

Kaipātiki Local Board Workshop Programme

Date of Workshop: Wednesday 25 October 2023
Time: 11.45am
Venue: Boardroom, 90 Bentley Ave, Glenfield

Time	Workshop Item	Presenter	Governance role	Proposed Outcome(s)
10.00am	Kaipātiki Local Board business meeting			
11.45am – 12.45pm	Infrastructure and Environmental Services <ul style="list-style-type: none"> Kaipātiki Local Climate Activation Programme 	Rory Lenihan-Ikin Low Carbon Specialist, Infrastructure and Environmental Services Brandii Stephano Relationship Advisor, Infrastructure and Environmental Services John McKellar Parks and Places Specialist, Parks and Community Facilities	<ul style="list-style-type: none"> Setting direction 	<ul style="list-style-type: none"> Define board position and feedback
12.45am – 1.30pm	Lunch			
1.30 – 5.30pm	Local Board Annual Planning workshop 2 – LBWP and LBA consultation direction setting	Paul Edwards Senior Local Board Advisor, Local Board Services Sugenthy Thomson Lead Financial Advisor, Financial Strategy and Planning Jonathan Hope Principal Integration Specialist,	<ul style="list-style-type: none"> Setting direction 	<ul style="list-style-type: none"> Define board position and feedback

		<p>Regional Services and Strategy</p> <p>Gemma Kaldesic Integration Specialist, Regional Services and Strategy</p> <p>Naomi Thomas Manager Community Programme Delivery, Connected Communities</p> <p>Trina Schuster Connected Communities Lead & Coach, Connected Communities</p> <p>Cicilia Dwe Community Broker, Connected Communities</p> <p>Pippa Sommerville Manager Sport & Recreation, Active Communities</p> <p>Garth Dawson Leisure Network Services Manager, Active Communities</p> <p>Lisa Kent Manager Civic Events, Regional Services & Strategy</p> <p>Kimberly Rees Service and Asset Planning Specialist, Regional Services and Strategy</p>		
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		<p>Jeimy Figueros Meza Community Lease Specialist, Parks and Community Facilities</p> <p>John McKellar Parks and Places Specialist, Parks & Community Facilities</p> <p>Annette Richards Volunteering and Programmes Team Manager, Parks & Community Facilities</p> <p>Sarah Jones Manager Area Operations, Parks & Community Facilities</p> <p>Judy Waugh Work Programme Lead, Parks & Community Facilities</p> <p>Brandii Stephano Relationship Advisor, Infrastructure and Environmental Services</p> <p>Eryn Shields Team Leader – Planning, Plans and Places</p> <p>Jacquelyn Collins Play Advocacy Advisor, Active Communities</p>		
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		<p>Mike Thompson Sport and Recreation Lead, Active Communities</p> <p>Alexander Croft Senior Advisor, CCO/External Partnerships</p> <p>Claire Siddens Principal Advisor (BIDS), CCO/External Partnerships</p> <p>Gill Plume BID Senior Advisor, CCO/External Partnerships</p> <p>Anna Baine Community Programme Ranger, Parks and Community Facilities</p> <p>Megan Dowsett Integration Specialist, Regional Services and Strategy</p>		
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Next workshop: Wednesday 1 November 2023

1-Nov-23	9.15am	9.50am	Members only time
	10.00am	12.00pm	Customer and Community Services - Parks and Community Facilities
	12.00pm	12.45pm	Lunch
	12.45pm	1.45pm	Understanding LB priorities for RLTP
	1.45pm	3.45pm	Auckland Transport - AT Forward Works program
	3.45pm	4.00pm	Break
	4.00pm	5.00pm	Play Advocacy item

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) Workshops are open to the public however, decisions will be made at a formal, public local board business meeting.
- (d) Members are respectfully reminded of their Code of Conduct obligations with respect to conflicts of interest and confidentiality.
- (e) Workshops for groups of local boards can be held giving local boards the chance to work together on common interests or topics.

Kaipātiki Local Climate Activation Programme

Programme update

Rory Lenihan-Ikin, Low Carbon Specialist

25 October 2023



Workshop Overview



Consider recommendations for funding in 2023/2024



Questions, discussion, agree 2023/2024 delivery approach



Next steps for planning 2024/2025 climate activation programme



Sustainable Transport Kaipātiki

Auckland North Sustainable Transport Coordinator

- New part-time role being funded by regional climate budgets
- Role will coordinate and support transport groups and events across the north
- Regional role will sit with Kaipātiki Project in partnership with Bike Kaipātiki

Opportunity for Kaipātiki Local Board

- Leverage regional investment to increase local impact
- Build on the momentum created by pop-up bike hub project



Sustainable Transport Kaipātiki

Proposed project

To be delivered by Kaipātiki Project in partnership with Bike Kaipātiki

Allocation: \$7,500

1. Survey locals to understand travel choices and barriers

- a) How people travel and what would help them choose active and public transport more often

2. BuyCycle or Bike to Sport campaign to promote active and public transport

- a) BuyCycle campaign would highlight and celebrate people taking active and public transport to do their local shopping
- b) Bike to Sport would partner with a local sports club and reward and celebrate people who arrived at sport by active or public transport.

3. Leveraging Auckland North Sustainable Transport coordinator to increase engagement in board area

- a) Doubling the number of Kaipātiki events/engagements from once to at least twice per month

4. Gathering feedback for the Connections Network Plan update

- a. The update is planned to take place from December 2023 to June 2024
- b. Feedback will be gathered in the survey and at events and engagements

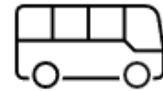


Sustainable Transport Kaipātiki

Alignment to Local Climate Action Plan

Flagship action: gather public feedback through events and engagement, that can be fed into the forthcoming update to the Kaipātiki Connections Network Plan.

3. Ikiiki Transport



Champion opportunities for improved active travel within the forthcoming update to the Kaipātiki Connections Network Plan (for example, Wairau Road and Albany Highway).

Additional transport actions:

- “Support events and activities by local active transport groups, such as Bike Kaipātiki, and initiatives such as low traffic neighbourhoods, tactical urbanism, and street closures.”
- “Offer grants, incentives, and support to encourage low carbon transport to sports events.”



Community House Climate Action

The Sustainable Places Approach is a **new framework** for benchmarking and progressing **sustainability action** in **community-led spaces** across Auckland.

It was created in response to interest from community-led spaces for support for their climate and sustainability journey.

Kaipātiki community houses have already taken leadership by engaging with the framework, and are now ready to plan and take action.



Community House Climate Action

Proposed project:

Community Houses each receive \$1,300 to undertake climate actions, based on opportunities identified in their Sustainable Places scorecard.

The specific actions have not yet been identified. These will be planned by house managers, as a collaborative process with their staff and volunteers. Houses may wish to take action individually or combine funding on joint initiatives.

Examples of action areas they could take are:

- Install rainwater tanks
- Waste minimisation at centres and events
- Food equity and resilience, e.g.; food coop, community garden
- Carbon reduction e.g; public transport promotion, bike racks, energy efficiency
- Te Tiriti;
 - Governance, tikanga, te reo training
 - Upskilling on local historical knowledge
- Building on repair cafes



Community House Climate Action

Alignment to Local Climate Action Plan

Resource and support a community climate activation programme to support and amplify community initiatives to implement the Kaipātiki Climate Action Plan, create opportunities for the community to learn about climate change and reduce their carbon footprints

Promote the Kaipātiki Climate Action Plan through existing networks and platforms such as Community Houses, resident groups and the Kaipātiki Local Board Facebook page

- There will be additional links to the plan, based on the actions chosen by community houses
- Community houses to demonstrate links to the local climate action plan, when planning their actions.

Opportunity for the local board

- Community-led project
- Coordinated approach with all four community houses
- Leveraging an existing online framework that will guide and track action
- Community Houses will have support from Auckland Council Sustainable Places team
- Kaipātiki community houses will be trailblazers and early adopters.



Community House Climate Action

Timeline

Date	Activity
November/December 2023	<ul style="list-style-type: none">• Community Houses finalise sustainable places scorecard, which benchmarks their current practices and identifies areas for further action• Identify and plan actions they will take• Planned actions are provided to the local board.
January – June 2024	Actions, events, and engagements are delivered

Budget allocation

Cost	Allocation
\$6,500	\$1,300 each to five community houses
\$1000	Umbrella and reporting by Highbury House
Total: \$7,500	



Recommendations

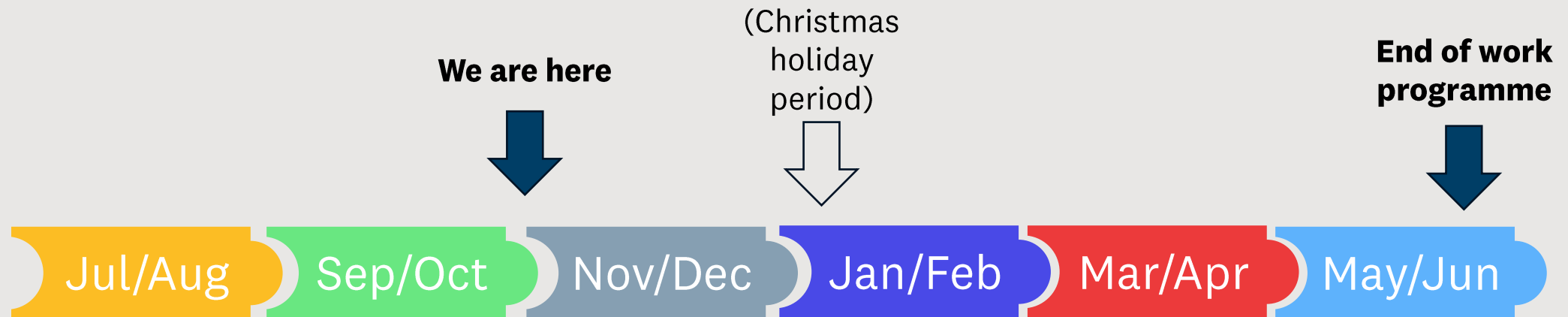
1. Allocate \$7,500 to Kaipātiki Project to deliver **Kaipātiki Sustainable Transport** project
2. Allocate \$7,500 to community houses, to deliver **Community House Climate Action** project.

Cost	Allocation
\$7,500	Kaipātiki Project for Sustainable Transport project
\$6,500	\$1,300 each to five community houses for Community House Climate Action project
\$1000	Umbrella and reporting by Highbury House
Total: \$15,000	



Timeline

2023/2024 work programme



Questions and discussion

- **Can the board agree on work programme allocations for 2023/2024?**
- **Afternoon session will provide opportunity to begin exploring options for 2024/2025 climate action work programme.**



Local Board Annual Planning 2

Direction setting / Performance measures

25 October 2023

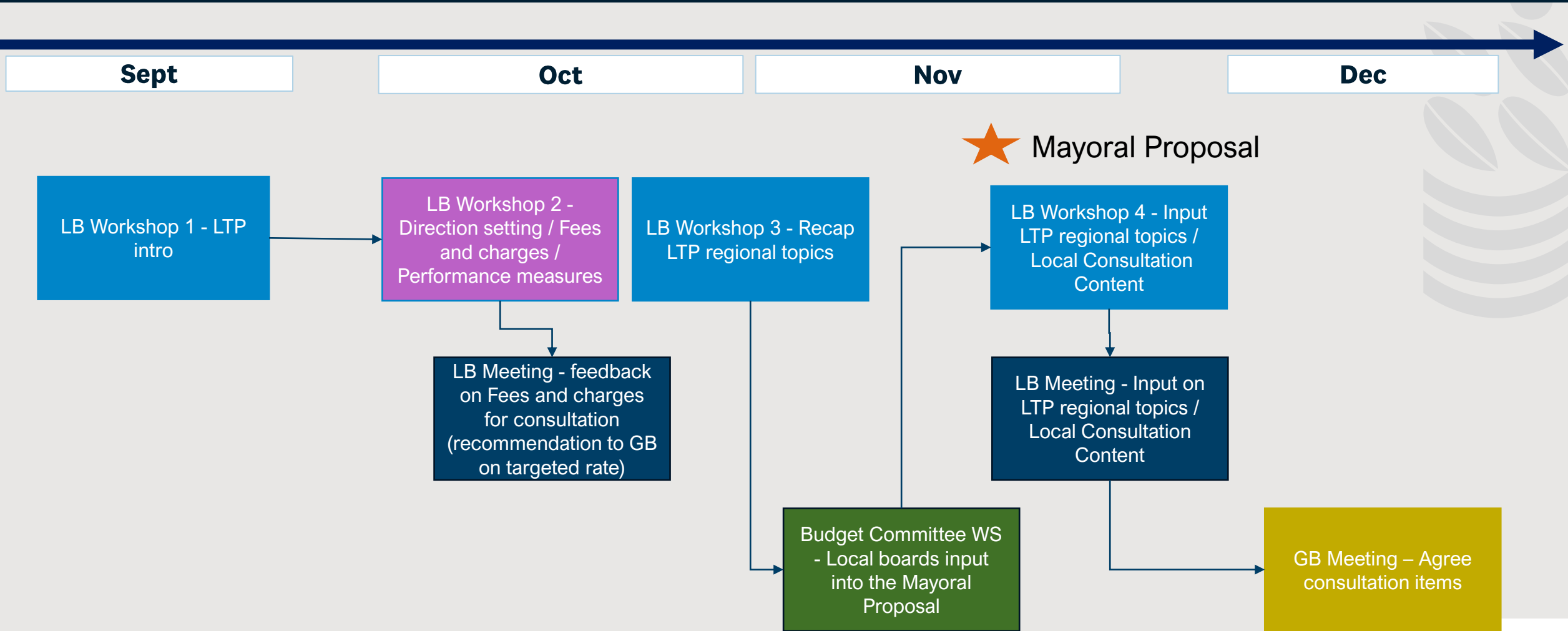


Purpose

- Seek local board feedback on priorities for 2024/2025 work programme development
- Discuss performance measures

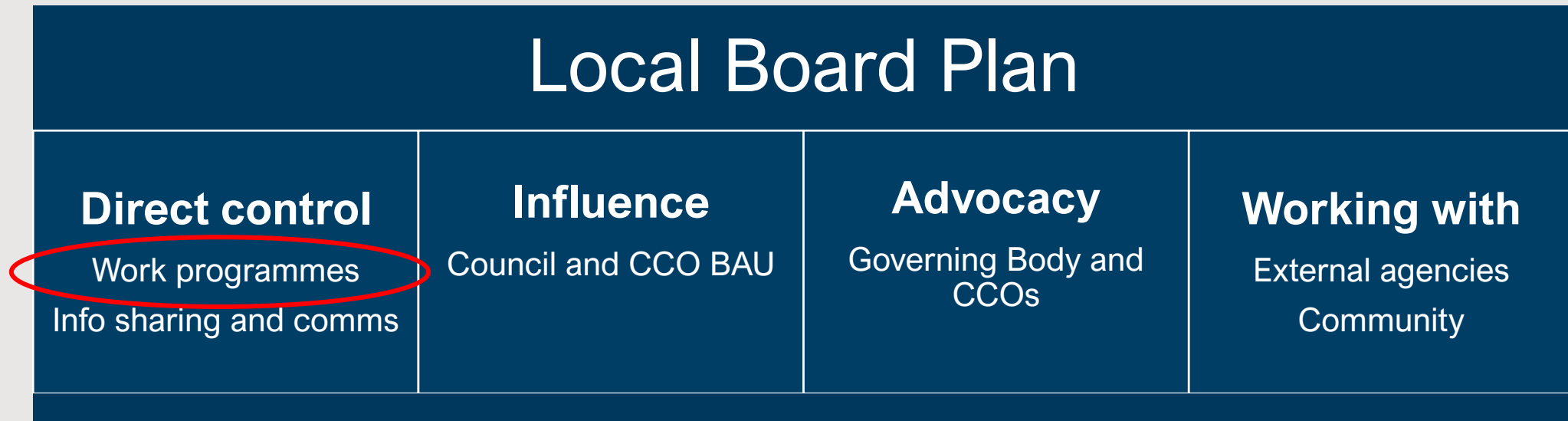


Timeline (until Dec)





Achieving Local Board Plan (LBP) objectives occurs through a variety of mechanisms



← More control (scope, scale and impact?)

→ Less control (scope, scale and impact?)



Long-term plan (LTP) direction and decision making

- The local board work programmes will be developed during the same time as Long-term plan (LTP) is being developed.
- There may be some direction in the development of the LTP that will impact local board work programmes. It is too early to know what this is.
- We will talk to you today about work programme direction related to your local board plans but will need to take into consideration the direction from the LTP as it emerges in the next stages of the work programme development



Direction setting



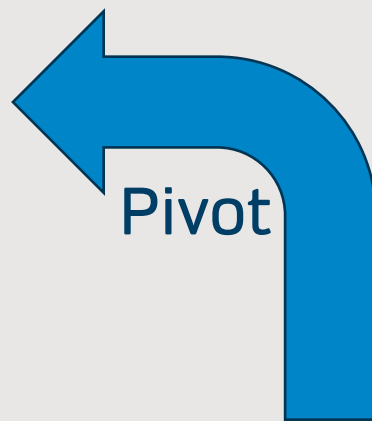
One-year work programme

- First of three years delivering on the Local Board Plan – need to prioritise what to do in this first year.
- Usually in the first year of the LTP, a three-year work programme is prepared for approval
- The 2024/2025 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



Local board plan – work programme 2023/2024

- The 2023 Local Board Plan is a refinement of the previous plan rather than a wholesale change and as a result the current work programme delivers on most of the plan.
- There are some key shifts identified through some new objectives so the local board will need to provide direction on how best to deliver those.



VS



Local board direction

Background

- 2023/2024 work programmes set the baseline – there may be a lot of business-as-usual activities
- Funding for new activities will have to come from stopping currently funded activities
- We need direction as early as possible so that quality advice can be developed

Key questions for the local board

- What are your priority areas for year one?
- Is there anything in the current programme that could be stopped?
- Do you require any further advice?





Te Whai
Wāhitanga me te
Oranga

**Belonging and
wellbeing**



Te Whai Wāhitanga me te Oranga / **Belonging and wellbeing**

Key shifts

- **Investment in building relationships with local iwi**, including Ngāi Tai ki Tāmaki, Ngāti Pāoa, Ngāti Whātua Ōrākei, Te Kawerau ā Maki, and Te Rūnanga o Ngāti Whātua **and local mataawaka groups**, including Awataha Marae Trust, Te Raki Pae Whenua Committee, and Uruamo Maranga Ake Marae Committee.
- Work with our growing **Asian and Pacific communities to better understand their issues and opportunities** to develop ethnically specific priority actions
- Explore opportunities to **improve the way we engage and communicate with our diverse community**





Te Taiao
Environment



Te Taiao / **Environment**

Key shifts

- Support **community-led low carbon food initiatives** that also promote **kai sovereignty**
- Investigate options for **additional stormwater detention facilities at our parks and reserves**
- Support a **community climate activation programme** to Support and amplify community initiatives to implement the Kaipātiki climate Action Plan





Ngā Wāhi me ngā
Takiwā

**Places and
spaces**



Ngā Wāhi me ngā Takiwā / **Places and spaces**

Key shifts

- **Invest in the maintenance of facilities and assets** in our parks, public spaces, and along the coast, and when they come up for renewal, **consider how we can better meet community needs from our assets on a case-by-case basis**, prioritising Investment in our well used and loved assets
- **Invest in nature-based solutions** that improve our parks and public spaces including planting specimen trees for shade, reduced mowing for increased biodiversity and natural play items such as māra hūpara
- **Consider climate impact when developing places and spaces**, to reduce or avoid emissions and adapt to climate change, including avoiding areas or activities that are vulnerable to climate risks such as drought, extreme rainfall, coastal flooding, and heat





Te Ikiiki me ngā
Tūhononga
**Transport and
connections**



Te Ikiiki me ngā Tūhononga / **Transport and connections**

Key shifts

- No significant shift





Te Āheinga me te
Taurikura
**Opportunity and
prosperity**



Te Āheinga me te Taurikura / **Opportunity and prosperity**

Key shifts

- Support the Northcote and Birkenhead Business Improvement Districts (BIDs) to **encourage social procurement and local employment and retail opportunities** that contribute to a successful economy in Kaipātiki
- **Implement actions from the Glenfield Centre Plan** that help to achieve the vision that Glenfield is easy to get around, celebrates the local landscape, diversity, and heritage, is the heart of the community, and brings people together to shop, work, get active and have fun



Activities in 2023/2024 work programmes that do not align to LBP 2023 objectives

Should these activities continue?

- Nil



Activities that were stopped or paused in the 2023/2024 work programme

To manage the reduced operational funding in 2023/2024, the local board stopped or paused activities previously approved in principle.

Should these activities resume in 2024/2025?

- Movies in Parks
- Governance and management capacity building for community organisations
- School and community water quality monitoring



Performance Measures



Overview of today's session on Performance Measures

- Purpose
- What are local performance measures and why we do them
- Current state and future state
- Detailed approach: Core and tailored measures
- Next Steps



Purpose

- Provide context on local performance measures
- Inform local boards of plan and progress to date
- Seek local board feedback on tailored measures



Consultation not required for performance measures

Performance measures are a tool to measure levels of service. They do not need to be consulted as part of the LTP or Annual Budget consultation process as they reflect service level decisions made by local boards.

Decisions to start or stop services, or change levels of service, will be part of the work programming and local board agreement processes. There will be public consultation for the local board agreement, the results which may inform the work programme development.



What are local board performance measures?



Have we seen local performance measures before?

YES!

In your **Local Board Agreement** and **Local Board Annual Report**

Scope of today's workshop:

1. Performance measures which are formally published in council's external plans and reports for local boards.
2. Delivered within a local activity (community, environment, governance, planning)

They are audited and checked for legal compliance each year.



CONTROLLER AND AUDITOR-GENERAL
Tumuaki o te Mana Arotake



PARLIAMENTARY
COUNSEL OFFICE
TE TARI TOHUTOHU
PAREMATA

New Zealand Legislation



What and why?

Performance measures are a legislative requirement under LGA 2002 (s 261B) and LGACA 2009 (s 21)

Legislation says a performance measure will:

“enable the public to assess the level of service for major aspects of an activity”

What does this mean?

1. A way to measure levels of service for local board activities
2. Measure only major services, not everything
3. Local Boards need to set service levels in Local Board Agreements and report against agreed service levels in the Annual Report



Current state, and how performance measures should look going forward.



Not all measuring service levels

Current set is a mixture of outcome, service and business measures – difficult to describe the impact on service level due to increase/decrease of funding

Existing local measures



Less of

Outcome measures

Measure outcomes:

- Council is one of many contributors towards that outcome
- Not possible to attribute Council's contribution

Examples:

- The percentage of residents participating in sport and recreation
- Percentage of Aucklanders that feel their local town centre is safe

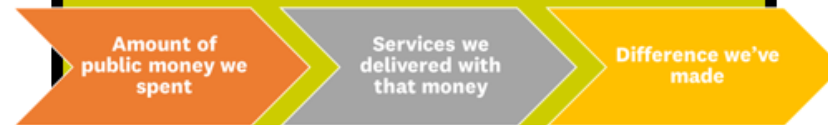
New local measures



More of

Service measures

Measure service level (commonly include quality, quantity, timeliness)



Critical to establish a set of measures (within Council Group's control) that can set targets against climate investments ahead of the next LTP

Existing local measures



Less of

Business measures

Measure internal performance:

- Metrics that help improve business performance

Examples:

- Customer utilisation
- Customer satisfaction
- Percentage of programme delivered on time and on budget

**Service measures will help answer the question:
"What do local boards do with their money?"**



Local performance measures should:

- Meet legislative framework
 - Focusing on major local services and service levels.
- Reflect local board increased decision making
 - local boards have decision making over service levels of local activities
(subject to the Governing Body minimum service levels)
- Reflect local priorities set out in the Local Board Plan 2023
 - Major services or focus areas in the next 3 years are informed by high priorities in LBPs, and each local board has different priorities.



How could it be useful for local boards?

1. Formalise publicly the service levels for major local services
2. Demonstrate how the local board intends to achieve outcomes
3. Future proofed for changes in delivery models (different ways of delivering)



Steps to develop a local performance measure

1. Identify major **services** within each local activity (community, environment, governance, planning)
2. Define the level of **service** for each major service
3. Identify the existing level of **service** using 2023/2024 to form a baseline
4. Include these level of **services** as performance measures

Not every single initiative needs to be measured!



Approach to local board performance measures



Local Board measures approach - Core

We intend to introduce two categories of measures, Core and Tailored.

Core (ABS type) (approx. 8 measures)

- Traditional local government services, such as local parks and open spaces, libraries, pools/indoor leisure, BID programmes
- Financially significant (requires a lot of money)
- Service is unlikely to completely stop in the next 3 years

For local boards, most of the core services are delivered by Customer and Community Services. Staff are currently investigating appropriate ways of communicating service levels.



Local Board measures approach - Tailored

Tailored (LDI type) – seeking local board direction

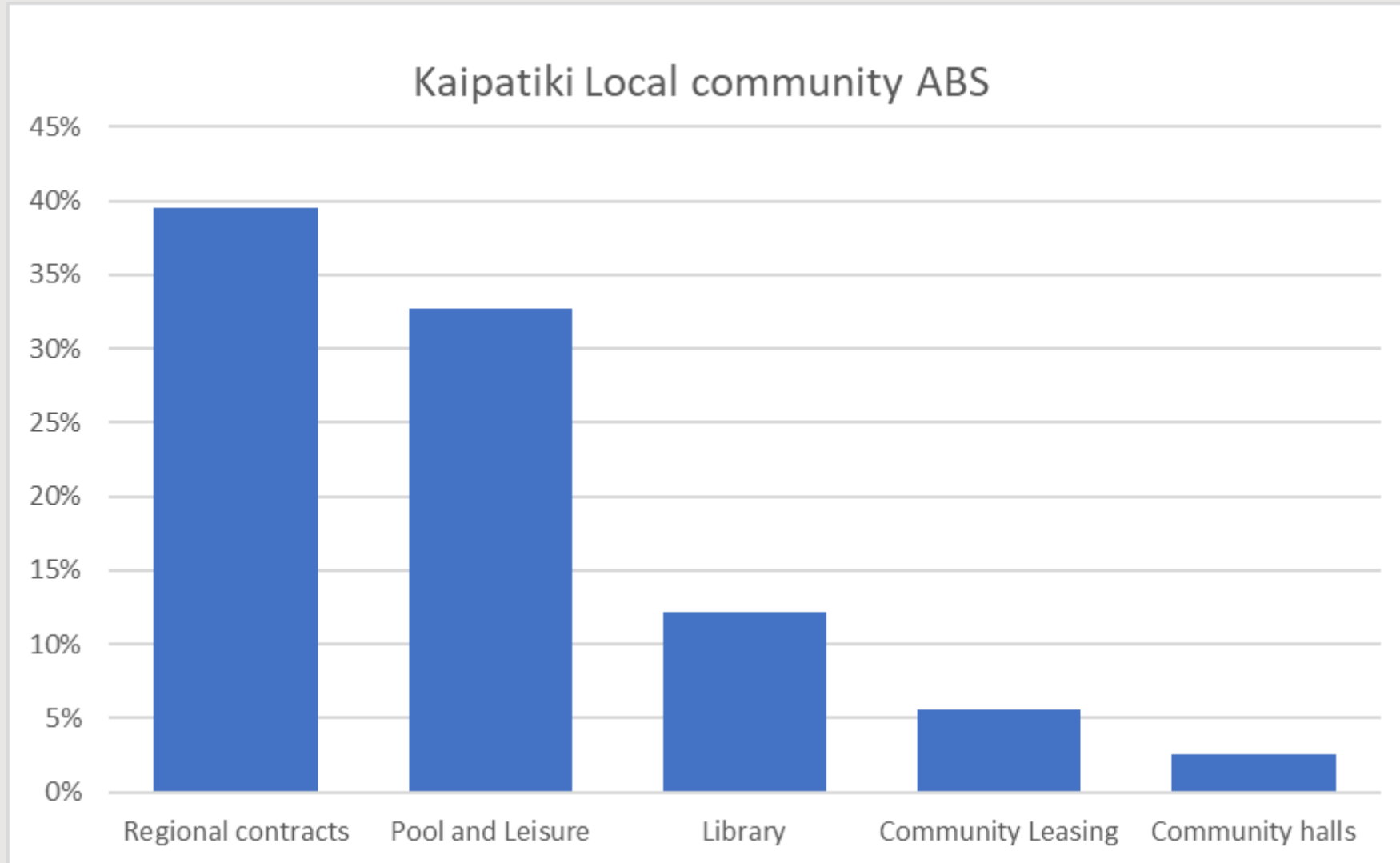
As this is the first time doing tailored measures, we would like to start small.

Local Community	2 - 3 tailored measures
Local Environmental	1 - 2 tailored measures
Local Governance	0 - 1 tailored measure
Local Planning	Nil – very little capacity to continue economic development work

We recommend tailored measures be driven by top priorities in your local board plan. Why? Consistent service delivery and measurement.

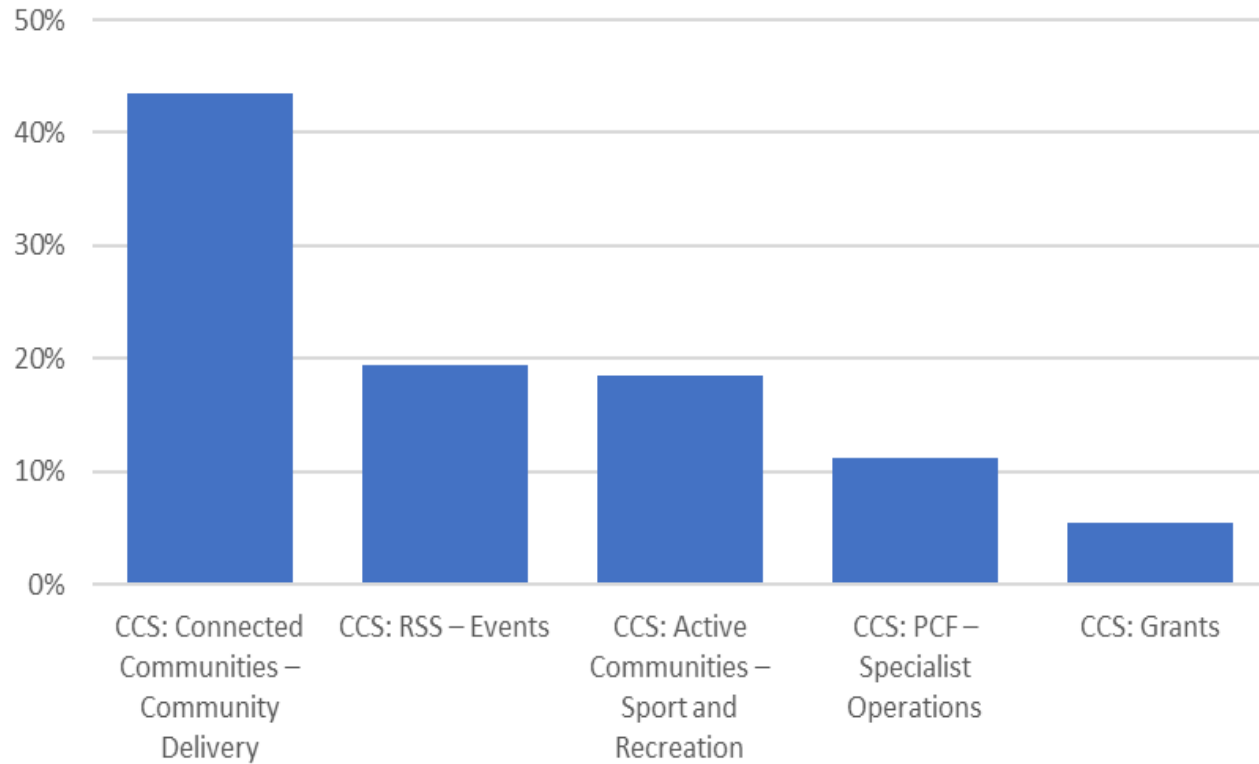


Local Board spending profile (2023/2024) - ABS

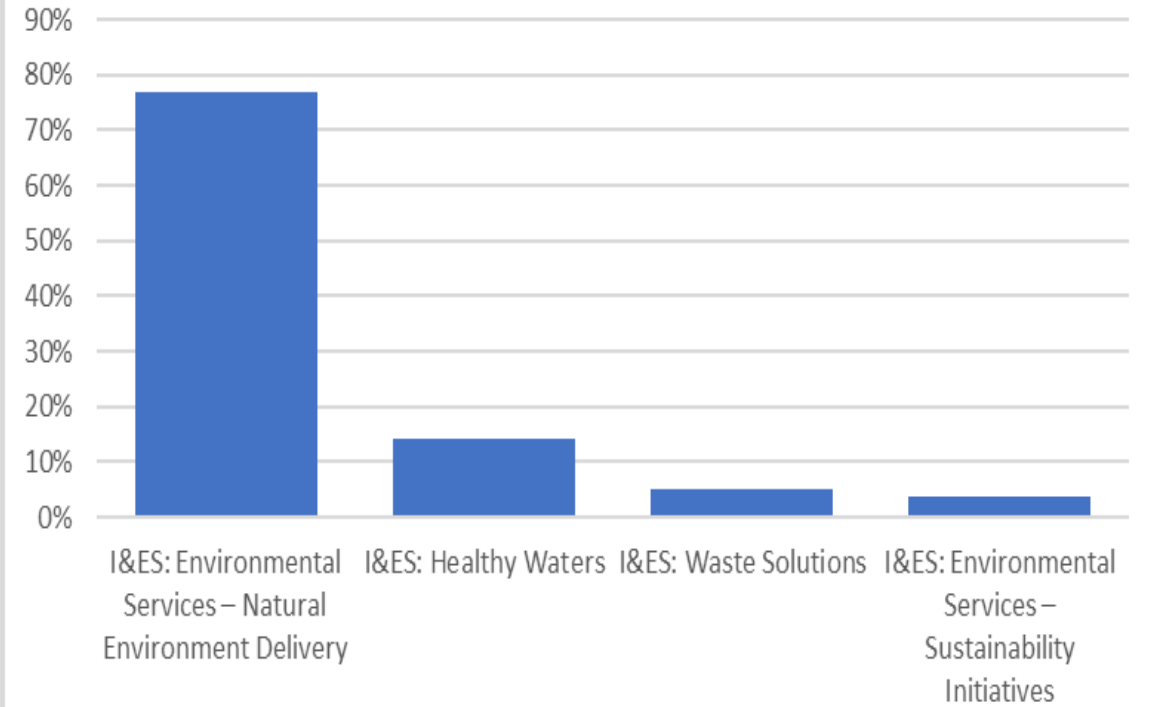


Local Board spending profile (2023/2024) - LDI

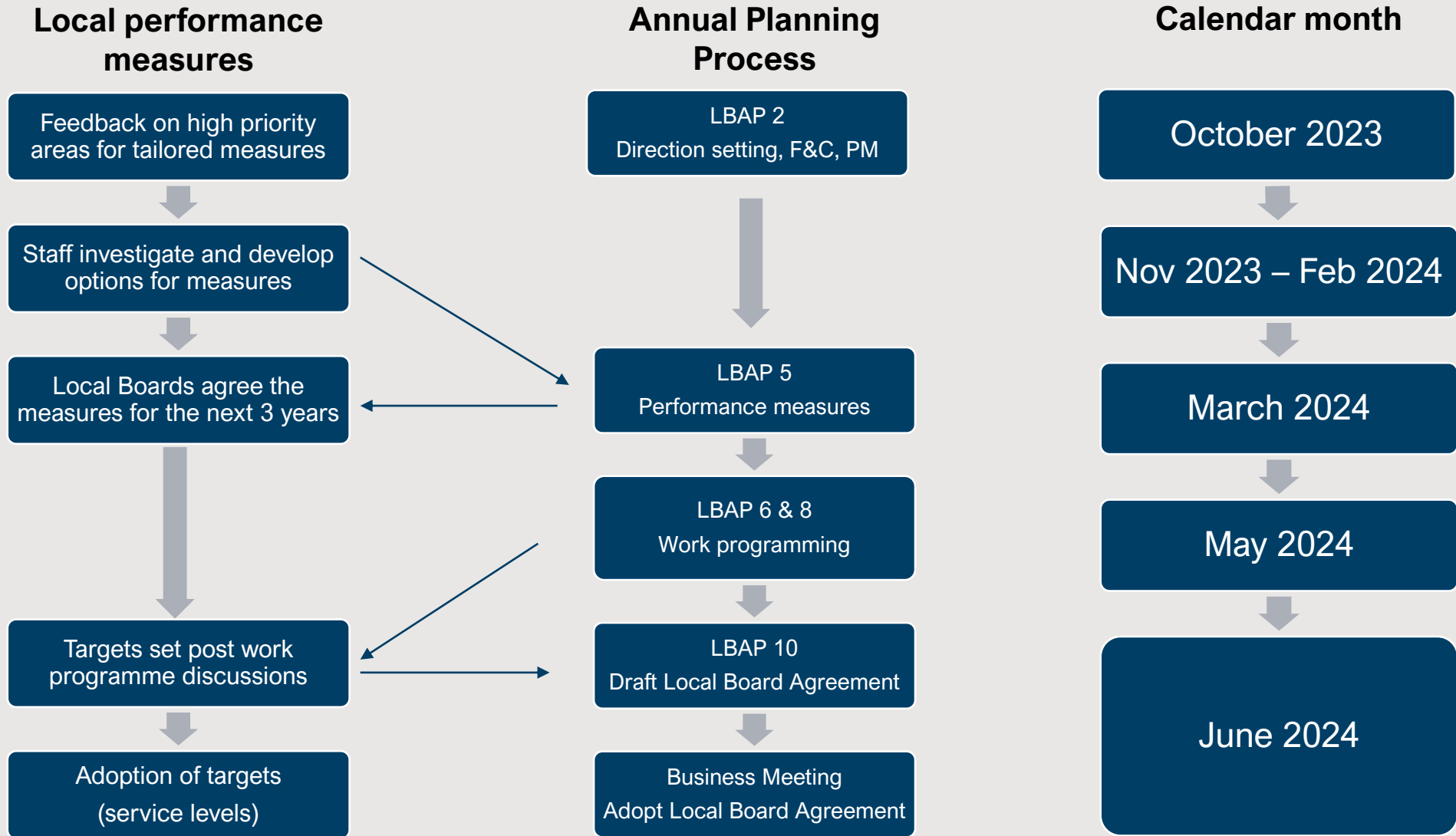
Kaipatiki Local Community



Kaipatiki Local Environment



Timeline





**Return feedback
to your LFA by
3 November 2023**

**Workshop staff
recommendations
for measures
March 2024**



Next steps

Core measures – staff currently developing service level measures

Tailored measures – staff to analyse board feedback, investigate and develop possible service measures

Measure recommendations for Core and Tailored presented to local boards in a workshop in early March, and local boards select their set of Tailored measures



(Optional) Application examples for performance measures

The following two slides are hypothetical examples to illustrate how external performance measures, in conjunction with staff advice and analysis, can be used to inform future local board decision making.

Noting these examples are oversimplifications of services and service levels, in practice it may be more difficult to define.



Example 1 (hypothetical library example)



Example 2 (hypothetical library example)



Pātai / Questions



Next steps

- Draft local consultation material to be workshopped and approved in November
- Local board to feedback on LTP priorities to Budget Committee
- Staff will use direction setting to develop work programmes
- Draft work programmes will be presented for feedback at workshops in the new year



Supplementary information



2023/2024 work programme activities



Te Whai Wāhitanga me te Oranga / **Belonging and wellbeing**

Current work programme activities

- Access to community places Kaipātiki
- Activation of community led venue partners Kaipātiki
- Additional library hours to network standard (LDI)
- Anzac services Kaipātiki
- Beach Haven Sports Centre operations
- Birkenhead Pool and Leisure Centre operations
- Civil defence and community resilience - Kaipātiki
- Community Development Specialist delivery- Kaipātiki
- Community grants Kaipātiki
- Event partnership fund Kaipātiki
- Events Unit Production and Civic staff costs for delivery Kaipātiki



Te Whai Wāhitanga me te Oranga / **Belonging and wellbeing**

- Glenfield Pool and Leisure Centre and ActivZone operations
- Increase diverse participation through community development programme led by Kaipātiki Community Facilities Trust
- Kaipātiki Community Facilities Trust events
- Kaipātiki Local Board - Te Kete Rukuruku (Māori naming of parks and places)
- Kaipātiki Local Board Engagement
- Kaipātiki Secondary Schools Scholarships
- Kaipātiki Welcoming Communities
- Legacy Rates Grants – Kaipātiki
- Library services - Kaipātiki
- Local civic events Kaipātiki



Te Whai Wāhitanga me te Oranga / **Belonging and wellbeing**

- Local implementation of Ngā Hapori Momoho (Thriving Communities) councils social wellbeing strategy- Kaipātiki
- Manaakitanga Kaipātiki
- Operational grant to Northart
- Programming in community places Kaipātiki
- Review of Partnering Agreement
- Top up for funding for Birkdale, Beach Haven, Highbury Community Houses and Hearts and Minds
- Young Enterprise Scheme (KT)
- Youth Empowerment staff costs for delivery of work programme activities
- Youth voice and youth-led initiatives Kaipātiki



Te Taiao / **Environment**

Current work programme activities

- Climate Action Programme - Kaipātiki
- Industrial Pollution Prevention Programme - sensor investigation and visits
- Kaipātiki - Auckland Urban Forest (Ngahere) Strategy - Planting Plan
- Kaipātiki Ecological volunteer and environmental programme
- Kaipātiki Local Board Arboriculture contracts
- Kaipātiki Local Board Ecological Restoration contracts
- Kaipātiki Local Board, community and business emergency response plans and resilience programme



Te Taiao / **Environment**

- Kaipātiki Project
- Kaipātiki Water Quality Monitoring Programme
- Little Shoal Bay Renewals - Shoreline Adaptation Plan local park renewals
- Monarch Park - develop into a nature space and trail park in Kaipātiki
- Para Kore Zero Waste Northcote
- Pest Free Kaipātiki strategy implementation



Ngā Wāhi me ngā Takiwā / **Places and spaces**

Current work programme activities planned for delivery 2024/25

- (OLI) Birkenhead War Memorial Park - deliver master plan One Local Initiative
- ActivZone - replace main hall ceiling panels and investigate ventilation
- Beach Haven - develop new basketball court
- Beach Haven Sports Centre - comprehensive renewal
- Birkdale Community Hall - rebuild facility
- Birkdale Kauri Kids - renew community facility
- Birkenhead - install heritage signage
- Birkenhead Pool and Leisure Centre - renew components
- Community Houses - investigate renewal work needed at all community houses and deliver minor capex



Ngā Wāhi me ngā Takiwā / **Places and spaces**

- Eskdale Reserve - renew car park
- Fernglen Reserve - investigate and deliver priority actions from the Reserve Service Assessment
- Glenfield Library - renew carpark
- Glenfield Library - renew guttering
- Glenfield Library - renew staff kitchen
- Glenfield Pool and Leisure Centre - renew asset components
- Glenfield Pool and Leisure Centre renew assets
- Hellyers Creek Reserve - renew dinghy ramp & minor assets
- Highbury Community House and Creche - reinforce the chimneys, replace flooring and clearlite roofing
- Hinemoa park - renew playspace



Ngā Wāhi me ngā Takiwā / **Places and spaces**

- Kaipātiki - automatic door renewals
- Kaipātiki - install new signage, seating and drinking fountains to our parks
- Kaipātiki - minor sports field asset renewals 2024/2025
- Kaipātiki - Play Advocacy
- Kaipātiki - renew car parks, paths and structures 2023/2024
- Kaipātiki - renew furniture and fixtures 2023/2024
- Kaipātiki - renew lighting at community facilities and parks 2023/2024
- Kaipātiki - renew park and facility signage 2023/2024
- Kaipātiki - renew walking tracks 2023/2024
- Kaipātiki remediate storm effected assets
- Kaipātiki SunSmart Priorities



Ngā Wāhi me ngā Takiwā / **Places and spaces**

- Kauri Glen Reserve - Stage 3 renewal capex contribution
- Linley Reserve - renew and enhance playspace
- Marlborough Park - renew storm water drainage
- Northcote War Memorial Hall - renew heritage facility
- Park Reserve - renew playground
- Shepherds Park - investigate and prioritise actions to upgrade areas into Nature Park
- Shepherds Park - renew carpark and driveway
- Sispara Place Reserve - slip remediation
- Stafford Park - install permanent baseball backstop and fencing
- Stanaway Reserve - renew playspace



Ngā Wāhi me ngā Takiwā / **Places and spaces**

- Taurus Crescent Reserve - upgrade playground and park amenities
- Totaravale Reserve - renew playground and park amenities
- Tuff Crater - renew track and signage
- Witheford Scenic Reserve - renew track



Te Ikiiki me ngā Tūhononga / **Transport and connections**

Current work programme activities

- Elliott Reserve - construct path Malibu Grove to the playground
- Eskdale Reserve - renew tracks and furniture to Kauri standards - Tranche two
- Kaipātiki Local Board Connections Plan Prioritisation
- Review the Kaipātiki Connections Network Plan (year four)



Te Āheinga me te Taurikura / **Opportunity and prosperity**

Current work programme activities

- Wairau Valley Business Engagement and Communications

