

Te mahere ā rohe o Henderson-Massey 2023

# **Henderson-Massey Local Board Plan 2023**



Draft - June 2023





# Mihi

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

To all those who adorn the prow of this canoe,  
to the revered leaders of the people, to my  
treasured heirlooms,  
the lesser and the greater parts of me,  
you who are my refuge in life,  
my shelter from the storms of time.  
My objects of affection,  
let your very being flourish, let your spirit be at  
peace,  
let the calm be widespread, I send greetings to  
you all.  
Here I sit on the ridgeline of Te Pae o te Rangi,  
where the land had been laid bare,  
and the roaring wind of the west whispers,  
that I would not survive the blast of the  
northerly wind, that would drive the paper  
nautilus to shore.  
It was you who commanded me to ascend from  
the raised seas of Kupe,  
to the forest of Tiriwha, and Te Pae o te Rangi.  
So I look inland to Puketotara,  
at the foot of which runs the Waitākere river  
on one side stands Massey and on the other –  
Te Whau.  
Home of Te Au o te Whenua and Te Kawerau ā  
Maki,  
the original settlers, they laid the way for later  
travellers  
to make a home here.  
They cast their footprints in stone upon these  
precincts of the region,  
and so made settlers of us all.  
Which gives substance to the adage,  
“Communities connected to their natural  
environment are unique and diverse.”  
Let us grow with vigour.

# Ngā upoko kōrero

## Contents



Mihi .....	1
Contents.....	2
From the Chair.....	3
Our plan at a glance .....	4
About local boards .....	5
Developing our plan .....	6
Carrying out our plan.....	6
Henderson-Massey Local Board area.....	7
Māori outcomes.....	8
Climate action .....	11
Our people.....	13
Our environment .....	16
Our community.....	19
Our places .....	21
Our economy .....	24
Funding information .....	27
Local activities and levels of service .....	28
Financial overview .....	30
Your Henderson-Massey Local Board members.....	31





# He kōrero mai i te Heamana

## From the Chair



Our draft Local Board Plan outlines the work and priorities the Henderson-Massey Local Board are proposing to focus on over the next three years.

Environmental concerns are a high priority. The recent Auckland flooding events saw homes destroyed and lives lost in west Auckland and are a timely reminder that climate change remains a significant global challenge. The plan recognises this challenge and invests in measures that seek to address flood mitigation at a local level. This includes an increase in effective flood and erosion initiatives, better maintenance of drains and culverts and more tree coverage on the banks of local streams.

We are committed to working with and strengthening our relationships with Māori. Trusting and productive mana whenua and mataawaka relationships will ensure Māori are represented and can have their voice and aspirations heard. We will continue to recognise and honour the Treaty of Waitangi.

The plan also recognises Henderson-Massey is home to many diverse communities. These include a significant Pasifika population as well as many people who trace their cultural heritage to Asia and other parts of the world. This plan seeks to foster a greater sense of belonging and recognition for all people living in Henderson-Massey.

Young families and youth are a significant part of our community, and the plan recognises this. We will focus on supporting local youth organisations, family focused activations in our parks and building world class play structures.

Working with Whau and Waitakere Ranges Local Boards will give us a stronger voice. An important joint collaboration is Te Whau Pathway which will link the Waitematā and Manukau Harbours and run from New Lynn to Te Atatū. It will be a significant regional transport and recreational asset.

It will be challenging to match financial resources with the regular messages from the community that maintaining existing Council services and supporting local community organisations and events is important. Over the next three years we will endeavour to address any resource and fiscal shortfall through our work programme. I am confident that we will continue to play a leadership role in promoting the well-being of our community.

Nga mihi nui  
Hon Chris Carter  
Chairperson, Henderson Massey Local Board



# He aronga poto i tā mātou mahere

## Our plan at a glance



### Our people

Empowered, resilient and socially connected communities that support a sense of belonging for residents. Thriving Māori culture and identity. Everyone can engage with local democracy, influencing what happens in their neighbourhood. Contributing to a collective west Auckland identity and voice.



### Our environment

People are empowered to be kaitiaki. Climate-change mitigation and sustainable living are part of everyone's daily lives. Te wai māori me te wai tai is healthy and thriving and the urban ngahere grows larger.



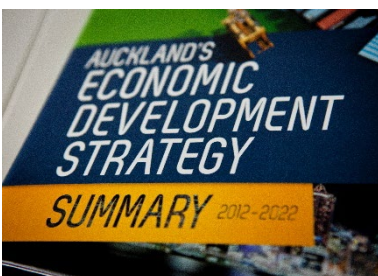
### Our community

People can access places and services that cater for their needs. Cultural and art activities are accessible and affordable. Māori identity is visible, valued and understood.



### Our places

Easily available transport choices. Places and spaces accessible to all. Thriving town centres. Pride in local identity. Māori identity is reflected in our buildings and public spaces. We are prepared for growth.



### Our economy

Prosperous town centres. People working and shopping locally. Local employment opportunities for rangatahi.



# 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.

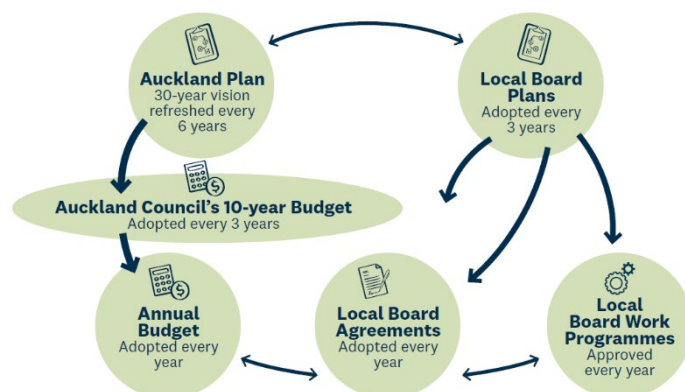
Local boards also have a role in representing the view of their communities on issues of local importance.

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.



# 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 board's support for them.



# Te Rohe ā-Poari o Henderson-Massey

## Henderson-Massey Local Board area







Henderson-Massey Local Board Inaugural Ceremony 2022

## 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 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 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 of the plan outlines the Māori outcomes addressed in this plan.

The Henderson-Massey Local Board acknowledges Te Kawerau ā Maki as mana whenua of the rohe, and looks forward to working together to take care of the land and waters for future generations.

The west and south of Auckland is where the highest concentration of Māori live, particularly in the Henderson-Massey and Manurewa local board areas. In Henderson-Massey, 17 per cent of people identify as Māori compared with 12 per cent for the whole of Auckland.

Te Kawerau ā Maki are mana whenua and another 11 iwi/hapū groups have an interest in the Henderson-Massey area, primarily Ngāti Whātua o Kaipara and Ngāti Whatua Ōrākei.

Te Kawerau ā Maki has a dedicated office space in the Henderson Civic Building and shares management and protection of the taonga which are incorporated into the building. Te Kawerau ā Maki gifted the name Te Ipu Kura ā Maki (the sacred red calabash of Maki) to the building.

Alongside Waitākere Ranges and Whau Local Boards (the other two 'west' local boards), we hold joint quarterly hui with Te Kawerau ā Maki. The February 2023 hui was dedicated to Te Kawerau ā Maki's priorities in the context of the local board plan. Re-establishing a marae and papakāinga on ancestral whenua in Te Henga is a top priority for the wellbeing of the Te Kawerau ā Maki people who are without a marae. Community wellbeing and the environment, particularly the lack of water infrastructure care in west Auckland (e.g. narrow urbanised streams and impervious surfaces) are key priorities. We will prioritise water infrastructure, health and restoration in this plan.

The three west local boards have joint-funded delivery of the Waitākere ki tua action plan for the last three years. This plan builds and strengthens relationships with Māori and responds to aspirations of the West Auckland Māori community. Delivery of the plan is supported by a kaiwhakaawe role, which also provides liaison for mataawaka groups and council staff.

### **Actions underway include:**

- delivering a series of cultural comfort hui on the marae for elected members. Three successful hui have been held to date, with another two planned.
- holding citizenship ceremonies at Hoani Waititi marae. Planning is currently underway.
- establishing Te Pae Hikuroa, a Māori advisory group including Māori representatives from agencies such as social services, education and community organisations. Membership of the group has been confirmed.
- installing a tomokanga at the front of Waitematā District Police headquarters in Henderson, carved by young local Māori artist Mihaka Marikena. The traditional Māori carved entranceway was formally unveiled in a ceremony in May and is a declaration of commitment and accountability to the community in terms of responsiveness to Māori.
- regular mataawaka hui with the west local boards to discuss community priorities. Two have been held and a third is planned.
- regular governance to governance hui between the west local board chairs and Hoani Waititi governance. The first meeting was held in March.



- tamariki and kaumatua/kuia events hosted by Te Kura Kaupapa Māori o Te Kōtuku, providing an opportunity for whanaungatanga and networking. Kohanga Reo and Puna Kohangahunga from both West Auckland and across the Auckland region attended Te Rā Mokopuna. Te Ra Kaumatua/Kuia gave the opportunity for kōrero highlighting local achievements and priority areas for west Auckland Māori. All the senior students of Te Kōtuku attended to cater to the Kaumatua and Kuia, strengthening bonds between kaumatua and rangatahi. The events were a celebration of te reo in an educational and community space.

Hoani Waititi Marae in Parrs Park provides a key community hub for urban Māori in the west and Te Whānau o Waipareira is a key agency for Māori providing a range of health and social services.

A mataawaka hui for the three west local boards at Hoani Waititi marae in early March highlighted the desire for a united west voice so that local board boundaries do not affect delivery on the aspirations of the Māori community in the west. Whakawhanaungatanga was emphasised as a priority for the community. Housing and education are a consistent concern and although outside our decision-making powers, we can be advocates on the Māori community's behalf.

There is an opportunity to work more closely with Te Pai Hikuroa and the Māori Thought Leadership Collective, a rōpū of kaimahi Māori and hapori leaders with a focus on kai sovereignty, Māori sustainable leadership, community led economic development, rangatahi, and opportunities for marae across west Auckland and hauora.

The proposed objectives and initiatives in this local board plan most visibly align to the Māori outcomes of Kia ora te taiao, Kia ora te hononga, Kia ora te marae, Kia ora te ahurea and Kia ora te reo. It also contributes indirectly to Kia ora te rangatahi and Kia ora te whānau through continued support of community organisations and initiatives.

### **Other initiatives in the annual work programme that will contribute to Māori outcomes include:**

- Te Tumoana Dive program: Rangatahi build mana through learning how to dive and collect kai moana.
- Ngā Puna Manaaki Īnanga: Restoring and monitoring Īnanga spawning habitat in the local board area.





Bike racks installed at the Te Atatu Peninsula Community centre

# 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.

### The local context

#### Urbanisation and growth

Henderson-Massey is highly urbanised; 78 per cent of land is in urban cover and 15 per cent in grassland. Only four per cent of land cover remains in native wetlands and bush. The average tree canopy cover is 15 per cent, the minimum target under the Urban Ngahere Strategy and below the urban Auckland average of 18 per cent. (The strategy's target is 30 per cent across Auckland's urban area). We will continue to invest in increasing tree canopy cover and protecting the remaining natural areas in Henderson-Massey.

High density residential development and large greenfields development such as Redhills means rapid and significant population growth. If managed well and increasing density is encouraged, this can mean positive





outcomes for individuals, businesses, community, and the environment. As a key stakeholder we can provide feedback, and we will strongly advocate for sustainable development with resilient stormwater systems that use water-sensitive and nature-based design to help with flooding. This will also have an urban cooling effect, create more habitat for indigenous plants and animals, and more space for recreation, while enhancing water quality.

## Sea level rise

Impacts of climate change were assessed recently as part of Te Tāruke-ā-Tāwhiri: Auckland's Climate Plan, with the coastal part of Henderson-Massey found to be very vulnerable to coastal hazards including coastal inundation, erosion and sea-level rise. Shoreline Adaptation Plans (SAPs) are being developed across Auckland to provide a long-term adaptation strategy for council-owned land and assets. They are developed in partnership with mana whenua and reflect the needs and values of the local communities that live near the coast. We will advocate for the implementation of the SAP for the Waitematā Harbour West area once it has been developed.

## Impacts of flooding

In January 2023, the Auckland region received 769 percent of its usual January rainfall. The severe rainfall event on January 27 and then Cyclone Gabrielle caused extreme flooding, particularly in Rānui in the Waimoko Stream catchment, where many homes were made unliveable or severely damaged. The well-organised community-led emergency response showed that a locally led approach works well. preventing and managing 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.

## Reducing transport emissions

About half of all trips in Tāmaki Makaurau are under six kilometres, but the majority of these are done by car, largely because the transport infrastructure disadvantages other transport modes. Bus services in the west, particularly in Westgate, need to increase. The cycle network is growing, but it is disjointed and needs to be connected to other transport hubs and, in some places, refurbished. The improved air quality and surge in cycling and walking around Henderson-Massey during the COVID-19 lockdown demonstrates that people will happily take alternatives to car transport when the roads are safe.

Many people in Henderson-Massey travel to work outside the area by car, and the lack of alternatives limit their choices; carbon reduction focus in strategic transport planning is vital to help support alternative transport options. We will advocate for better public transport in the west and prioritise local transport spending on safety and walking and cycling.

Finally, to help increase our communities' power to take sustainable action about climate change, we will continue to support the activator role for the Local Climate Action Plan 2020-2023 which supports, brokers and accelerates community resilience, transition to low carbon lifestyles and reducing emissions.



Henderson Christmas Festival

# Ō Tātou Tāngata

## Our people

**Our vision:** Māori culture and identity thrives, and we are committed to recognising and providing for Te Tiriti o Waitangi outcomes. People's resilience and connection to their community is strengthened by building on the west's legacy of practical, creative and supportive communities. Our diverse community influences what happens in and around their neighbourhood through a strong sense of belonging and community connectedness and by engaging actively in local democracy. We are part of a wider west Auckland community with a collective west Auckland voice.

Our people are everything that makes Henderson-Massey great. West Auckland communities have always embraced difference and diversity and taken the initiative to make their own way in the world. Diversity of faith, sexuality and gender identity, ethnicity, tangata whenua and tau iwi culture and language, and physical and intellectual ability has made for a rich and inclusive culture where a can-do attitude brings people together to find local solutions to local problems.

The trials of the last three years (COVID-19, the January 2023 flooding and Cyclone Gabrielle) have disrupted us in all kinds of ways and impacted unequally across Henderson-Massey. It was impressive how communities came together and worked to support each other; we need to continue to build their capacity to be proactive and self-sufficient, as well as council to connect to communities in times of need. Community safety and wellbeing is always important. Ensuring that we continue to respond to these challenges within the ongoing budget restraints will be a key priority.

We will prioritise our community partners and work that supports community resilience and recovery. Strengthening mana whenua and mataawaka relationships will help ensure Māori have a voice and their aspirations and priorities are understood and responded to.



## Challenges

- Understanding and supporting diversity in all its forms.
- Reaching communities in a growing and increasingly diverse population so they all have a voice.
- Financial constraints that impact funding of community organisations and initiatives.

## Opportunities

- Well-loved community organisations with extensive local knowledge and links.
- Resourceful, practical, and supportive communities who are empowered to take the initiative in times of crisis.
- Mana whenua and mataawaka relationships that can guide us to understand Māori aspirations and support Māori-led initiatives.
- Working with Waitākere Ranges and Whau local boards to take a ‘west Auckland’ approach to strengthen our capacity.

## Our draft plan

What we want to achieve	What we will work on
Communities are empowered to lead and deliver on their aspirations	Prioritise investment into communities of greatest need to support initiatives led by the community, for the community
	Continue to fund and support our long-standing community organisations, focusing on connectedness, diversity and inclusion
	Prioritise initiatives that bring communities and neighbourhoods together
Māori are represented through trusting and productive mana whenua and mataawaka relationships	Work with our kaiwhakaawe to initiate a collaborative engagement process with Te Pae Hikuroa, the Māori advisory group developed as part of Waitākere ki tua
	Engage with the Māori Thought Leadership Collective to identify opportunities to support Māori aspirations
Diversity is embraced, valued and celebrated	Support Belong Aotearoa to continue work on reducing barriers and increasing inclusion for migrants and refugees
	Support communities of ethnicity and identity to develop community-led planning and initiatives that empower and celebrate diversity



We work effectively with Waitākere Ranges and Whau Local Boards as a west voice	Identify and develop projects that meet community aspirations across local board boundaries
	Develop advocacy for regional issues that affect west communities
	Engage with mana whenua and mataawaka as a united west voice to identify opportunities to support Māori aspirations

## Advocacy

Advocate for support for Te Kawerau ā Maki to re-establish a marae in Te Henga and to develop the urban marae on Harbourview-Orangahina Park.





Harbourview-Orangihina Reserve

## Tō Tātou Taiao

### Our environment

**Our vision:** People feel a sense of responsibility and are empowered to be kaitiaki. Climate-change mitigation and sustainable living are part of everyone's daily lives. Te wai is healthy and thriving and the urban ngahere grows larger. Mātauranga Māori is central in environmental restoration.

Henderson-Massey is highly urbanised and growing rapidly. There is pressure on our remaining natural spaces. We face big challenges with degradation of water quality due to pollution and ageing infrastructure, pests damaging the ngahere and endangering vulnerable wildlife, and the increased risk of flooding due to climate change. Low tree cover in a highly urbanised environment is something we have been and will continue to address through shade planting on parks and roadsides. We will implement the Henderson-Massey Urban Ngahere Action Plan, adopted in August 2022, that sets the process and direction for tree planting over the next 10 years.

Another challenge is the cost of climate and environmental protection work. Budget reductions could affect delivery on environmental projects. We must manage that impact, and we will work with council teams to ensure that we balance priorities as best we can. Henderson-Massey is fortunate to have a network of community volunteer groups doing great work to protect and maintain streams and natural environment spaces, so continuing to support these groups will be a focus where possible.



Environmental features often cross board boundaries. This means that addressing issues can be more effective, both financially and materially, through joint initiatives with neighbouring local boards. We will take up opportunities whenever they arise, particularly with water quality issues.

Te Kawerau ā Maki has told us that the environment, particularly water infrastructure, is a key priority. We will work with the iwi to identify areas of concern and opportunities for environmental and volunteer groups to collaborate with the iwi.

We will continue to invest in increasing tree canopy cover and protecting the remaining natural areas in Henderson-Massey.

## Challenges

- Managing the impacts on the environment from growth and housing intensification.
- Developing better climate preparedness and an agile local response.
- The cost of implementing adaptations to reduce the impacts of climate change
- Budget reductions could affect delivery of environmental projects, e.g. weed and pest control requires ongoing maintenance and resourcing; progress could be lost, and community-led initiatives may struggle to continue.
- Urban development and growth can have a negative environmental effect. Developments need to be designed with climate change and sustainability as top priorities and that can come with a higher up-front cost.
- Lower tree canopy coverage compared to other local board areas.

## Opportunities

- Our community volunteer groups are exceptional and committed to sustainable practices and enhancing our natural environment and provide.
- The Water Quality Targeted Rate allows for continuing water quality improvement, stream rehabilitation and te wai to stream and progress to reduce pollution in our waterways and harbour.
- Working with neighbouring local boards - the interconnectedness of our environment means that opportunities to address environmental issues are best realised through joint initiatives.

## Our draft plan

What we want to achieve (Objectives)	What we will focus on
The community leads the way in kaitiakitanga	Support mana whenua aspirations for kaitiakitanga over the natural environment by working with Te Kawerau ā Maki to identify sites of significance and opportunities for environmental groups to collaborate with the iwi
	Continue to implement the Harbourview-Orangihina community restoration plan



	Continue to fund the climate action activator role to support a programme of community sustainability and resilience actions
Increased tree canopy cover across Henderson-Massey	Continue implementation of the Henderson-Massey Urban Ngahere Action Plan to help improve air quality and reduce urban environment temperatures
	Continue planting in parks, around play spaces and in the road corridor to provide natural shade
	Progress development of a community-led eco-designed plant nursery on the old Glen Road nursery site at Te Rangi Hiroa Park
Improved water health	Investigate further opportunities for stream and wetland restoration
	Investigate further opportunities for Māori-led water quality initiatives
	Investigate opportunities for collaborative water quality projects and increased stream and estuary monitoring across west Auckland
Resilient and low carbon communities	Work with West Auckland Together to support community-led resilience through the kai sovereignty project, including developing māra kai
	Work with West Auckland Together to develop a local emergency response plan
	Support Project Twin Streams to develop a programme to raise awareness of the role of waterways in the stormwater system and engage with residents and landowners to encourage rehabilitation and planting of riparian margins in private land
	Support communities and businesses to work towards zero waste to landfill by 2040 and to increase their ability to live low-carbon lifestyles

## Advocacy

We will advocate for:

- implementation of the Shoreline Adaptation Plan for the Waitematā Harbour West area once it has been developed.
- additional funding from the Climate Change Targeted Rate (CCTR) or Natural Environment Targeted Rate (NETR) to increase urban ngahere planting.





Food Trucks in Te Atatū South

## Tō Tātou Hapori

### Our community

**Our vision:** People can access places and services in their neighbourhoods that cater for their needs. Cultural and art activities are accessible and affordable. Māori identity is reflected in community spaces as an important part of local identity.

Our communities regularly tell us that community services and facilities are important to their wellbeing. Library and community hub programmes and services are designed to be responsive to people's needs and aspirations and we know they are well-loved and well-used. Our facilities come in a variety of shapes, sizes, and conditions, including halls, hubs, libraries, open space, sports fields and heritage buildings. However, the cost of maintaining and repairing them is increasing at a time when budgets are under intense pressure. Our challenge is balancing accessibility to all with cost effectiveness.

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.

Our community hubs and centres are important in supporting community recovery and resilience as we respond to the ongoing effects of the COVID-19 pandemic and the flooding in January. We will continue to maintain and develop fit for purpose local services and spaces to meet the needs of our diverse communities, but the constraints on council budgets mean we will have to carefully prioritise to ensure



services and spaces are used equitably and serve communities of greatest need. We will look for opportunities to deliver more efficiently such as through well used multi-use spaces, and new ways to deliver services and events while continuing to maintain the health and wellbeing of our communities.

## Challenges

- Costs for maintenance and repair of buildings are rising faster than the budget capacity.
- Cost of recovery from flooding and Cyclone Gabrielle damage.
- Barriers of culture and language can make it hard for some to access resources.

## Opportunities

- Local boards now have increased decision-making over local assets and services, enabling a range of options to be pursued.
- New ways of doing things are always evolving e.g. digital delivery.
- Development of a Local Parks Management Plan will help manage use, development and protection of parks, reserves and other open space.
- Our diverse community broadens our perspectives and people are keen to contribute to initiatives that enhance and celebrate their neighbourhoods and cultures.

## Our draft plan

What we want to achieve	What we will work on
Māori identity is visible, valued and understood throughout the rohe	Continue to support development of the urban marae on the Māori special Purposes area in Harbourview-Orangihina Park
	Continue to incorporate and promote Māori design principles in parks and facilities development
Places and services meet diverse community needs	Continue to prioritise parks and play spaces that are inclusive, accessible to all, and support whānau-focused gatherings and activities
	Assess how our buildings and spaces are used and how services are delivered, particularly in low use areas, to ensure they reflect the evolving ways our community use services and to help manage rising costs
	Develop a plan to manage the risk of inheriting community owned buildings on council land, to reduce or eliminate the cost of repair or demolition
	Undertake an assessment of our community leases in council-owned buildings, to ensure they meet the needs of a growing population and are sustainable considering our budget challenges
Culture and creativity are an integral part of community life	Investigate new and innovative ways to deliver events, programmes and activities that reflect and celebrate our diverse communities
	Support programmes and activities that celebrate Māori identity and culture
	Support the Pasifica Arts Centre on Corban Estate to expand the capacity of their facility to be an accessible, culturally safe and welcoming hub where groups can be themselves and celebrate their cultures





School children crossing the road safely in Te Atatu

## Ō Tātou Wāhi

### Our places

**Our vision:** A range of transport options are easily available. Our well-planned town centres are prosperous, accessible, and inviting. Equitable access to community places and spaces. Neighbours know each other and are proud of their local identity. Māori identity is visible, valued and understood throughout the rohe. Well-planned growth prepares for the needs of a growing community.

As our population grows, we need to keep pace with rising demand and changing needs for the spaces we use. Our long-established town centres are feeling the effects of growth and intensification, and Central Park Henderson and Te Atatū Business Associations are key partners in ensuring a strategic approach to keeping these centres economically thriving and people friendly.

We are fortunate to have Eke Panuku involved in Henderson, our metro centre, and a major transport hub. The Unlock Henderson Project works towards 'liveable growth' through a mixed-use urban environment - an 'urban eco-centre' that will make the area more attractive to residents, visitors, businesses and investors. Eke Panuku's working relationship with Te Kawerau ā Maki ensures that Māori design principles are integral to their projects and the place of Te Kawerau ā Maki as mana whenua is recognised and made visible.

Further to the northwest in Redhills, the new housing developments will need to be supported by sports, recreation and open-space provision, and we will continue to advocate for that, especially your long-standing desire for an aquatic facility.



Across the whole of Henderson-Massey, being able to safely and easily move around your neighbourhood without having to go by car is still an issue for us and we will concentrate on areas where we can fund or advocate to enable this.

## Challenges

- Increasing congestion and a public transport network that does not meet the needs of west Auckland.
- The board has a limited decision-making role in wider transport matters.
- Population growth puts pressure on community infrastructure.

## Opportunities

- The future City Rail Link will cut travel times to improve access to employment, education and recreation.
- Established path and cycleway sections in the network can be connected and extended.
- Strengthening our working relationship with Te Kawerau ā Maki will help identify priorities and projects to progress.

## Our draft plan

What we want to achieve	What we will deliver in the next 3 years
More transport choices	Progress opportunities for neighbourhood path connections, guided by the Connections Plan
	Prioritise transport projects that improve safety and health and contribute to climate action and social outcomes e.g. setting speed limits around schools
	Support initiatives that help remove barriers to cycling e.g. access to a safe affordable bike and learn to ride programmes
Māori names and narratives returned to the whenua	Continue to support mana whenua naming of parks, reserves and facilities, through the Te Kete Rukuruku project, including interpretive signage that tells the stories of sites of significance to Māori
	Ensure Māori design principles are reflected in our playgrounds, buildings and street furniture
We contribute to high quality and sustainable urban growth	Work with Kāinga Ora to develop sustainable housing that provides opportunities for māra kai and active play spaces
	Progress development of a destination all-inclusive play space that supports whānau-focused gatherings and activities
	Ensure natural shade provision is prioritised in all play space development
	Implement a sport and recreation facilities plan that serves the needs of a growing and diverse community





Our town centres are thriving, safe and inviting	Work with the Central Park Henderson and Te Atatū Peninsula Business Associations to deliver on their strategic plans
	Work with the Henderson Town Centre Plan group to encourage collaborative working and strengthen networks between the police, community organisations and council
	Support Eke Panuku's Catherine Plaza revitalisation project

## Advocacy

We will advocate for:

- Kainga Ora to speed up building housing stock in Henderson-Massey to meet the needs of West Auckland.
- sports, recreation and open-space needs (including aquatic provision) in the northwest and Redhills growth area.
- progressing the Climate Action Targeted Rate-funded Kelston to New Lynn Cycle Focus Area project alongside Whau Local Board to increase the connected cycle network from Henderson-Massey to the central city.
- continuing the funding partnership with government to complete Te Whau Pathway.



Jack Pringle Park opening in Te Atatū Peninsula





# AUCKLAND'S ECONOMIC DEVELOPMENT STRATEGY

## *SUMMARY* 2012-2022

## Tā Tātou Ōhanga

### **Our economy**

**Our vision:** Prosperous town centres. People working and shopping where they live. Quality well-paid local employment opportunities. A diverse economy that practices environmental and social sustainability.

Our local economy is diverse, but unemployment is higher than the regional rate and income is lower than the regional average. For rangatahi, NCEA Level 2 and 3 attainment is below the regional average.

Manufacturing, public administration and safety are the main employment sectors in Henderson. Retail trade has historically been a key employer but has been steadily declining over the last 20 years (apart from the new retail development in Westgate), as has the manufacturing sector.

Our challenge lies in encouraging business to the area, having 'spend local' be an attractive proposition in our town centres and ensuring our rangatahi are equipped for quality employment opportunities. Addressing these challenges is likely bigger than a three-year local board plan. Issues are interlinked, and often outside of our decision-making powers or budget. For example, how we ensure our large employment areas continue to contribute to the regional economy providing accessible and quality jobs to our residents, when 43 per cent of local people travel more than 10 kilometres for work, mainly by costly car journeys due to poor transport infrastructure. The development at Westgate and surrounding retail and services is a large employment zone but is poorly served by public transport, further contributing to a reliance on cars, and the "big box" retail model contributes to the decline in town centres.



Henderson-Massey has a strong creative base. that we can support, increasing our role in the Auckland economy. The film studios and Corban Estate Arts Centre show that the creative sector has a natural home here, which we can support to attract investment, new jobs and provide a point of difference for the area. We are fortunate to have the Western Initiative here working with rangatahi, particularly those furthest from the labour market, connecting them into quality sustainable employment. Connecting rangatahi Māori to their language, whenua and culture is a key feature of all the programmes it delivers.

## Challenges

- Due to a lack of local employment opportunities and inadequate public transport options, a higher than average number of residents travel by car out of the area for work.
- There has been a steady decline in the manufacturing sector and access to local employment opportunities is limited.
- Developments such as Westgate mall and the opening of Costco attract shoppers away from Henderson town centre.
- Skills and educational attainment are lower than the regional average.

## Opportunities

- Strong local organisations are experienced in working with communities around job preparedness and training.
- Corban Estate Arts Centre where Te Pou Theatre is located is a platform from which to attract new creative sector business and investment and provide a point of difference for the area that could also be leveraged to attract visitors.
- Henderson town centre revitalisation through Eke Panuku's "Unlock Henderson" project and Tātaki Auckland Unlimited's (TAU) Creative Precinct investigation can attract new jobs and business and provide sustainable intensive housing in the heart of Henderson.

## Our draft plan

What we want to achieve	What we will work on
More people can live and work locally	Continue to support local community organisations to deliver economic development initiatives such as business mentoring and work experience for rangatahi.
	Continue to support the Western Initiative to deliver the Youth Connections programme
Local businesses and industry are resilient and sustainable	Investigate supporting an economic broker role to focus on progressing economic development opportunities in the local board area, either individually or in partnership with Waitākere and Whau local boards.
	Work with Council departments and organisations such as Ecomatters to support local businesses to reduce waste and emissions to compete in increasingly sustainability focused markets.



Thriving local businesses and town centres	<p>Work with the Business Associations on projects and strategies that enhance economic prosperity and increases the range of activities, events, goods and services their centres offer.</p> <p>Support development of the Henderson Creative Precinct</p>
--	---



## Advocacy

We will advocate for:

A rapid transit corridor on the northwestern motorway.

Eke Panuku Development to deliver quality sustainable development in support of the regeneration of Henderson.

An increased focus on delivering economic outcomes for rangatahi Māori and Pacific youth.



A bus waits in Te Atatu Peninsula Town Centre



# 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 a 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 Henderson-Massey 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
<b>Local Community Services</b>	
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>
<b>Local Planning and Development</b>	
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
<b>Local Environmental Management</b>	
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 Henderson-Massey Local Board for the period 1 July 2023 to 30 June 2024.



Annual Plan Financials		2023/2024 (\$000s)
<b>Operating revenue</b>		<b>6,186</b>
Local community services		
Local planning and development		
Local environment management		
<b>Total operating revenue</b>		<b>6,186</b>
<b>Operating expenditure</b>		
Local community services		29,247
Local planning and development		545
Local environment management		309
Local governance		1,246
<b>Total operating expenditure</b>		<b>31,347</b>
<b>Net operating expenditure</b>		<b>25,161</b>
<b>Capital expenditure</b>		
Local community services		19,340
Local planning and development		
Local environment management		
Local governance		
<b>Total capital expenditure</b>		<b>19,340</b>





# Ngā Mema o tō Poari ā-Rohe o Henderson-Massey

## Your Henderson-Massey Local Board members



**Hon Chris Carter, JP**  
Chairperson

m. 021 461 658

[chris.carter@aucklandcouncil.govt.nz](mailto:chris.carter@aucklandcouncil.govt.nz)



**Brooke Loader**  
Deputy Chairperson

m. 021 190 4266

[brooke.loader@aucklandcouncil.govt.nz](mailto:brooke.loader@aucklandcouncil.govt.nz)



**Will Flavell**

m. 027 333 7296

[will.flavell@aucklandcouncil.govt.nz](mailto:will.flavell@aucklandcouncil.govt.nz)



**Brenda Brady, JP**

m. 027 564 0566

[brenda.brady@aucklandcouncil.govt.nz](mailto:brenda.brady@aucklandcouncil.govt.nz)



**Dan Collins**

m. 027 326 8394

[dan.collins@aucklandcouncil.govt.nz](mailto:dan.collins@aucklandcouncil.govt.nz)



**Ingrid Papau**

m. 021 131 1373

[ingrid.papau@aucklandcouncil.govt.nz](mailto:ingrid.papau@aucklandcouncil.govt.nz)



**Oscar Kightley**

m. 027 332 4263

[oscar.kightley@aucklandcouncil.govt.nz](mailto:oscar.kightley@aucklandcouncil.govt.nz)



**Peter Chan, JP**

m. 021 286 5533

[peter.chan@aucklandcouncil.govt.nz](mailto:peter.chan@aucklandcouncil.govt.nz)

### Find out more



[aucklandcouncil.govt.nz/hendersonmassey](http://aucklandcouncil.govt.nz/hendersonmassey)



[facebook.com/hendersonmassey](https://facebook.com/hendersonmassey)



