aucklanders and amenity for residents. In particular, the council should enable greater residential intensification of the city centre. This will support better use of existing assets and provides a resident population that supports a thriving city centre economy. Intensifying the city centre connects to the opportunity of making better use of the land currently occupied by the Ports of Auckland.

- **Fund local improvements and upgrades to support intensification.** The cumulative impact we are seeing from infill development is changing Auckland. More people means more demand for local transport and community infrastructure and more customers for local businesses. It also means that local assets, infrastructure, and services might need investment to meet higher demand. The council must respond in a co-ordinated way through partnering, incentives, integrated planning for better neighbourhood outcomes.

Urban regeneration means planning neighbourhoods and improvement of built environment to strengthen communities and the economy. Council can play a leadership role and showcase what good looks like, in order to catalyse investment by others.

- **Partner with Central Government as they have a large (and increasing) role.** Given Central Government’s significant role in shaping urban form, through planning rules and major investments in housing provision and transport projects, the council recognises the importance of collaboration. The council can partner with the government to provide on-the-ground experience to align activity towards Auckland’s goals of a compact city. Changes to the Resource Management Act will also change the council group’s operating environment and reinforce need for partnership. Partnering with Central Government on Kainga Ora’s housing programme is of particular importance as are major infrastructure projects.

Specific Options for Built Environment in LTP 2024-34 advice	
Options for urban regeneration programme	Options for the future medium-long term urban regeneration programme, including consideration of incentives, funding models and innovative use of council land.
Options for council’s planning and regulatory role	Options for the size, resources and role of council’s regulatory function given Central Government reform and its increasing role in funding regional/national interest projects. How can Auckland get the most out of the Regional Spatial Strategy mechanisms and new outcomes-based plans required under Natural and Built Environment Acts?
Options for policy that supports housing	Options for funding infrastructure, including making appropriate use of development contributions and other funding tools, and investigating new funding tools. Options for policy adjustments that would enable higher quality vested assets and increased funding for operational maintenance.
Options for the future of the port	Options for the port continuing in place, or some functions being consolidated or moved to make better use of the wharf area for enhanced public access to the Harbour.

Natural Environment

Our natural environment / te Taiao is the basis of our wellbeing, and it is inextricably linked to our identity and builds connection between people and place. It provides essential benefits to individuals, groups and the community. Access to nature is healing and contributes significantly to our quality of life. Urban greening also makes a city more resilient to extreme events and climate change.

The council is a custodian of the natural environment and acknowledges the importance of protecting and enhancing it. The council holds the responsibility of monitoring and safeguarding the natural environment and making it accessible. There is the opportunity for the council to work more as a facilitator and as a partner with mana whenua and local communities.

The council must work towards giving all Aucklanders access to green and blue spaces in the many forms that it can take.

This can be achieved by investing in our large green spaces, through creating smaller green spaces, increasing access to coastal areas, connecting existing green spaces and natural environments and repurposing spaces to include more natural elements (such as trees in the road corridor).

The evidence-based challenges (comprehensive but not exhaustive):

- **A degrading natural environment.** The rapid growth of Auckland is putting pressure on the environment. Development, along with the spread of pests, weeds, and diseases, is threatening native species.
- **Green and Blue spaces.** Development is reducing the number of mature trees and private green space. Urban greening makes a city more resilient to climate change and is critical to mitigation and adaptation, as well as health and wellbeing.
- **Climate change.** Auckland is already feeling the effects of climate change and it will put further pressure on our natural spaces and native species.

The councillors and Mayor require a Long-term Plan package that progresses the following areas:

- **Increasing access to nearby green spaces.** The councillors and Mayor recognise the mental health and resilience benefits (among others) that nature provides – as we have all seen in recent years. Council must protect and invest in making the natural environment and green spaces accessible across the region.
- **Amplifying community action.** To foster community engagement and participation in the natural environment, the council aims to invest in a facilitator and partner role to amplify its own effort. As a leader, the council can facilitate agreed common outcomes for natural spaces, so efforts of all parties are aligned. Community action for the environment is also important to bring Aucklanders together.
- **Leading by example.** The council should lead by example and use land and infrastructure for multiple benefits (permeable spaces, biodiversity, recreation etc). This includes programmes to protect native species and predator and weed control.
- **Preparing for RMA reform.** Council needs to invest in and put in place the systems and processes required to operate in a new regulatory environment to comply with revised legislation and to deliver on outcomes for Auckland. This is critical because planning settings create the regulatory context which shapes Auckland for many years.
- **Protecting and enhancing our Three Harbours.** Council has a crucial role in ensuring the protection and enhancement of the regions three harbours, and provides for public access.

Specific Options for Natural Environment in LTP 2024-34 advice

Options for open space network (also Built Environment)	Options for acceleration of the delivery of council’s regional park management plan, local open space network plans, local path plans and Urban Ngahere (urban forest) initiatives that provide balance between the recreational amenities and environmental values. Advice should consider access in areas that experienced the most significant loss of private green spaces (and trees) due to infill development since the adoption of Auckland Unitary Plan.
Options for community-led action	Options for communities and volunteers to take a more active role in the development, funding and caring for Auckland’s green spaces. The councillors and Mayor request policy advice for settings that currently prevent communities from using berms, public land, green spaces etc.

Community

People and their diverse communities are at the heart of Auckland. Community facilities and services can enable the kind of participation in community that helps Aucklanders belong and flourish.

Note that much of the decision-making related to local community assets is made by local boards. Local board plans, decisions and feedback to the councillors and Mayor are critical to the community area of activity and investment in particular.

Councils have traditionally provided community services by building community assets and delivering services through those. This means that Auckland now has a large network of community facilities, many of which are aging and require significant renewal investment. The councillors and Mayor see the council's role primarily as a facilitator and funder and not as the 'default' provider of services. This shift in thinking will enable council to be more adaptable in how we provide community services to keep up with the changing needs.

In the last LTP, a majority of Aucklanders supported moving to a new way of providing community services that is less reliant on our assets. Moving fully to this new approach takes time and would see us divest aging community assets that aren't fit for purpose and reinvest in services and facilities that better meet the needs of our communities now and in the future. We will also need to reset some policy positions to better reflect and support this approach.

Traditionally, community services have been delivered through council-owned assets, but with an aging infrastructure network, the council group needs to explore new approaches that better meet the evolving needs of Auckland's communities.

The evidence-based challenges (comprehensive but not exhaustive):

- **Affording to maintain our facilities network.** Many of council's community facilities assets are ageing and utilisation is declining. Maintaining the full network of facilities is not financially sustainable.
- **Changing needs.** Auckland's communities are not only growing, they are changing and their needs are becoming more diverse and more different from when many of our facilities and services were designed.
- **Community resilience.** Inflation and cost escalation are affecting some communities significantly and contributing to cost-of-living pressures. Growing wealth and income inequality makes it difficult for some people to thrive.

The councillors and Mayor require a Long-term Plan package that progresses the following areas:

- **Assess our network of community assets.** Council must establish a region-wide understanding of our current asset base that includes: maintenance cost and the cost to fully fund depreciation, condition, service-provision, and an assessment of the value being delivered to the community against required investment. This assessment will identify areas of duplication (including of services offered by others), opportunities to enhance services and services that are most valued by the community. This level of understanding must underpin decisions towards new service delivery models (below).
- **Explore new models.** Council must move away from a reliance on council-owned assets and foster a partnership model across sectors that supports localism and a fit-for-purpose approach to the provision of community assets and services. This is necessary because of changing community expectations of council services and because many council assets are in a poor state. Approaches might include more multi-use options or innovative commercial opportunities such as asset redevelopment (Service Property Optimisation Framework).
- **Achieving regional balance.** Ensure access to our community facilities is more balanced, considering variations in intergenerational, regional, rural/urban needs. This means a regional, sub-regional and catchment-served approach to a network plan for community facilities and services.

Specific Options for Community in LTP 2024-34 advice

Options for change to policy positions, community services and asset requirements	Options for exiting services (divest, lease, license) where services are no longer fit-for-purpose or where there is suitable market-provided substitute Options for a shift to more non asset-based services (e.g. digital) Options for optimised use of existing assets (integrate services, multi-use including for non-community use) Advice should include options that could support retention of assets and identify related costs
--	--

Economic and cultural development:

Auckland's economy and culture is important to us all. The council has a foundational role in how the economy works through its land use regulation, infrastructure investment and transport policy levers. It also takes a more active role in cultural development through its regional facilities, major events and in the local economy through economic development programmes.

Importantly, council's most impactful economic development lever is through housing and transport policy. Regulatory, land use and infrastructure policy settings have regional and long-lasting effects on access to employment and markets. (Investment by council would be through Built Environment and Transport).

The council also makes significant investments in cultural institutions and organisations that it does not own or govern (as required by specific levy legislation). This includes Auckland War Memorial Museum, MOTAT and the Auckland Regional Amenities Funding Board. For FY24 these investments alone total \$69.6m.

Council should focus its direct economic development activity to that which it can recoup some share of the costs from those who benefit the most. i.e. the council must find ways of proving and accessing the value of its economic development spend.

The evidence-based challenges (comprehensive but not exhaustive):

- **Sustainable funding for council's activities.** The council invests in economic development activities for the benefit of Auckland. However there are monetary benefits for others as a result of growth that do not flow to council, principally private actors and the government.
- **Disruption.** In recent years COVID-19, border restrictions, inflation, changing working patterns, the extreme weather events of 2023 have all created change for businesses and workers.
- **Ageing infrastructure.** Previous under-investment in regional facilities has meant that without additional funding many could face closure due to health and safety concerns.

The councillors and Mayor require a Long-term Plan package that progresses the following areas:

- **Clarifying council's role.** The councillors and Mayor seek clarity and focus on its role in economic development and major events. It is important to define the expected outcomes and benefits for the council's involvement, including "payback" to council. By establishing a clearer understanding, it becomes easier to assess the impact and determine the value of investment in economic development initiatives. This provides a foundation for a more sustainable "funding loop" (where appropriate and possible) that supports the council's ongoing involvement in economic development.
- **Maximise patronage and commercial return of regional facilities.** As well as providing entertainment and value as cultural institutions, regional facilities stimulate tourism and economic activity and generate commercial returns. The councillors and Mayor want to maximize the patronage and commercial viability of these facilities to ensure their value and financial sustainability.

Specific Options for Economic and cultural development in LTP 2024-34 advice

Options for revenue streams from economic development

Options for how council's economic development activities can fund themselves (or at least partially) in line with a clarified role in Economic Development including but not limited to use of the Accommodation Provider Targeted Rate (APTR)

Options for consolidating the council's economic development activities (including CSI) and the appropriate delivery vehicles.

Options for trade-offs for community subsidised events and activities and user-pays.

Well-managed local government:

The decisions the council group make and the activities and services we deliver shape the lives of Aucklanders.

The role of local government is changing. Auckland is more than third of the country's population and close to 40% of its GDP. We must take a leadership role in that change. The recent Future for Local Government Review has provided some recommendations that would improve funding and strengthen local democracy. If implemented, together with other Central Government interventions and reform such as three waters and the natural and built environment Acts, council must adapt.

Trust and confidence in Local Government is declining. We need to invest in tools and processes that lift the performance of council and bring it into the 21st century and where we are performing well we need to tell our story. This means concerted efforts to improve advice given to elected members, community engagement and participation activities; enhancing council's management of finances and assets; and using technology to reduce the costs of delivery. We need to work simply and efficiently to maximise the value of council for Aucklanders.

The evidence-based challenges (comprehensive but not exhaustive):

- **Operating environment.** Recent years have been very challenging for council. There is reduced investment capacity due to reduced revenue, existing commitments to spend, increased interest rates and supply chain costs.
- **Rising demand for investment.** There is rising investment demand due to rapid growth, changing community needs and expectations, ageing assets, a need to support recovery from recent storm events and mitigate and adapt to climate change.
- **Complexity.** The council's group structure, governance arrangements, and the necessary supporting structures can create cost and complexity. Optimising for good governance, devolved decision-making, achieving efficiencies of scale, and maintaining agility and adaptability is an ongoing challenge.

Areas for improvement: The following areas of focus are a little different to those described for each of the other areas of council activity. Listed below are areas where the council group should have continuous improvement approaches to its ways of working. They are not necessarily areas of large investment in the LTP, they are 'ways of working'. These are:

- **Adapting to our changing role.** What council needs to be as an organisation and as a group is rapidly changing based on outside forces (legislative change, Central Government role, changing needs of Auckland and Aucklanders, global trends). Instead of being bound to the status quo and past decisions, the council should embrace flexibility and agility. How the group organises itself and how staff do their jobs should be continuously reviewed and improved.
- **Improved options advice.** One of the core functions of staff is to provide advice to elected members. The council must implement continuous improvement approaches to its evidence and insights to generate comprehensive advice. This includes making investments necessary to provide context, scenarios, forecasts, alternatives, and case studies. The 2024-34 LTP process specifically must feature options and comprehensive information, across all activities and investment areas.

- **Review strategies and policies.** Over the past 13 years, the council group has developed a complex array of strategies, policies, and plans meant to guide decision-making. Staff, elected members, and Aucklanders can find the direction and accountabilities unclear and mechanisms to ensure implementation can be sparse. We need better processes to periodically assess their suitability and ensure alignment and coherence. Council should also develop a fit-for-purpose commissioning process to determine need for new strategy and policy, alignment with existing strategy and policy and prioritise effort. This process could consider the need for (and council’s role in) any new strategy for example energy, stadia, marinas, motorsport etc.
- **Fiscal responsibility and transparency.** The council group must be able to clearly communicate to Aucklanders the value of its activities. The council should develop group Financial Responsibility and Transparency Rules as part of the Financial Strategy included in LTP, which will set standards in relation to budget responsibility, political oversight, and capital expenditure.
- **Governance and representation arrangements.** We should continually seek to optimise Auckland’s governance arrangements, decision-making processes and the structures that support them. For example, the current model for Governing Body representation (13 wards, 20 ward councillors and a Mayor) and 21 local boards (between five and nine members per board, 149 elected members in total) as well as the support structures required could potentially be improved to provide for more efficient and effective decision-making.
- **Enduring partnerships.** The council can achieve more by working together with key partners and amplifying effort. Partnerships with Central Government and mana whenua in particular should be better managed and co-ordinated for all the benefit of all parties.
- **Changing approaches to engagement.** The council must invest in participatory and transparent processes and approaches that build and maintain mandate for its activities. By actively involving the community in decision-making, seeking input, and ensuring diverse perspectives are considered, the council can enhance transparency, accountability, and public trust. That said, some council processes over-engage Aucklanders on matters they have already provided feedback on or agreed to. New approaches that build and maintain trust are needed.

Specific Options for Well-managed local government in LTP 2024-34 advice	
Options for group shared services	Options for consolidation of duplicated services across the council group. The goal is to eliminate duplication and enhance efficiency. By exploring various options, the council aims to optimize resource allocation and improve overall operations. Through this initiative, the council aspires to achieve a more integrated and cohesive approach to service delivery. This should include options on the property management function.
Options for fit-for-purpose technology	Council group is over ten years old and runs on systems that are at or past their useful life. Taking a whole-of-life view of council’s technology platforms, where can we invest to provide better service and save (or get a better return) on spend.
Options for criteria-based prioritisation	Options for assessing all spending across CCOs and council departments against a robust prioritisation framework that involves consideration of potential trade-offs.
Options for better financial management and governance oversight	In line with the mayor’s direction, options to improve the financial management approach of the council to ensure it provides the right incentives and levers for cost control, as well as appropriate levels of public accountability and scrutiny. Options to achieve financial efficiencies through procurement decisions.

10-year Budget and Annual Budget (Long-term Plan and Annual Plan)



What is the 10-year Budget and Annual Budget / Long-term Plan (LTP) and Annual Plan



- The LTP sets out the priorities and funding for council activities that are planned over a 10-year period. It includes financial and non-financial information for the whole Auckland Council group.
- The LTP is reviewed and consulted on every three years. In the years between we develop an annual budget (annual plan).
- The LTP acts as the annual budget for the year it is developed



Different approach

Our changing operating context requires us to think differently about what we do and how we do it

Councillors and the Mayor requested to opportunity to take more active role in setting priorities



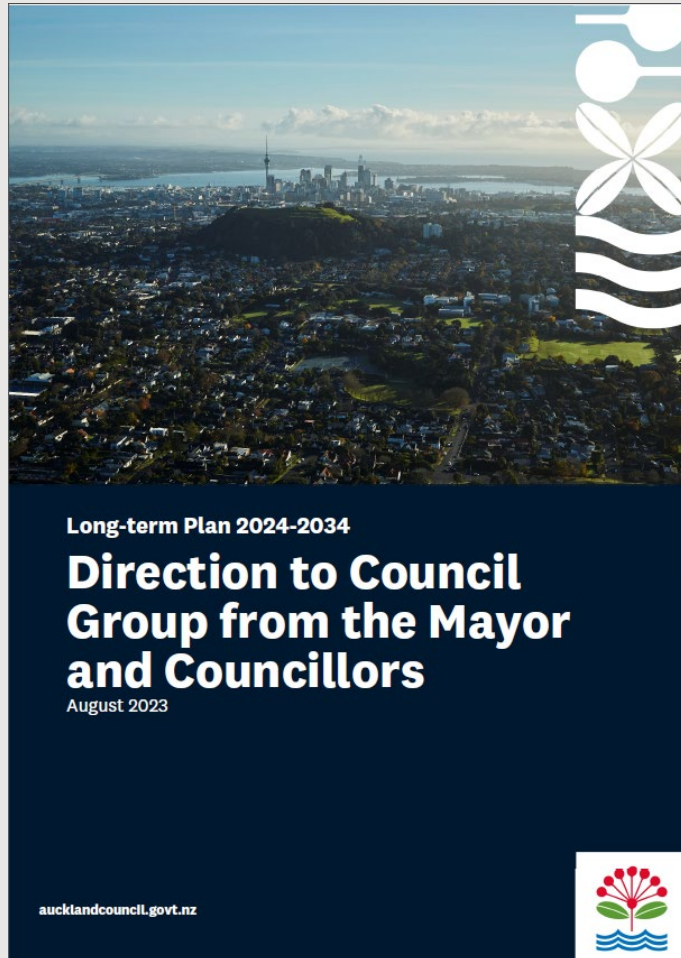
The development of the LTP process presented the opportunity to demonstrate our new ways of working



The framework used to shape the discussions



Direction from Mayor and Councillors



Councillors and the Mayor have provided direction to staff for the Long-Term Plan 2024-2034 (The LTP). This includes:

- **Principles for the Long-term Plan.** These describe the approach the councillors and Mayor are taking to the 2024-34 LTP.
- **General requirements for staff advice.** These describe what the councillors and Mayor will be looking for from staff advice.
- **Specific guidance for investment.** This guidance is organised by a framework of seven investment areas, which cover the broad set of activities the council group does.





LTP2024-2034 Road Map

2023

Introduction
June - July

Late August

- Early LTP Strategic Direction discussions and facilitated workshops
- Mayor's introduction
- Process Overview and financial context
- Scene setting & strategic case change

Political briefings
Oct to Nov

Series of political workshops

- Strategy and Policy
- Infrastructure Strategy
- Performance information overview
- Asset management 101
- Rates overview

Mayoral proposal
Nov

Mayor sets out his proposal which includes issues he would like to consult on

Political consideration & decision making
December

- Local board workshops and decision making for consultation content
- Workshops and meetings are held to discuss the Mayor's proposal
- Local boards meet to agree on content for consultation
- Consultation items are agreed

- Audit review:**
1. Consultation Document
 2. Supporting Information
 3. Feedback Form

Finalise and adopt LTP 2024-2034
Jun

- Finalise Local boards agreements, budgets and LTP documentation
- Governing body will adopt the LTP 2024-2034 in late June

- Audit review:**
Final documents
1. Volume 1
 2. Volume 2
 3. Volume 3

Deliberations
Apr to May

- Local and regional workshops held to discuss consultation feedback
- Several workshops held to discuss budget issues, implications and trade offs

Public Consultation
Mid Feb to Mid Mar

Formal public consultation will run from early February to late March. Feedback events will run during this time

Adoption for consultation
February

Governing body meets to adopt a consultation document and supporting information

2024



Local board involvement

- Local board chairs invited to Budget Committee workshops and briefings (after the strategic framing stage)
- Local board briefings on Fridays of material presented to Budget Committee

Input into consultation and final decisions

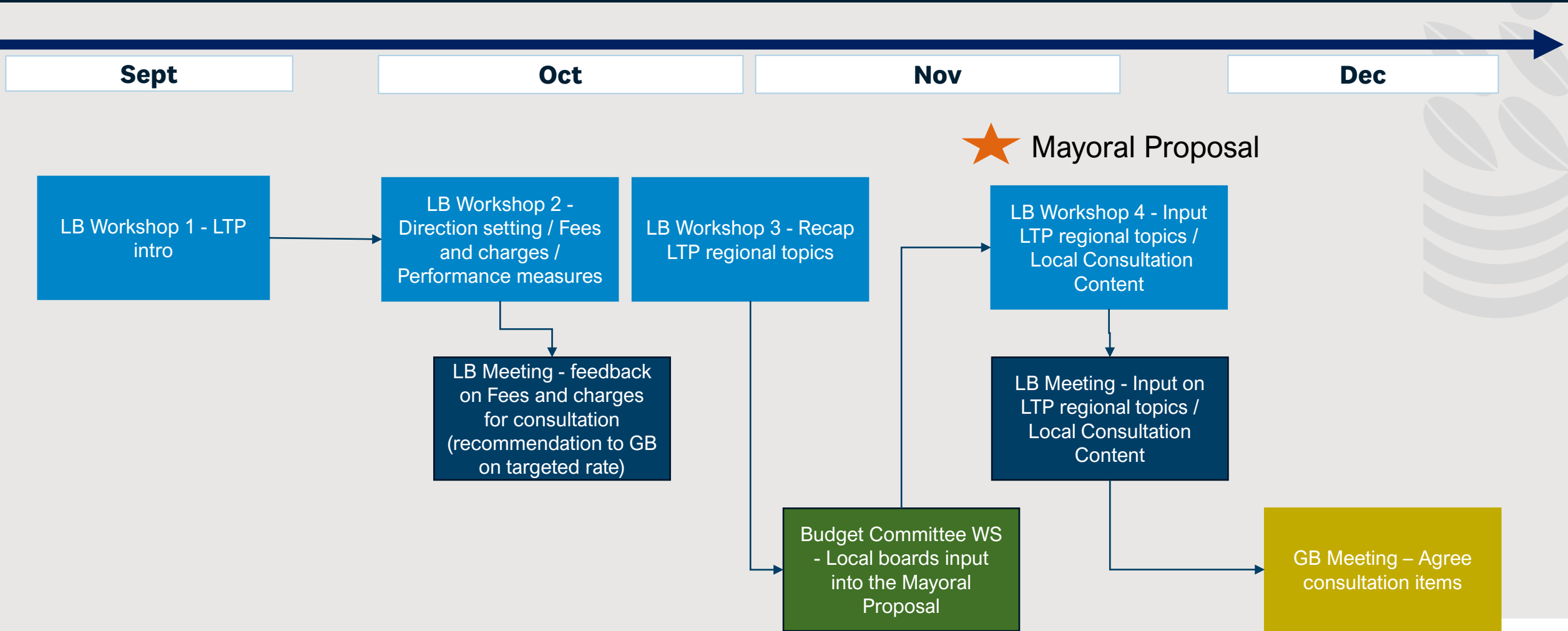
- Opportunities to present to Budget Committee (November and May)
- Adopt input on regional consultation content and input on final LTP decisions (November and April/May)



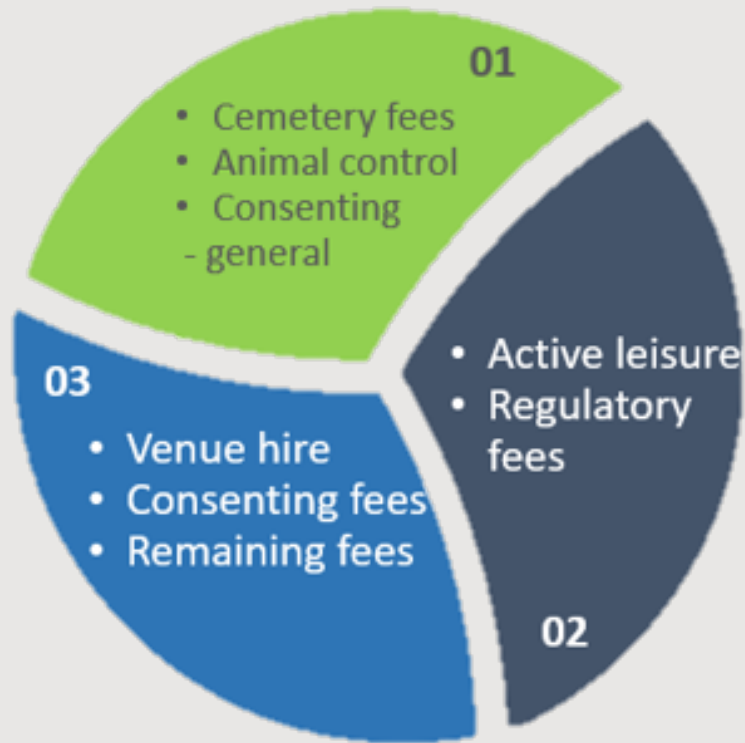
Local board annual planning



Timeline (now till Dec)



Fees and Charges



- **Third year of 3-year cycle** for the review of fees & charges
- This year the following local fees and charges will be reviewed
 - Venue hire
 - Active leisure (part two)
- More information will be provided in the workshop in October



Performance Measures

- Every three years as part of the LTP we can set new performance measures (Year 2 and 3 we can only change the targets)
- A new performance measure framework is being developed which focuses on **service** measures
- More information will be provided in the workshop in October



Work Programmes

- 2024/2025 are the first work programmes which will start delivering on the new local board plan 2023
- Usually in the first year of the LTP, a three-year opex work programme is prepared for approval however the 2024/2045 work programme will only be for one year due to timing of decisions on equity of funding causing uncertainty of local board budgets in year 2 and 3 of the LTP
- Direction setting for work programmes will happen in October – which can be used as an input into local consultation content
- Staff will then work on developing draft work programmes for 2024/2025



Targeted rates

- Recommendations on proposals for targeted rates need to be adopted by end of October
- This includes changes to existing targeted rates
- There are legal requirements for determining whether a targeted rate is appropriate – this includes detailed advice from SMEs.
- Local boards who are not already working on targeted rates will not have enough time to pull together the information required to recommend a proposal for a targeted rate to Governing Body in time for consultation.
- If you have not started this work but want to progress a targeted rate, you can start to prepare for 2025/2026 (year two of the LTP/LBP) – the key first step is identifying the activity you want the targeted rate to fund and requesting advice from relevant SMEs (and your LFA)



Draft Devonport-Takapuna Local Board Plan 2023

Updates and changes

26 September 2023



Workshop Purpose

- To review the changes made to the draft local board plan following feedback received during the SCP.
- To discuss the potential addition of fact/did you know boxes and their content.



Review of changes

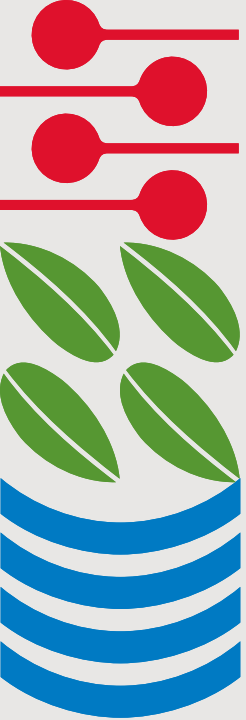
- Suggested changes were workshopped on Tuesday 19 September 2023
- Updates have been made to the plan. Additions are underlined in red and removals are ~~struck out~~.
- Are there any further suggested changes?



Fun Facts Discussion

- One small fact box per theme
- Enough space for 1 long bullet point, or up to three short
- Some potential options have been put together for each theme for discussion

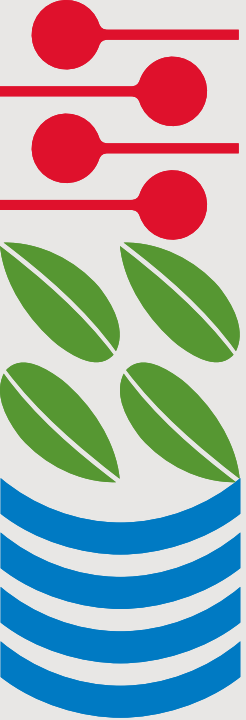




Our Environment

- We have 16% tree canopy cover with a target of 30%
- 29kms of coastline

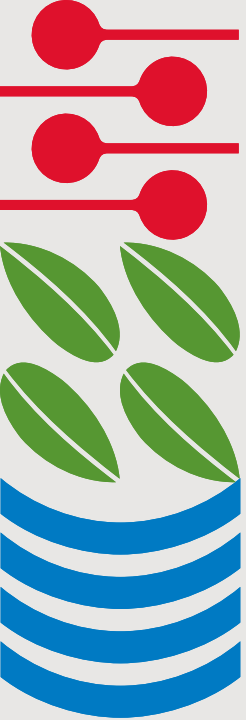




- Our Asian population has increased by 44% since the 2013 census.
- Over the next 30 years, the population is projected to grow to 82,357 (up 42%).

Our People

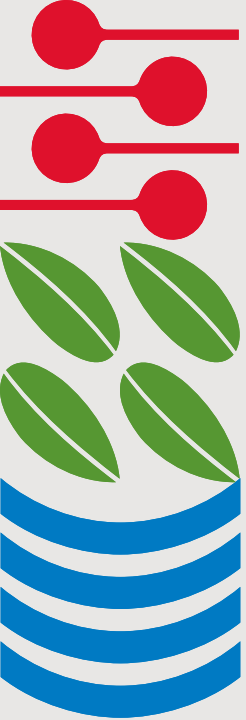




- 93% of our residents live within a 15-minute walk to a park or community space.
- We have # of heritage assets in our area.
- # childcare centres are supported by the DTLB
- DT has 123 council owned open spaces spread across the local board area, comprising:
 - 39 connection and linkage open spaces
 - 29 neighbourhood parks
 - 18 suburb parks
 - 15 pocket parks
 - 9 suburb park-sports parks
 - 5 esplanade reserves
 - 4 destination parks
 - 3 civic spaces
 - 1 historic reserve

Our Community





- 62% of our residents use a private vehicle to get to work

Our Places





Our Economy

- 62% of our residents use a private vehicle to get to work
- There are # business across the DT area.
- # people work in the Takapuna Metropolitan Centre
- 36% of DT residents work within the LB area



Next Steps

- Tweaks to the draft plan will be made based off today's discussion and the chairs message will be updated
- The draft plan will go for final internal peer review on 2nd October
- A finalisation workshop is scheduled for 17 September, where any final tweaks can be made
- Local Board Plan is adopted on Tuesday 31 October 2023.



Te mahere ā rohe o Devonport-Takapuna 2023

Devonport-Takapuna Local Board Plan 2023



Draft - June 2023





Mihi

E toko ake rā e te iti, whakatata mai rā e te rahi.

Kia mihi koutou ki ngā kupu whakarei a te hunga kua tīpokotia e te ringa o te wāhi ngaro.

Rātou, e kaikini tonu nei i ngā mahara i te ao, i te pō.

Ngā oha i mahue mai i tērā whakatupuranga kia āpithia e tātou ki ngā tūmanako o tēnei reanga,

hei mounga waihotanga ki te ira whaimuri i a tātou.

Koinā te tangi a Ngākau Māhaki,

a Wairua Hihiri me Hinengaro Tau.

Oho mai rā tātou ki te whakatairanga

i ngā mahi e ekeina ai te pae tawhiti ka tō mai ai ki te pae tata.

Tēnei au te noho nei i runga i te puia moe o Takarunga –

kāinga o te tini tāngata i tōna wā, puna wai e ora ai ngā iwi.

Kei waho rā ko ngā tai piringa o Tikapa Moana me Te Waitematā Ka rere whakarunga ngā

kamo ki te Waiwharariki o mua,

Takapuna kāinga,

Takapuna tupuna.

I reira ka heke iho ki te mātārae ki Ōperetū,

Kia taka ki tua ko Maungaūika te tū hēteri mai

rā i te pūwaha o Tāmaki Makaurau,

Tāmaki herehere waka.

E koutou mā ka ea, kua ea.

Kia ora huihui mai koutou katoa.

Welcome to you all.

Let me greet you with the eloquent words of those, lost long ago to the unseen hand of eternity.

Them, for whom we unendingly mourn. Let us enjoin the legacy they left to the hopes and aspirations of this generation as our gift to those who will follow us.

That is the pledge of the humble heart, the willing spirit, and the inspired mind.

Let us rise together and seek to do what is necessary to draw distant aspirations closer to realisation.

Here I sit upon the sleeping cone of

Takarunga – home of many in its time spring of life for them all.

Out there are the watery havens of Tikapa Moana and Te Waitematā.

My eyes gaze northward to former

Waiwharariki, now Takapuna community, Takapuna the progenitor.

Then from there, I glance to the foreland of Ōperetū. Beyond stands Maungaūika sentinel of Tāmaki Makaurau and anchorage of many canoes.

It is done.

Greetings to you, one and all.

Ngā upoko kōrero

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He kōrero mai i te Heamana

From the Chair

Welcome to our draft 2023 Devonport-Takapuna Local Board Plan, which sets out our vision and priorities for Devonport-Takapuna over the next three years. This plan will guide development of our work programmes as we execute this vision for the following three years.



While developing this draft plan, we wanted to make sure it reflects the needs and aspirations of our community. So, we have not started from scratch but spent time considering your previous feedback on the current local board plan, your feedback on priorities through previous annual budget consultations and other pieces of feedback such as results from the People's Panel surveys.

For the Devonport-Takapuna Local Board, we want to start with a vision. That vision is for a healthy, connected, safe community where every single resident feels a sense of belonging. We want our built environment to work in harmony with our natural environment; we want copious green space and healthy waters. We want opportunity for every resident, whether that be in business, training, volunteerism, or recreation. We want people to feel proud of the place they call home, and we want visitors to love spending time with us.

We know that there have been significant changes since the last local board plan was developed. We face many more challenges such as extreme weather events and huge financial uncertainty. We are told time and again, in every consultation, that the environment and water quality are front of mind for all of you. We share this feeling. We believe that by investing in the priorities outlined in this draft plan we will be able to create a more resilient and sustainable community that can withstand future challenges whilst still working towards the vision we hold.

This draft plan covers five key themes – Our People, Our Environment, Our Places, Our Community and Our Economy. This plan is aspirational and not intended to be an exhaustive list of projects we propose to deliver, however we have noted some key objectives and initiatives under these five areas which we aim to deliver over the next three years.

There are several priorities you have raised with us that are not decisions for the local board to make. However, as your elected representatives we are committed to advocating on your behalf for these important outcomes. We have outlined these advocacy items throughout the plan.

Many of you have already contributed to this draft by sharing your knowledge and aspirations for the area. Please review the draft plan and let us know if you think we are on the right track and have captured what is important to you.

We encourage you to take part in the consultation process so that we have a clear mandate from our communities on what we should focus on and work towards over the next three years.

We look forward to receiving your feedback.

Toni van Tonder

Chairperson, Devonport-Takapuna Local Board

Commented [RG1]: The Chairs message will be rewritten for the final plan.

He aronga poto ki tā mātou mahere

Our plan at a glance



Commented [RG2]: Picture options are included in separate slide pack.



Our Environment

Our natural and built spaces are cared for and we put water quality and the environment front and centre.



Our People

We value inclusivity, diversity, and resilience.



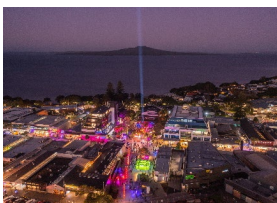
Our Community and Facilities

Our community has access to quality services in facilities that meet their needs.



Our Places and Transport

~~Our infrastructure supports population growth and our transport network is safe, efficient and offers choice for how people can get around.~~ Our infrastructure supports growth, and our safe, efficient transport offers diverse travel options



Our Economy

Our economy is thriving, our town centres are vibrant, and there is opportunity for all.



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 Governing Body members) and 21 local boards. The Governing Body focuses on Auckland-wide issues while local boards are responsible for decision-making on local matters, activities and services and for providing input into regional strategies, policies and plans.

We make decisions on local matters such as:

- supporting local arts, culture, events and sport and recreation
- supporting 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.

Higher inflation and the cost of borrowing money has pushed up the cost of providing these services. We will need to address these challenges in the local board plan, which means doing things differently and prioritising where we spend.

About local board plans

Local board plans are strategic three-year plans developed in consultation with the community. They set out the direction for the local area reflecting community aspirations and priorities, and guide:

- decisions on local activities, projects, and facilities
- local board input into the council’s regional strategies and plans, including the Auckland Plan
- how local boards will work with other agencies, including community groups, central government agencies and council-controlled organisations that play key roles in the area.
- funding and investment decisions.



Local board plans are inclusive and connected; they don’t operate in isolation. They support:

- the Auckland Plan 2050 – the 30-year vision for Auckland
- the council’s 10-year budget – planned spending and future investment priorities over the longer term
- the council’s annual budget – funding for the coming financial year of the 10-year budget.

Each local board adopts an agreement that sets local budgets, levels of service, performance measures and targets for each financial year. Details of projects, budgets and timelines are outlined in annual work programmes. Progress is reported quarterly and communicated to our communities.



Te whakawhanake i tā mātou mahere

Developing our plan

When developing our draft plan, we ensured it reflected the aspirations of our community. We took the time to reflect on what you have already told us since our last local board plan was adopted and what has changed since then.

This draft plan takes account of the financial challenges facing our city along with the specific challenges and opportunities facing our area. Despite these challenges, our draft plan comprises of a number of aspirational objectives and some of the key initiatives we will carry out to achieve them.

To ensure we reflect your current needs and desires for Devonport-Takapuna in this plan, we are sharing this draft document for your feedback. The issues and priorities you raise with us through this process will help inform the final version of this plan.

[Our draft plan was developed with careful consideration of previous community feedback on the previous local board plan, feedback through previous annual budget consultations and other pieces of feedback such as results from the Peoples Panel Surveys.](#)

[During July and August 2023, we consulted on the draft plan to hear your thoughts.](#)

[We engaged with our community at a range of events and activities across the local board area. The issues and priorities you raised with us through these interactions helped us finalise this plan.](#)

Te whakatutuki i tā mātou mahere

Carrying out our plan

Turning plans into reality takes many people working together – the community, the local board, and the wider council family such as Auckland Transport. To deliver on the local board plans, we will:

- prioritise budgets to focus on the initiatives in the plans.
- make the best use of local assets such as community centres, libraries, and parks.
- set direction for the council staff who deliver the projects and services.
- work with various community groups and partners, to deliver projects and services.
- make decisions that are in line with Auckland's commitment to climate action and emissions reduction.

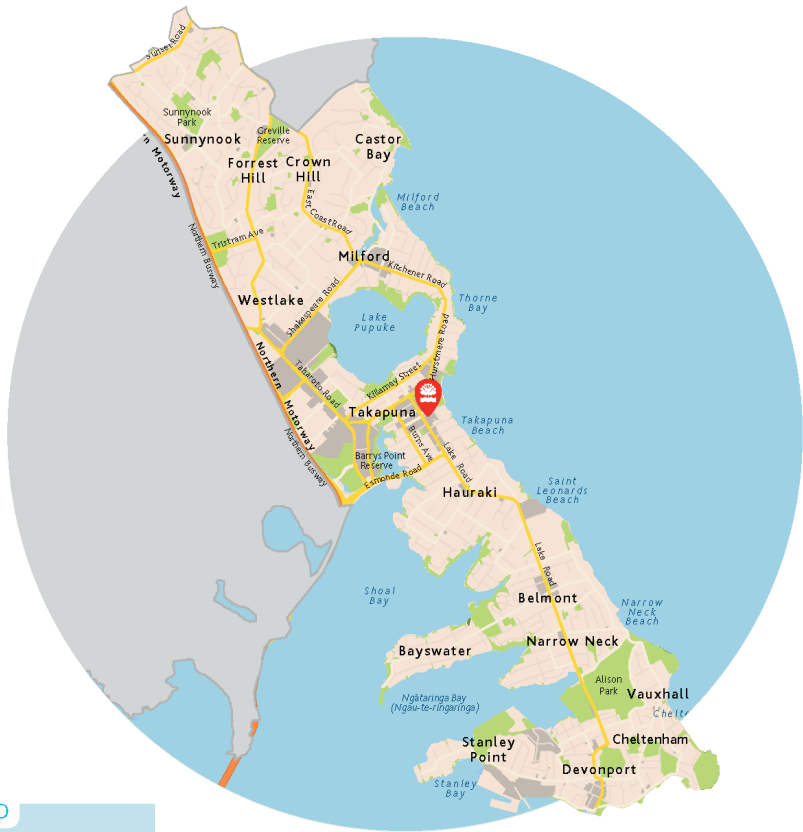
Where important projects in local areas are beyond available funding or decision making, our role is to advocate to other decision-makers to ensure they are aware of community views and the local board's support for them.



Te Rohe ā-Poari o Devonport-Takapuna

Devonport-Takapuna Local Board area

Commented [RG3]: I have looked into alternative maps to include here. The Annual Report and the Local Board Agreement both contain the same map, it just has infographs around it. I have decided to leave this as it is, and make use of the facts etc the would go in the infographs, in the "fun facts" sections of each theme instead.



LEGEND

- Local board office
- Public open space (Unitary Plan)
- Motorway
- Major road
- Arterial road
- Medium road
- Minor road



Takapuna Beach

Te Tāruke-ā-Tāwhiri

Climate Action

In 2019 Auckland Council declared a climate emergency and in 2020 adopted Auckland's climate plan, Te Tāruke-ā-Tāwhiri. Meeting the goals set out in this plan means taking ambitious action to reduce emissions and to adapt to a changing climate.

Local Boards have an important role to play in leading and supporting Auckland's response to the climate emergency, including supporting regional climate plan initiatives, integrating climate awareness into all decisions, including community investment.

Local context

Sea-level rise

~~The local board area has a significant coastline and is vulnerable to sea level rise due to its location.~~ We are a coastal community. With 29km of coastline, our community regularly engages with the sea, and we experience many benefits of living close to the coast. We are also vulnerable to sea level rise due to our location. As sea levels rise, the potential for flooding, erosion, and coastal inundation increases, which can cause damage to infrastructure, properties, and public spaces. This also affects the ecological health of our coastline and marine areas by filling it with urban pollutants and sediments. Development of a Shoreline Adaptation Plan which will cover the Devonport-Takapuna area is underway and will consider the risk that



coastal hazards and catchment flooding pose to council owned land and assets and will identify short, medium, and long-term strategies for managing risks.

Impacts of flooding and extreme weather events

With climate change comes more frequent and intense weather events, such as storms and heavy rainfall. In January 2023 the Auckland region received 769 percent of its usual January rainfall. This rain event and then Cyclone Gabrielle caused extreme flooding, particularly in Sunnynook, Milford, and along the Wairau catchment, where many homes and businesses were made unliveable or severely damaged. The collective community response showed that a locally led approach works well but needs to be bolstered by Auckland Emergency Management. Managing and mitigating flooding risk at a local level is crucial, and we will look at opportunities to improve and maintain streams and infrastructure and contribute to community-led resilience, response, and recovery so we are better prepared for future events. As part of Auckland Council's Flood Recovery Programme, a Making Space for Water programme has been developed which aims to establish a practical and achievable programme of operational flood management works for the next six years by way of nine key operational initiatives, this is excellent news for the region and our area in particular.

Reducing our transport emissions

Transport emissions are Auckland's largest source of climate changing pollution. The increase in population and business activities has resulted in more vehicles on the road, which leads to increased transport emissions. To address this, we have implemented several initiatives aimed at reducing transport emissions, such as promoting public transport use, encouraging active transport modes like walking, and cycling, and improving infrastructure to support these modes. These initiatives are aligned with Auckland's Transport Emissions Reduction Plan which aims to reduce the city's transport emissions by 64% by 2030.

Housing intensification and development

Like much of the city, the Devonport-Takapuna Local Board area is experiencing significant growth and development with a particular focus on intensification of housing. This can create increased pressure on infrastructure, transport networks, and the natural environment when not planned correctly. Intensification of housing in the area has been driven by a combination of factors, including population growth, demand for housing, and the availability of suitable land.

The development of multi-storey apartment buildings and townhouses has increased the number of people living in the area and put pressure on local services and infrastructure. Effective planning and management of the built environment, along with efforts to promote sustainable lifestyles and behaviours, will be critical when addressing these challenges and ensuring a sustainable future for the area.

We recognise that climate change is a complex issue that will require collaborative effort from all of us. As a local board we are committed to doing our part to respond to this challenge and will continue working with our communities to achieve our climate goals. The key initiatives we propose to achieve these are outlined below:

- Support initiatives that build community networks and contribute to local resilience.
- Advocate for and work with the Land & Coasts department to support the development of Shoreline Adaptation Plans to ensure a sustainable approach to the management of our shorelines.



- Collaborate with the Kaipātiki Local Board on the reduction of litter, sediment, and industry pollutants to improve the water quality of streams and ponds in the catchment of the Wairau Estuary.
- Development of a Wairau Water Quality Action Plan to include riparian planting, regular clean-up, monitoring, and building site management for sediment control.
- Support environmental groups in undertaking community-led conservation to eradicate plant and animal pests on both public and private land.
- Support our ecological and environmental volunteers in their valuable work facilitated by the Community Park Ranger.
- Work alongside the Tūpuna Maunga Authority and support their efforts by connecting volunteer groups to plant and trap pests.
- Support initiatives which provide whānau and communities with education on reducing their carbon footprint and living more sustainably.
- Prioritise funding and support zero waste initiatives that promote a circular economy.
- Continue to support the delivery of the Devonport-Takapuna Urban Ngāhere Strategy.
- Support focus on native and ecologically appropriate planting and the principle of having the right tree in the right place.

Commented [RG4]: This bullet list will be updated to reflect appropriate initiatives as written under each theme in the plan.



Cheltenham Beach



Sunnynook Park

Ngā huanga Māori

Māori Outcomes

Māori identity and culture are Auckland’s unique point of difference in the world. Whānau, hapū, iwi and Māori communities aspire to have healthy and prosperous lives and have defined the outcomes that are most important to Māori. Māori outcomes are the way Auckland Council supports Māori aspirations.

Māori outcomes respond to the council’s legislative obligations and to extensive engagement with Auckland’s Māori communities.

The Kia Ora Tāmaki Makaurau framework outlines ten priority areas that support and progress these aspirations and has been adopted by the council as the way to deliver outcomes for Māori. These priority areas are:

Kia ora te kāinga – Papakāinga and Māori housing

Kia ora te marae – Marae development

Kia ora te ahurea – Māori identity and culture

Kia ora te rangatahi – Realising rangatahi potential

Kia ora te hononga – Effective Māori participation

Kia ora te whānau – Whānau and tamariki wellbeing

Kia ora te reo – Te reo Māori

Kia ora te umanga – Māori business, tourism, and employment

Kia ora te taiao – Kaitiakitanga

Kia hāngai te Kaunihera – An empowered organisation



Local board plans are an important way to deliver for Māori at a local level. This section outlines the Māori outcomes addressed in this plan.

The Devonport-Takapuna Local Board area has a low percentage of Māori residents, when compared to other parts of the region, with just over 5 per cent of the population identifying as Māori. We nevertheless acknowledge Māori as the first people of this area, and as a local board we cannot represent this area without first acknowledging their stake in this land.

The Devonport Takapuna Local Board area is culturally diverse. We are dedicated to celebrating our bicultural society and the opportunities this brings to learn about the cultural heritage and history of our people who live here. We acknowledge Māori as the first people of this area, and as a local board we cannot represent this area without first acknowledging their stake in this land.

The Devonport-Takapuna Local Board area has a rich Māori history dating back over 800 years. The area was traditionally inhabited by Ngāti Pāoa, Ngāti Tamaterā, Ngāi Tai ki Tāmaki and Te Kawerau ā Maki iwi, who used the area's coastal and marine resources for sustenance and trade. The area is also home to several significant Māori sites, such as Ngāti Pāoa pā sites at Hauraki and the Devonport Naval Base area, and the Maungauika/North Head Historic Reserve, which was a strategic pā site and still contains numerous Māori archaeological features.

The Devonport-Takapuna Local Board is committed to developing meaningful relationships with mana whenua and mataawaka and we welcome opportunities to work in partnership with Māori communities. Some of the key initiatives we propose to achieve this are highlighted below:

- Partner with mana whenua and mataawaka to deliver initiatives that support sharing Māori cultural knowledge and practices through storytelling projects, celebrating te reo Māori and responding to Māori aspirations. We will do this by delivering programmes and activities in collaboration with Māori for our Māori community and supported by the Local Board.
- Develop and strengthen relationships between mana whenua and the Devonport-Takapuna Local Board to enable sustained open dialogue and input into local decisions. Rangatira ki te Rangatira.
- Invest in opportunities to establish relationships with mataawaka groups so the needs and concerns of our local Māori are met.
- Continue to deliver Te Kete Rukuruku, the dual naming of parks and reserves, to celebrate and share stories that showcase our unique Māori identity and heritage.
- Restore and maintain the wahi tapu site, Te Uru Tapu/Sacred Grove.
- Matariki is promoted and celebrated.
- Our communities practice te ao Māori guardianship (kaitiakitanga) principles led by mana whenua.
- Communities are educated and prepared to follow tikanga when working with taonga and working on sacred land.
- We partner with mana whenua, mataawaka and community groups to restore te taiao, prepare for climate impacts and deliver initiatives that increase understanding of matauranga Māori.



Wood carving at the Lakehouse Arts Centre's This is Us: Race Unity Day

Commented [RG5]: This bullet list will change to reflect appropriate initiatives as written under each theme in the plan.



Wairau Estuary

Tō Tātou Taiao

Our Environment

Our natural and built spaces are cared for and we put water quality and the environment front and centre.

Devonport-Takapuna has a mix of urban, coastal, and diverse natural landscapes, including a number of beautiful beaches, Takarunga/Mt Victoria and Maungauika/North Head, and the large volcanic crater of Lake Pupuke all of which call for a collaborative approach towards protecting our natural environment, improving water quality, and acting against the impacts of climate change. Our goal is to support our community to live sustainably, be equipped to identify and manage risks from natural hazards and climate change, and value the principle of kaitiakitanga.

We recognise that we are facing many environmental challenges, particularly the impacts of urban sprawling and managing our ageing infrastructure combined with a limited budget to fund initiatives that mitigate greenhouse gas emissions and are resilient to the impacts of climate change and support the protection and restoration of our natural environment.

Despite the challenges our community faces in protecting and enhancing our natural environment, we are fortunate to have passionate individuals and volunteer and community groups who are dedicated to these

FUN FACTS

- TBD

efforts. We will continue to collaborate with mana whenua and our communities to safeguard our special areas and empower our volunteers to lead protection and restoration efforts. We recognise the critical importance of protecting our waterways and marine environments, especially in areas of intensification, and our goal is to improve their health and biodiversity while reducing pollutants and sediment.

By partnering with mana whenua, we will actively incorporate Māori values and perspectives in environmental initiatives and promote the well-being of both our natural environment and our community. Together, we will work towards restoring Te Taiao and creating a more sustainable future for our community.



Challenges

- Significant cost implications in protection and restoration of our natural environment.
- Increased upfront costs to develop facilities and infrastructure that are sustainable, low carbon, and resilient to climate change.
- Ageing and unfit infrastructure which cannot manage increasing capacity and is impacting our environment.
- Pressure on the environment: loss of natural features due to urban development, degradation by pests, weeds and pathogens, road air pollutants, and water pollutants.
- Adapting to impacts of sea level rise such as the reclamation of coastal marine area.

Opportunities

- An engaged and energetic network of community groups and volunteers that works with us to look after our waterways, environment, heritage and cultural taonga.
- Invest in activities that minimise the negative environmental impacts, avoid or reduce carbon emissions, and improve resilience for our residents to climate change.
- Learning from Matauranga Māori/Māori knowledge when protecting our environment.
- Working with our neighbouring local boards on joint environmental initiatives to increase the impacts.
- Development and implementation of the Making Space for Water Programme

Our Plan

What we want to achieve (Objectives)	What we will deliver in the next 3 years (Key initiatives)	What success looks like (Measure of success)
Improve water quality in the Wairau Catchment, Lake Pupuke, and our marine environment.	Work with the Kaipātiki Local Board and community partners to reduce litter, sediment, and industry pollutants to improve the water quality in the catchment of the Wairau Estuary	The Devonport-Takapuna and Kaipātiki Local Boards are aligned in their support and advocacy for the improvement of the Wairau Catchment



	Develop a Wairau Water Quality Action Plan to include riparian planting, regular clean-up, monitoring, and building site management for sediment control.	A Wairau Water Quality Action Plan is in development.
Natural and built heritage are conserved and both colonial and Māori history and significant places are valued, promoted, and celebrated	Our communities practice te ao Māori guardianship (kaitiakitanga) principles led by mana whenua.	Communities are educated and prepared to follow tikanga when working with taonga and working on sacred land. We are partnered with mana whenua, mataawaka and community groups to restore te taiao, prepare for climate impacts and deliver initiatives that increase understanding of mātauranga Māori.
Empower the community to contribute to the control of plant and animal pests to allow native trees, birds and other biodiversity to thrive.	Support community-led environmental groups in undertaking community-led conservation to manage the negative effects of plant and animal pests on both public and private land.	Invasive plant and animal species in the targeted areas are reduced.
	Support the ongoing valuable work of our ecological and environmental volunteers in our local parks.	Native plant and animal species in our parks are increased through planting.
	Continue to work alongside the Tūpuna Maunga Authority by connecting them with volunteer groups to support efforts in planting and pest trapping.	
Communities live more sustainably	Support initiatives which provide whānau and communities with education on reducing their carbon footprint and living more sustainably e.g., <ul style="list-style-type: none"> - bike hubs and micro-mobility education - community gardens - composting workshops - regeneration and sustainability workshops - mode shift programmes for short journeys 	Our communities can access resources to help them reduce emissions and adapt to the impacts of climate change. Waste generated by business and individuals is reduced. Increase in the number of materials diverted from landfills through waste avoidance, reuse, recycling, and composting.
	Support zero waste initiatives that promote a circular economy.	Increased number of low carbon and waste minimisation initiatives. Events supported by the local board provide zero waste initiatives.



	<u>Support pātaka kai and food security initiatives</u>	<u>Food security and resilience is invested in.</u>
Canopy coverage is increased.	Continue to support the delivery of the Devonport-Takapuna Urban Ngāhere Strategy Support focus on appropriate planting and having the principle of having the right tree in the right place.	Our existing trees are protected, and our canopy cover continues to increase. Community nurseries are supported to grow native and ecologically appropriate plants.

Advocacy

- Advocate to the Governing body for increased investment in the Wairau catchment to better manage stormwater and the impacts from extreme weather.
- [Advocate for appropriate attention and funding towards correcting poor stormwater infrastructure in and around are parks and reserves that have been severely impacted by flooding, particularly in Sunnynook, Braemar Reserve and Brian Byrnes reserve.](#)
- Advocate for appropriate land use planning and associated funding to improve stormwater and wastewater infrastructure in growth areas that supports Auckland’s climate goals and builds resilience to future climate impacts.
- Advocate for regional funding to reduce sediment and contaminants, using nature-based solutions where appropriate, from urban development and land use entering our waterways and for an increase in compliance staff to support this important work.
- Advocate to the Governing Body for continuation of the Natural environment targeted rate to tackle pests, weeds, and pathogens such Kauri Dieback disease.
- Advocate to the Governing Body for investment in the health of Lake Pupuke and the improvement of the lakes eco systems and water quality.
- Advocate to Watercare to inform the community about the importance of reporting faults in order to support the reactive maintenance programme for wastewater.
- Advocate to the responsible water entity for improvements in water quality and infrastructure.
- Advocate to the Governing Body for additional funding to renew our heritage asset portfolio and enable greater protection for our heritage assets.
- Advocate for and work with the Land & Coasts department to support the development of Shoreline Adaptation Plans to ensure a sustainable approach to the management of our shorelines.



Lake Pupuke



Lakehouse Arts Centre's This is Us: Race Unity Day

Ō Tātou Tāngata

Our People

We value inclusivity, diversity, and resilience.

The Devonport-Takapuna Local Board area is cosmopolitan, with the 2018 census showing that 43.8% of our residents were born overseas. The Devonport-Takapuna Local Board area is cosmopolitan, with the 2018 census showing that 43.8% of our residents were born overseas. Our migrant community add cultural diversity and different life skills to our communities. Whilst our migrant communities bring cultural diversity and different life skills to our communities, it is important to recognise the unique place our indigenous Māori people play in New Zealand society. The local board has a responsibility to uphold our commitments to our founding document the Treaty of Waitangi (Te Tiriti o Waitangi).

We want Devonport-Takapuna to be a community where everyone feels seen, heard, included, and where diversity is celebrated. The local board aims to achieve this by supporting activities which enable community engagement and participation, foster inclusivity, support Māori communities and culture, support migrant communities, and build community resilience, such as the partnering with the Korean Garden Trust to develop and deliver a Korean Garden in Barry Point Reserve.

FUN FACTS

- TBD

We aim to increase engagement and participation from all corners of the community, including [children](#) and youth, ethnic communities, people living with disabilities, rainbow communities, and particularly [our senior community who make up more than 17% of our population](#). To do this, we need to do our part in removing barriers to participation and promoting accessibility, as well as by building relationships with our Māori communities to promote cultural sharing and knowledge.

There are several challenges that the local board must address over the next three years, including language barriers, population growth, and climate change impacts. To help face these challenges, we are committed to being strong advocates for accessible engagement methods and supporting our community networks, so they are better equipped to respond to emergencies and climate change.

Our goal is to build strong, inclusive communities that can withstand challenges and promote growth and resilience. We want our residents to be able to engage with us on what matters most to them and provide input on the decisions we make. [We are committed to our roles as elected members to support emergency management and to support emergency response and strive to act as a conduit for timely and accurate information.](#)



Commented [RG6]: This language was pulled from the AEM EM Guide.

Challenges

- 7% of our residents cannot speak English.
- Our population has an overall projected growth of 42% in the next 30 years.
- Relationships with mana whenua and mataawaka in our local board area need to be further developed.
- Low levels of participation and understanding of what local boards do, which weakens local democracy and decision making.
- Responding to the impact that climate change has on our people.

Opportunities

- Our Asian community is projected to grow by nearly 50% in the next 30 years. We have the opportunity to create a sense of community and belonging for this increasing population.
- Provide more diverse initiatives to meet the changing community need.
- Promote inclusion, diversity, and expression of culture.
- Invest in and strengthen relationships with local iwi.
- [We have strong and knowledgeable mataawaka groups in our community who we can build and develop relationships with.](#)
- [Established community organisations in our area that have existing safety programmes focusing on crime prevention and community reassurance that the local board can partner with to help to build a greater sense of safety, including North Harbour Community Patrol, Neighbourhood Support North Shore and Blue light North Shore.](#)
- [We have an active youth board in our area who are eager to input into decisions that impact them.](#)
- [All members of our community feel they are welcome to volunteer their time for the betterment of our society.](#)



Our Plan

What we want to achieve (Objectives)	What we will deliver in the next 3 years (Key initiatives)	What success looks like (Measure of success)
All members of the community feel they can have a say in the decisions that affect them.	Community conversations – enabling communities we hear from less to engage more comfortably and on their terms.	Community are active participants at community conversations and the local board is reaching and hearing from all corners of the community.
	Continue to support Younite Youth Board who work with rangatahi from across Devonport-Takapuna. We want their aspirations to be included in local planning and decision making.	Increased support for youth involvement in the planning and decision-making process by having a youth representative at the table serving in an advisory capacity to offer youth perspective on decisions.
Devonport-Takapuna has inclusive communities that embrace and celebrate our diversity.	Support our growing Asian and ethnic communities by implementing the Devonport-Takapuna Ethnic Plan.	Ethnic communities have better access and understanding of local services, facilities, and programmes and their increased participation is reflected in participation demographics. <u>Partner with service providers working with Asian families to celebrate Chinese and Korean culture, language and initiatives which support Asian families to achieve their aspirations.</u> Increased involvement from ethnic and diverse communities is reflected in consultation statistics and civic participation.
	Partner with mana whenua and mataawaka to deliver initiatives that support sharing Māori cultural knowledge and practices through storytelling projects, celebrating te reo Māori and responding to Māori aspirations.	Programmes and activities are being delivered in collaboration with Māori for our Māori community and supported by the local board.
	<u>People with disabilities are actively engaged as key stakeholders in all local board decision-making processes</u>	<u>Disabled people’s views are actively sought, referenced, and considered in local decision making.</u>



Commented [RG7]: This is wording pulled directly from the Grey Power website under their vision.

	<p><u>related to parks and community facilities.</u></p> <p><u>Our senior community are provided support and opportunity to navigate a rapidly changing world and enjoy a rewarding, safe and sustainable quality of life.</u></p>	<p>Older communities are supported with digital competency programmes to enable wider participation.</p> <p><u>Community partners continue to deliver services that target and support our senior population through programmes and activities that enable wider participation and connection such as digital competency, Active Aging, and Elderly Shoppers Run.</u></p>
	<p>Explore opportunities and activities that bring together people of different ages, backgrounds, and cultures.</p>	<p>Intergenerational activities are supported and encouraged.</p>
Māori are involved in decision making.	<p>Develop and strengthen relationships between mana whenua and the Devonport-Takapuna Local Board to enable sustained open dialogue and input into local decisions.</p>	<p>Rangatira ki te Rangatira. Sustained leadership dialogue. Ongoing conversations take place with groups that have strong interests in our area.</p> <p>Mana whenua are engaged in the early stages of projects</p>
	<p>Develop and strengthen relationships with mataawaka groups and the Devonport-Takapuna Local Board to enable open dialogue and input into local decisions.</p>	<p>Opportunities are sought to establish relationships and work in partnership with the local board.</p>
Provide opportunities to recognise and celebrate Māori heritage and culture.	<p>Continue to deliver Te Kete Rukuruku, the dual naming of parks and reserves, to celebrate and share stories that showcase our unique Māori identity and heritage.</p>	<p>Our parks and reserves have names that reflect their Māori history.</p>
	<p>Restore and enhance the wahi tapu site, Te Uru Tapu/Sacred Grove.</p>	<p>Te Uru Tapu/Sacred grove is protected and restored.</p>
	<p>Matariki is promoted and celebrated.</p>	<p>Local board supports local Matariki events.</p>
Our communities are thriving and empowered to support one another.	<p>Support activities that build community networks and contribute to local resilience. <u>Promote opportunities to build local resilience and support ideas and projects that encourage strong,</u></p>	<p>Our communities are provided with opportunities to strengthen their connection and mutually support one another. <u>Everyone in our community has access to information on how to prepare for</u></p>



	<u>positive, and cooperative social connections.</u>	<u>emergencies and understands their risk of flooding and hazards and have</u> opportunities to strengthen their connection and mutually support one another.
	<u>We are partnered with community organisations in the delivery of community safety and crime prevention activities.</u>	<u>Our communities feel safe in their neighbourhoods.</u>

Advocacy

- Advocate for accessible and easy to use engagement methods that suit our residents for both local and regional consultations.
- Advocate to and work with Auckland Emergency Management and wider council departments to support community networks and connections that help people to fare better and respond to emergencies and the impacts of climate change.
- [Advocate to Auckland Council to use better mechanisms of communication to enable engagement to reflect an accurate cross section of society where everyone is represented leading to a better-informed community and improved engagement with the council.](#)



Visitors at the Devonport Library



Devonport Library

Tō Tātou Hapori

Our Community and Facilities

Our community has access to quality services in facilities that meet their needs.

The Devonport-Takapuna Local Board envisions a future where services are integrated, quality spaces are accessible to all, and sustainable practices are embraced. ~~We aim to provide access to well-maintained community facilities, open space, play spaces, sports fields, and coastal amenities for everyone.~~ Our open spaces provide rich opportunities for play, activity, sport, exercise, recreation, and relaxation.

The challenges we face with limited budget to maintain our assets to a high-quality standard and increasing demand for services and amenities due to population changes needs to be addressed. We plan on investigating various opportunities for funding to respond to these challenges, such as reviewing underperforming assets, opportunities for business or community led partnerships and use of targeted rates.

FUN FACTS

- TBD



Local boards now have an increased decision-making role over their local assets and services. This gives us the opportunity to assess how our buildings and spaces are used and how services are delivered, to ensure they reflect the evolving ways our community use services and to help manage rising costs.

The constraints on the council’s budgets mean we will have to carefully prioritise each year, but we will continue to maintain and develop fit-for-purpose local services and spaces to meet the needs of our diverse communities. We will look for opportunities to deliver services and events in new ways that maintain the health and wellbeing of our communities.

Challenges

- Cost of maintaining our community and recreational facilities in a reduced funding environment.
- Population growth could mean increased demand for services, facilities, and space, changing user expectations, conflicting uses, and unequal awareness and access to those services and facilities.
- [Devonport-Takapuna has a large number of heritage listed public assets that require protection which are very costly to maintain.](#)

Opportunities

- Explore opportunities for service property optimisation for underperforming assets to prioritise investment in better use of our facilities that meet the needs of the community, including options for multi-use facilities.
- [We have many established Arts and Sports Facilities in our area who are well placed to deliver great programming to our community.](#)
- Utilisation of regional funding to retrofit assets and upgrade them with solar energy saving measures.
- Local boards have been given greater decision-making powers over local facilities, there is an opportunity to make funding more equitable across facilities and collaborate with other local boards.
- Supporting Māori storytelling and te reo in our programmes, services in community facilities and libraries.
- Consider how best to use our open space network to mitigate storm damage and impacts, such as the use of parks for flood mitigation.
- [Support Takapuna’s regeneration by delivering a community hub and library in our metropolitan centre.](#)

Our Plan

What we want to achieve (Objectives)	What we will deliver in the next 3 years (Key initiatives)	What success looks like (Measure of success)
Services are integrated and streamlined	Investigate opportunities to connect and consolidate services and avoid duplication.	Our facilities are multi-use, sustainable, fit-for-purpose

	Optimise our spaces and facilities to better manage our asset portfolio with reduced funding whilst still supporting community activities.	and able to support our growing population.
	Continue the investigation into community service delivery in Takapuna and opportunities to fund a future proofed community hub and library .	
Provide a strong connected network of safe and quality spaces for all members of our community to enjoy now and in the future	Identify partnership opportunities with local schools, churches, and other organisations to make their spaces available for community use.	Community needs are better responded to by delivering projects in partnership with other organisations when opportunities arise.
	Work with our community houses, recreational facilities, sports clubs, arts partners , and leaseholders to ensure they are providing programming and initiatives that are coordinated to fill any gaps and to avoid duplication.	Initiatives that connect our communities and respond to their needs are prioritised and monitored. Activities that are in alignment with Local Board Plan outcomes are increased and well attended.
Use of sustainable and locally sourced materials and practices are encouraged and supported.	Te Aranga Māori Design principles are reflected in our playgrounds, buildings, and street furniture.	Te Aranga Māori design principles have been reflected in our built environment.
	Parks and facilities are developed, renewed, and maintained with the use of sustainable, long-lasting materials that reduce impervious surfaces.	Sustainable design and materials have been prioritised and invested in.
Investment is targeted where the need is greatest.	Development of the Local Parks Management Plan.	Completion of an Operational Devonport-Takapuna Local Parks Management Plan
	Existing strategic assessments and parks management plans are used to identify gaps and duplication in the provision of open space and play equipment.	Our investment decisions are aligned with key strategic planning documents and deliver outcomes that respond to our community's needs.
Parks and facilities are accessible to people of all ages and abilities.	Māori language is promoted and visible in the programmes and services delivered, from libraries and community facilities to bilingual signage.	Signage is renewed using English and te reo Māori. Raise awareness of the Rahopara Pa site and promote the cultural and





		historical significance of this site in Castor Bay.
	Development of a Devonport-Takapuna walking guide to showcase our areas beautiful walkways and parks.	A Devonport-Takapuna walking guide is in development.
	Investigate the development of a Chinese themed and co-designed playground in the Sunnynook/Forrest Hill area.	Options are explored for different playground options.
	Safe and well-lit public spaces, in particular in the Sunnynook and Forrest Hill areas.	Investment has been made in making our public spaces safe and well lit.
	Barriers to participation are reduced and accessibility is a priority.	Capital work programme projects and decisions specifically consider accessibility.
Opportunities to participate in sport and active recreation are available and accessible.	Support participation in sport and recreation opportunities	Access to facilities and local reserves is continued and maintained and participation has increased.

Advocacy

- [Advocate to the Governing Body for the support of active recreation by securing and increasing funding to Sport and Recreation Facility Investment Fund & Regional Sport and Recreation Facilities Operating Grant to enable communities to deliver facilities and lessen the burden on council.](#)
- [Advocate to the Governing Body for increased financial support and enhancement of Auckland's creative industries.](#)
- [Advocate to the Governing Body for the establishment of a Regional Heritage Facilities Maintenance Fund to support local boards in maintaining, renewing, and preserving our costly heritage asset portfolio for our community.](#)



World War II tunnels, Kennedy Park, Castor Bay



Victoria Road, Devonport

Ō Tātou Wāhi

Our Places and Transport

Our infrastructure supports growth, and our safe, efficient transport offers diverse travel options.

Devonport-Takapuna is a vibrant area of growth and opportunity. We want our transport network to be connected, multimodal, safe, and efficient. [We want adequate housing for our growing population and for housing intensification and development to be carefully planned and managed with appropriate infrastructure to support it.](#) Our goal is for our area to be a place where infrastructure keeps pace with the demands of our growing population and our residents can easily move around neighbourhoods, including by walking, cycling or public transport.

To achieve this, we need to address the challenges that come with growth, such as the pressure on our roading network, our limited funding and decision-making role, and the need for quality open spaces. We will continue to advocate on behalf of our communities for appropriate planning and investment to respond to growth and intensification.

With our limited budgets, we will target our investment to initiatives that improve wayfinding and deliver walking and cycling connections within our neighbourhoods, and we will be strong advocates for integrated and aligned public transport.

FUN FACTS

- TBD

We are committed to advocating for our community and making your views heard through formal Local Board submissions on all significant developments and plan changes in our area.



Challenges

- High dependency on motor vehicles.
- Limited capacity for bikes on ferries, zero capacity for bikes on buses, and the absence of infrastructure for active travel modes on the harbour bridge is a constraint on reductions to transport emissions.
- Local Boards have an advocacy role when it comes to many transport projects.
- Public transport needs to be efficient, affordable, and convenient to encourage greater uptake.
- Limited available funds to deliver the improvements signalled by our town centre plans.
- Transport accounts for nearly half of Auckland’s greenhouse gas emissions.
- Devonport-Takapuna is experiencing significant growth and development with a particular focus on intensification of housing.
- Increased pressure on infrastructure, transport networks, and the natural environment.

Opportunities

- Development and planning of an Additional Waitematā Harbour Connections to improve transport network and congestion.
- Input into planning and infrastructure projects that deliver efficient public transport, active modes of transport and roads for our area.
- Takapuna Metropolitan Centre has many valued qualities including a large business and retail offering and a major public transport hub (Akoranga). Appropriate planning could create a connected community and vibrant town centre.

Our Plan

What we want to achieve (Objectives)	What we will deliver in the next 3 years (Key initiatives)	What success looks like (Measure of success)
Our transport network is connected and provides multiple transport modes that are safe, efficient, reliable, and affordable.	Continue to work alongside the Governing Body, Auckland Transport and Waka Kotahi to progress the Lake Road project.	Local board feedback is represented and considered in planning and infrastructure projects to deliver efficient public transport, active modes of transport and roads. Increase in Public Transport patronage to and from the Devonport-Takapuna area.
	Work closely with the Governing Body and Waka Kotahi to encourage public transport initiatives that connect us and the wider North Shore with the North-South and East-West corridors.	
	Work with Auckland Transport and Waka Kotahi to secure funding and support for	



	routes that link to the proposed Northern Pathway.	
	Investigate implementing priority routes outlined in the refreshed Devonport-Takapuna Greenways Plan.	People can safely use active transport modes at any time because walkways and cycleways are safe well lit. Increased uptake of active modes of transport is supported by safer and more accessible connections.
	Further investigate opportunities to develop a walking and cycling link along the Wairau estuary.	Investigation into a Wairau Estuary walking link is being undertaken.
	Identify additional wayfinding signage opportunities in our area.	Clear and helpful way finding signage is installed.

Advocacy

- Advocate to Auckland Transport for greater integration and alignment of all public transport services and timetables.
- [Advocate to Auckland Transport for a supercharged ferry service for the whole region, including a future proofed terminal at Bayswater Marina.](#)
- Advocate for better active travel options between the local board area and the central city, including on designs of the additional Waitemata Harbour Connections.
- Advocate to Auckland Transport to deliver projects that contribute to Te Tāruke-a-Tāwhiri: Auckland Climate Plan's Key Transport priority to move to a low carbon, safe transport system.
- Advocate for any [road corridor changes](#) or new transport [infrastructure](#) options to include a high standard of stormwater management.
- Advocate to Governing Body for the retention, [increase and long-term security](#) of the Local Board Transport Capital Fund [to support us to make strategic decisions towards projects that span multiple trienniums.](#)
- Advocate to Auckland Transport for increased funding towards footpath renewals that meet a new wider standard.
- Advocate for funding to deliver the refreshed Devonport-Takapuna Greenways Plan to achieve fit-for-purpose, accessible, safe and well-lit network of pathways and cycleway connections, whilst also considering biodiversity and light pollution.
- Input into the development and planning of an Additional Waitemata Harbour Connections to improve transport connections and congestion.
- [Advocate to Auckland Transport & Waka Kotahi to secure funding to progress the Lake Road Project.](#)
- [Advocate to Auckland Transport to secure funding to progress the Francis-Esmonde link.](#)



- Advocate that all new developments are appropriately designed for our area and that infrastructure is upgraded to support growth and housing needs.



Bike rack at Devonport ferry terminal



Takapuna Winter Lights Festival

Tā Tātou Ōhanga

Our Economy

Our economy is thriving, our town centres are vibrant, and there is opportunity for all.

We envision vibrant, safe and attractive town centres and villages that cater to the needs of residents, businesses, and visitors. We want our people to be able to work and shop where they live and be a part of a diverse economy that practices environmental and social sustainability.

We acknowledge the complexities involved in creating sustainable employment opportunities that align with the skills of our residents. With the growing population of skilled workers, there is a pressing need to develop local job opportunities that reduce commuting. Additionally, we recognize the importance of preparing our rangatahi for meaningful employment prospects. These challenges extend beyond the scope of a three-year local board plan as they involve interconnected issues and often fall outside our decision-making authority and budget. However, we are dedicated to leveraging our resources by investing in initiatives that provide mentoring and work experience to empower young people and rangatahi, equipping them with the necessary tools and knowledge to thrive in the workforce. Despite limited funding, we remain committed to supporting our town centres and villages through our advocacy role.

FUN FACTS

- TBD



Challenges

- Many of our residents are traveling outside of our area for work that matches their skillset.
- High dependency on vehicles and congestion on key roads makes it hard to move around.
- Keeping our town centres vibrant and attractive.
- Changes to the way people spend their money with online shopping often being favoured.
- Providing local skilled employment opportunities to a growing community of skilled workers in our area.
- Peoples working habits have changed; with more people being able to work from home, there are less people in our business districts during working hours.
- As the cost-of-living rises, individuals and businesses have less discretionary income to spend.

Opportunities

- Devonport-Takapuna Local Board has large number of small local businesses and there is an opportunity to increase collaboration and support for them.
- Our Business Improvement Districts (BIDs) are well placed to promote local initiatives and encourage the attraction of the technology sector to support investment in the area and create jobs as a result.
- Planning of an additional Waitemata Harbour connections will make our area more accessible by rapid public transport.

Our Plan

What we want to achieve (Objectives)	What we will deliver in the next 3 years (Key initiatives)	What success looks like (Measure of success)
Our town centres and villages are vibrant, safe, and attractive for locals, businesses, and visitors.	Completion of urban regeneration projects such as Unlock Takapuna.	Delivery of a Waiwharariki Anzac Town Square.
	As budget allows, we will continue to prioritise investment in village centres and our smaller precincts by delivering on key actions from the following planning documents: <ul style="list-style-type: none"> - Devonport-Takapuna Area Plan - Sunnynook Centre Plan - Milford Centre Plan - Belmont Centre Improvement Plan - Takapuna Centre Plan - Devonport Master Plan 	Our investment decisions are aligned with key strategic planning documents.



	<u>Promote and support accessible events and play activations that attract visitors and whanau as a whole to our town centres.</u>	Events in our area are well promoted and attended.
Our local businesses and industry are resilient and sustainable.	Support environmentally sustainable social enterprise, by funding initiatives that promote a circular economy (particularly waste and pollution reduction).	More businesses have sustainable business practices and are resilient to the impacts of climate change.
	Work with council Tātaki Auckland Unlimited, council departments and Business Improvement Districts to provide support to local businesses to engage in initiatives to reduce waste, to become carbon neutral and climate resilient. Work alongside businesses that sit outside of the Business Improvement Districts to enable stronger business collaboration.	Small businesses are engaged and supported by the Local Board.
Opportunities for rangatahi in training and employment	Continue to partner with Shore Junction Innovation Centre to provide training, access to business mentoring and work experience opportunities for youth and rangatahi Māori. Support initiatives that provide access to business mentoring and work experience to youth, including CV writing and interview skills.	Increased training and employment opportunities for youth.

Advocacy

- Advocate for appropriate public transport and active transport options that would reduce the need for private vehicle use to access employment opportunities.
- Advocate for changes to the procurement policy that allows for greater use of local businesses, and more consideration of local boards views in decision making over major sub regional contracts – such as the full facilities contracts.
- Advocate on behalf of Business Improvement Districts (BIDs) for support on environmental sustainability and business resilience and continuity.



Waiwharariki Town Square



He kōrero take pūtea

Funding information

The local board funding policy sets out how local boards are funded to meet the costs of providing local activities and administration support.

Local board funding is approved through the council's budget-setting process. This involves the council's Governing Body adopting 10-year budget (long-term plan) every three years and an annual budget every year. Local board agreements, in which the local board and the governing body agree the local board budget for each year, make up part of the annual budget.

The council's budget-setting process involves allocating funding gathered through revenue sources such as rates and user charges. It also involves setting levels of service for council activities and corresponding performance targets.

The financial and levels of service statements in this plan are based on the information included in the 10-year Budget 2021-2031 and updated through subsequent annual plans. Updated financial information and levels of service will be adopted as part of the long-term plan which is due to be adopted in June 2024. The 10-year Budget 2024-2034 will be informed by the local board plans and may impact the initiatives in this local board plan.

Kaupapa ā-rohe me ngā paerewa ā-mahi

Local activities and levels of service

The current 10-year Budget 2021-2031 outlines local board responsibilities, provided for directly in legislation or allocated to boards, are summarised into local activities and levels of service statements. These are described in the table below.

More information regarding levels of services, including performance measures and performance targets, can be found in the Devonport-Takapuna Local Board Agreement 2023/2024 and in the 10-year Budget 2021-2031 (Vol 2 section 2.6). This is available on the council website.



Local Activities	Level of service statements
Local Community Services	
We support strong, diverse, and vibrant communities through libraries and literacy, arts and culture, parks, sport and recreation, and events delivered by a mix of council services, community group partnerships and volunteers	<p>Provide safe, reliable, and accessible social infrastructure for Aucklanders that contributes to placemaking and thriving communities</p> <p>Utilising the Empowered Communities Approach, we support Aucklanders to create thriving, connected and inclusive communities</p> <p>We provide safe and accessible parks, reserves, beaches, recreation programmes, opportunities and facilitates to get Aucklanders more active, more often</p> <p>We showcase Auckland's Māori identity and vibrant Māori culture</p> <p>We fund, enable, and deliver services, programmes, and facilities (art facilities, community centres, hire venues, and libraries) that enhance identity, connect people, and support Aucklanders to participate in community and civic life</p>
Local Planning and Development	
We support local town centres and communities to thrive by developing town centre plans and development, supporting Business Improvement Districts (BIDs), heritage plans and initiatives	We help attract investment, businesses and a skilled workforce to Auckland
Local Environmental Management	
We support healthy ecosystems and sustainability through local board-funded initiatives such as planting, pest control, stream and water quality enhancements, healthy homes, and waste minimisation projects.	We work with Aucklanders to manage the natural environment and enable low carbon lifestyles to build resilience to the effects of climate change



Local Governance

Activities in this group support the local board to engage with and represent their communities, and make decisions on local activities. This support includes providing strategic advice, leadership of the preparation of local board plans, support in developing the local board agreements, community engagement including relationships with mana whenua and Māori communities, and democracy and administrative support.

The measures for this group of activities are covered under the Regional Governance group of activities in the Long-term Plan which determine participation with Auckland Council decision making in general. This includes local decision-making

Tirohanga take pūtea whānui

Financial overview

Revenue, expenditure and capital investment by local activities for the Devonport-Takapuna Local Board for the period 1 July 2023 to 30 June 2024. (This table will be provided by LBP team/LFAs)

Annual Plan Financials	2023/2024 (\$000s)
Operating revenue	
Local community services	1,883
Local planning and development	0
Local environment management	0
Total operating revenue	1,883
Operating expenditure	
Local community services	12,480
Local planning and development	520
Local environment management	156
Local governance	910
Total operating expenditure	14,066
Net operating expenditure	12,183
Capital expenditure	
Local community services	5,039
Local planning and development	38
Local environment management	0
Local governance	0
Total capital expenditure	5,077





Ngā Mema o tō Poari ā-Rohe o Devonport-Takapuna

Your Devonport-Takapuna Local Board members



Toni van Tonder
Chairperson

m. 021 193 1439

toni.vantonder@aucklandcouncil.govt.nz



Terence Harpur
Deputy Chairperson

m. 027 334 1511

terence.harpur@aucklandcouncil.govt.nz



Gavin Busch

m. 027 292 8033

gavin.busch@aucklandcouncil.govt.nz



George Wood, CNZM

m. 021 0822 0925

george.wood@aucklandcouncil.govt.nz



Melissa Powell

m. 027 325 2822

melissa.powell@aucklandcouncil.govt.nz



Peter Allen

m. 027 334 9478

peter.allen@aucklandcouncil.govt.nz

Find out more



aucklandcouncil.govt.nz/devonporttakapuna



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