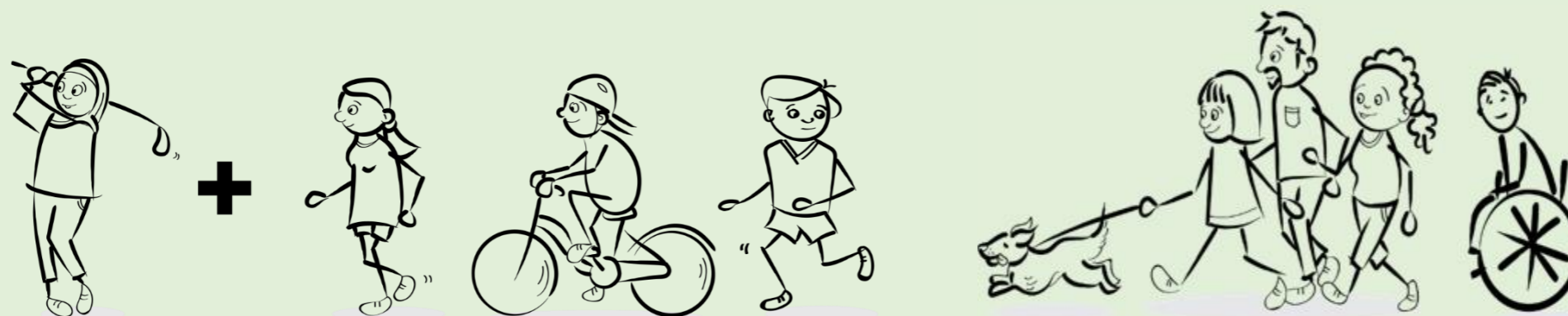


Where all Aucklanders benefit from publicly-owned golf land

INCREASED EQUITY, PARTICIPATION AND ENVIRONMENTAL OUTCOMES



We are making changes so that all Aucklanders benefit

There are currently 13 golf courses operating on 535 hectares of council-owned or managed land.

These golf courses cover an area 1.25 times larger than Auckland's city centre.

This publicly-owned land has an estimated value of \$2.9B.¹

We are making changes to increase equity, participation and environmental outcomes from publicly-owned golf land

Auckland is growing and going through a period of rapid transformation. There are competing demands for land, including for community infrastructure and housing.

This places pressure on Auckland Council to increase the benefits derived from our public investment.

This plan explains the changes we are making to ensure all Aucklanders benefit from publicly-owned golf land.

Increased benefits will come from making room for play, walking, running and cycling and from including Aucklanders that are currently missing out.

They will come from investment that delivers Participation and Belonging outcomes in the Auckland Plan.

Increased natural and environmental benefits will come from a kaitiakitanga framework with ecosystem management and biodiversity conservation. This is a step-change to support Te Tāruke-ā-Tāwhiri: Auckland's Climate Action Plan.

We will make these changes to our investment approach as current leases come to an end.

When that happens, we will take a structured approach to decision-making that ensures greater accountability and transparency.

We can also achieve equity, participation and environmental outcomes by working alongside those with longer-term leases.

Policy objectives

This plan sets regional policy for council-owned or managed golf land. It will ensure that all Aucklanders benefit from publicly-owned land.

Implementation is expected to achieve the following policy objectives:

- increased equity, sport and recreation by opening up publicly-owned golf land to all Aucklanders
- increased equity and participation by providing a broad range of golf experiences that attract and retain participants and services targeted at low participation groups
- best practice in ecosystem management and biodiversity conservation of publicly-owned golf land.

¹ MartinJenkins (2018). Cost-Benefit Analysis: Publicly-owned Auckland Golf Courses

Why do we need a golf investment plan?

We want to ensure that all Aucklanders benefit from publicly-owned land

Exclusive use of publicly-owned land for golf is not sustainable

Auckland Council is the largest investor in golf through its land.

Exclusive use of 535 hectares of publicly-owned land is not sustainable in the face of high demand for urban land and supply constraints.

There are competing demands for this land to provide open space and community facilities as well as housing and business land.

Trade-offs will have to be made.

We have to meet a wider range of community needs

Auckland is experiencing rapid population growth and social change.

Auckland is now home to over 180 ethnicities.² Our population is projected to reach two million in 2033.

With diversity comes differences in values, lifestyles, demand for services and expectations of civic engagement.

Some Aucklanders are missing out

Not all Aucklanders have the same opportunities to play golf or to participate in sport and recreation.

There is inequity across different age and ethnic groups and for people living with disabilities.

Women and young people have lower golf participation rates.

Pacific and Asian residents have lower participation rates in golf and other forms of sport and recreation.

Private golf courses are capitalising on increasing land values

Market forces, including increasing land values, are driving change across the Auckland golf sector. Private golf courses are capitalising by:

- selling land (for example, Gulf Harbour and Pakuranga)
- relocating (for example, Manukau and Wainui)
- merging (Royal Auckland and the Grange).

Reduced private provision could constrain future council decision-making about whether to continue to invest in golf, or other services that might deliver greater public value.



² Auckland Council (2018). Auckland Plan 2050 Evidence Report

Where are Auckland's golf courses located?

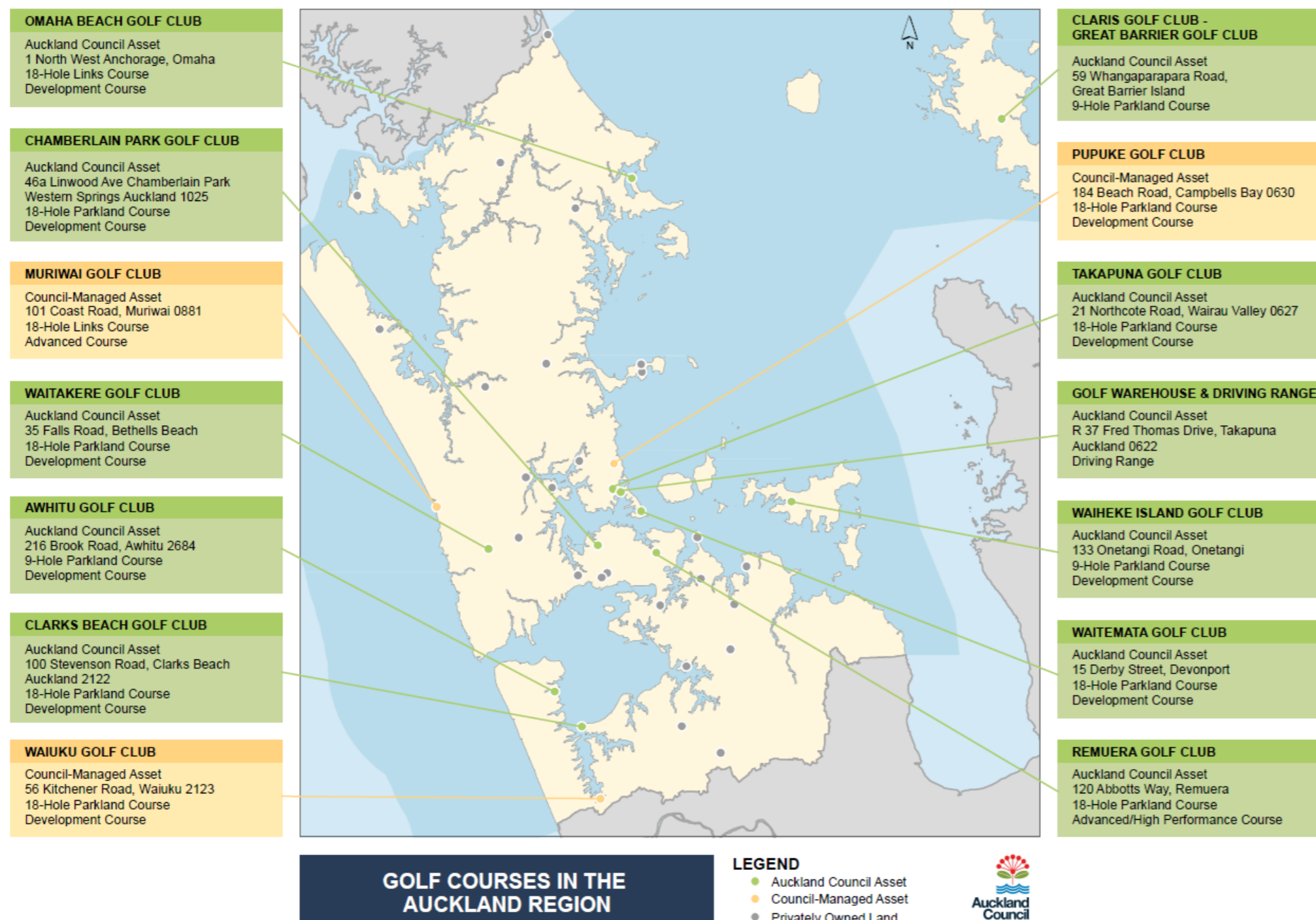
34% of golf courses are on publicly-owned land and access is limited

There are 13 golf courses operating on council-owned or managed land.

The Golf Warehouse Driving Range (Fred Thomas Drive), Lilliput Mini Golf (Tāmaki Drive) and Redwood Park Golf Club also lease much smaller parcels of publicly-owned land.

There are currently 25 privately-owned golf courses across the region.³ These numbers will likely change as private golf courses capitalise on increasing land values.





Figure 1: Golf courses in Auckland



³ Te Arai Links (South) is expected to open in late 2022, while construction on the North course has commenced.

What changes are proposed?

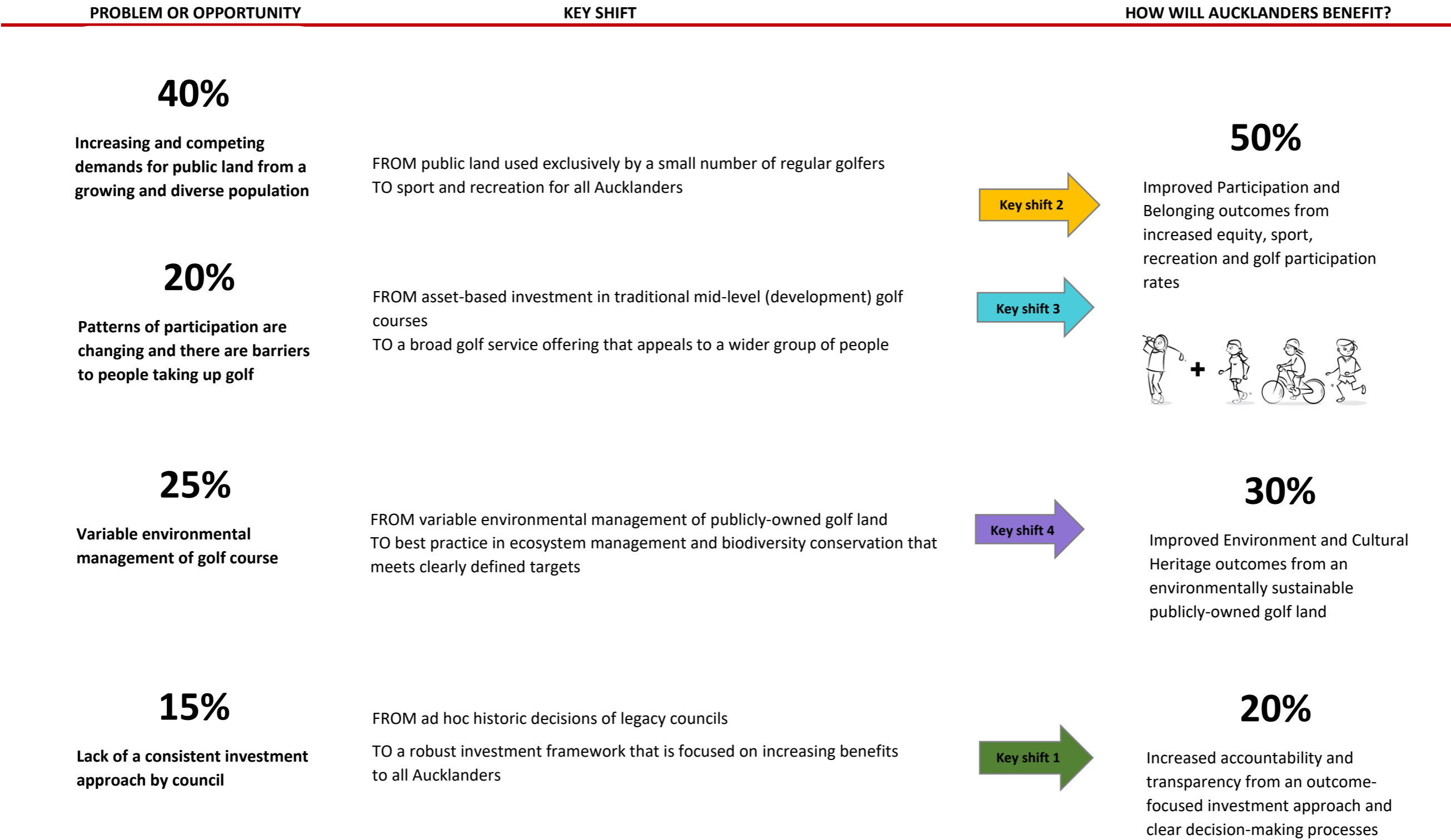
Four key shifts will benefit all Aucklanders

KEY SHIFT	WHY CHANGE?	HOW WILL AUCKLANDERS BENEFIT?
<div>1</div> <div>FROM ad hoc historic decisions of legacy councils TO a robust investment framework that is focused on increasing benefits to all Aucklanders</div>	<div>Now there is intensive demand for land to accommodate Auckland’s growth</div> <div>Public-owned golf land will be considered in the context of local needs, increased equity, participation and environmental outcomes</div>	<div>Increased accountability and transparency</div> <div></div>
<div>2</div> <div>FROM publicly-owned land used exclusively golfers TO sport and recreation for all Aucklanders</div>	<div>There is competition over access to open space and some Aucklanders are missing out</div> <div>Opening publicly-owned golf land to other users with new play spaces, walking, running and cycling paths and other sport and recreation activities</div>	<div>Increased equity and sport and recreation participation rates</div> <div></div>
<div>3</div> <div>FROM asset-based investment in traditional mid-level (development) golf courses TO a broad golf service offering across the network that appeal to a wider group of people</div>	<div>Auckland golf courses meet the needs of a relatively narrow segment of population⁴</div> <div>Providing a broad range of golf experiences and pathways that attract and retain participants with services targeted at low participation groups</div>	<div>Increased equity and golf participation rates</div> <div></div>
<div>4</div> <div>FROM variable environmental management of publicly-owned golf land TO best practice in ecosystem management and biodiversity conservation that meets clearly defined targets</div>	<div>Some golf courses are high users of water, fertilisers, pesticides and energy</div> <div>A kaitiakitanga framework ensures publicly-owned golf land is environmentally sustainable, energy neutral and carbon positive</div>	<div>Increased natural and environmental benefits</div> <div></div>

⁴ O’Connor Sinclair (2013). Auckland Golf Facility Strategy

What difference will it make?

All Aucklanders will benefit from increased equity, participation and environmental outcomes



Contents

Section 1: *Why we invest* explains the investment objective and the principles that will guide future decisions

Section 2: *What we invest in* explains the scope and focus of our investment in golf

Section 3: *How we invest* explains how the plan will be implemented including how we will enable and engage the community and the factors elected representatives need to consider.



Definitions

Active recreation: Physical activity that is informal and done for wellbeing, health and/or enjoyment. It may be participated in either individually or with a group.

Publicly-owned golf land: Golf courses and facilities that operate on council-owned or managed land.

Sport: Physical activity that is competitive, organised and involves the observation of rules. It may be participated in either individually or as a team.

Sport facility: Infrastructure which enables participation in sport and active recreation.

Section One

Why we invest

We have a responsibility to increase public value and to deliver benefits to all Aucklanders.

What will drive future investment?

A robust investment framework that is focused on increasing benefits to all Aucklanders (Key shift 1)

As current leases expire, we will consider how golf land could deliver more public value.

Decisions will be driven by this investment objective and the principles laid out in this plan.

Having a clear decision-making process will increase transparency and accountability.

We are focused on creating public value from the assets entrusted to us

We need to increase the benefits generated by publicly-owned golf land.

Central and local government have focused on creating public value since the mid-1990s.⁵

Public value contrasts to shareholder value or maximising profits, which drive private sector investment. It focuses on societal benefits, rather than private benefits to individuals.

We propose to deliver more public value from publicly-owned golf land by increasing equity, participation and environmental outcomes.

There will be a shift from the status quo where a relatively small number of regular golfers benefit from the exclusive use of public land to a future where this land is used by as many Aucklanders as possible.

Kaitiakitanga is the framework that guides us

Aucklanders feel a strong connection to, and are kaitiaki for, their local natural environment. They value and respect the mental and physical wellbeing benefits it provides.

As kaitiaki, we have the responsibility of ensuring that the spiritual and cultural aspects of resources are maintained for future generations.

Te ao Māori (the Māori world) requires us to protect and preserve all that is culturally significant for future generations.

It calls for deep mana whenua engagement because investment in golf impacts on land, water and ecosystems across Auckland.

Ki te kore te tangata e manaaki i tōna taiao, ka kore te tangata e whai oranga

If people do not take care of the environment, we are not taking care of our own health and wellbeing

Te ao Māori makes no separation between the natural and cultural worlds.

As people we are inextricably bound to the natural world, meaning that maunga (mountain), awa (river) and te ngahere (forest) are cultural as well as natural treasures. Tangata whenua recognise the mauri (life force) in all things.

These elements are connected by whakapapa (genealogical lineage) that weaves through their wairua (spirit).

These connections and whakapapa give rise to tangata whenua, the people born of the land, and our experiences in the world.

Te ao Māori requires us to protect and preserve all that is culturally significant for future generations. This includes our natural environment.

⁵ M. Moore (1995). Creating Public Value: Strategic Management in Government

What Auckland Plan outcomes will we deliver?

Increased participation and environment benefits

We will deliver 'Participation and Belonging' outcomes in the Auckland Plan 2050:

- recognise the value of arts, culture, sports and recreation to quality of life
- foster an inclusive Auckland where everyone belongs'
- improve health and wellbeing for all Aucklanders by reducing disparities in opportunities.

We will also deliver 'Environment and Cultural Heritage' outcomes:

- ensure Auckland's natural environment and cultural heritage is valued and cared for
- account fully for the past and future impacts of growth
- protect Auckland's significant natural environments and sites of cultural heritage from further loss
- adapt to a changing water future
- use green infrastructure to deliver greater resilience and environmental outcomes.

And we will meet a wider range of community needs

A key objective of the **Parks and Open Space Strategic Action Plan** is to extend an integrated network of quality open spaces across the region that meet community needs and provide a diverse range of recreational opportunities.

This plan also responds to **Auckland Sport and Recreation Strategic Action Plan** recommendations to:

- develop sports code facility plans and assess opportunities to integrate facilities across codes
- review investment into asset management of council recreation facilities and club facilities located on council land
- monitor trends in participation to identify the needs of new, growing and emerging recreation and sport activities and review facility and network plans to meet these new demands.

It is nested under the **Sports Investment Plan 2019 – 2039** with tailored responses to golf-specific challenges and opportunities.

Te Tāruke-ā-Tāwhiri: Auckland's Climate Action Plan calls for a review and re-calibration of existing activities and a big shift to anchor the regeneration of ecological systems.

We are aligned with the wider Auckland golf sector

This plan aligns with the vision of the Auckland regional golf strategy to:

- provide courses that are environmentally positive and add value to their surrounding communities
- use golf as a driver of tourism for the region and by doing so will establish Auckland as a golfing destination, including the hosting of significant tournaments
- provide facilities that cater for a wider range of the community – beginner to elite; indoor to outdoor, mini putt to championship
- cater to the needs of a growing population.



What Māori Plan directions will we contribute to?

Five key directions that reflect the goals and aspirations of Māori Aucklanders

The Māori Plan provides a framework for understanding Māori development aspirations and sets measures for monitoring progress towards desired cultural, economic, environmental and social outcomes.

This plan aligns with the five key directions that reflect the overarching goals or aspirations of mana whenua and mataawaka:

Whanaungatanga / Develop Vibrant Communities / A City/region that caters for diverse Māori lifestyles and experiences / Māori communities are connected and safe / Access to public facilities

Rangatiratanga / Enhance Leadership & Participation / People engaged in their communities / Māori are actively involved in decision-making and management of natural resources

Manaakitanga / Improve Quality of Life / Satisfaction with our environments and standard of living / The mauri of Te Taiao in Tāmaki Makaurau is enhanced or restored for all people / Access to clean parks and reserves

Wairuatanga / Promote Distinctive Identity / Recognised sense of identity, uniqueness and belonging / Taonga Māori are enhanced or restored in urban areas / Indigenous flora and fauna

Kaitiakitanga / Ensure Sustainable Futures / Inter-generational reciprocity / Māori are kaitiaki of the environment.

What principles will guide investment?

Four key principles will guide all future investment decisions

These principles signal what matters to us and will shape all future investment decisions

Our investment principles are the same ones used in the overarching Sport Investment Plan 2019-2039.

Equity (40%)

Equity will drive investment under this plan.

It is weighted to ensure that we deliver positive outcomes for all Aucklanders regardless of age, gender, ethnicity, socio-economic status or where people live.

This will help investment flow to population groups with low participation rates and those with the greatest needs.

See below for more details

Outcome-focused (30%)

There will be a clear ‘line of sight’ between our investment and participation and environmental outcomes.

We want our investment to have a discernible impact on people’s lives in terms of their physical and mental health and wellbeing. This can be achieved by increasing participation in sport, including golf, and recreation.

Participation also provides other benefits, including social cohesion.

Improved environmental outcomes is a priority for Auckland Council as we respond to climate change. As kaitiaki or guardians of public open space we are responsible for preserving and protecting our natural ecosystems, flora and fauna so that they can be enjoyed by future generations.

Financial sustainability (20%)

Investment decisions need to be financially sustainable for Auckland Council and our partners.

We need to understand the whole-of-life costs necessary to deliver, operate and maintain quality community services.

This information feeds decision-making on options.

It also informs partners of the nature of the investment they will need to make.

Accountability (10%)

Auckland Council is accountable to the community.

We need to consider all practical options and make decisions based on evidence using the framework in this plan.

Every investment should deliver the most public value.

Inequity versus inequality

Equity and equality are both strategies to ensure fairness. When applied they result in two different investment approaches.

- If we seek to ensure equity, then all Aucklanders would have the same participation outcomes. This means prioritising investment or targeting services to lift the participation rates of people that are less active.
- If we seek to ensure equality, then all Aucklanders would have the same opportunities to participate. This means providing reasonable access to golf, sport and recreation services to everyone.

Inequitable participation rates	Inequality of access to open space	Inequality across golf
Women and young people have lower golf participation rates. Pacific and Asian residents have lower participation rates in sport and recreation generally.	Golf courses are only open to members or people paying green fees. People living nearby may not have easy access to open space because it is used only for golf.	Leasing arrangements, including rents vary across publicly-owned golf assets. Some private golf courses have benefitted from rates remissions or postponements.

Section Two

What we invest in

We want to increase equity and participation in sport and recreation and golf.

All council golf courses will be environmentally sustainable.

What will we invest in?

Sport and recreation for all Aucklanders (Key shift 2)

What is happening now?

Approximately 535 hectares of publicly-owned land is used exclusively for golf.

Not all Aucklanders have the same opportunities to participate in sport and recreation.

We have the largest Pacific and Asian populations in the country. These two groups have the lowest participation rates in sport and recreation.

There is also inequity across different age groups and for people living with disabilities.

The changes we are making

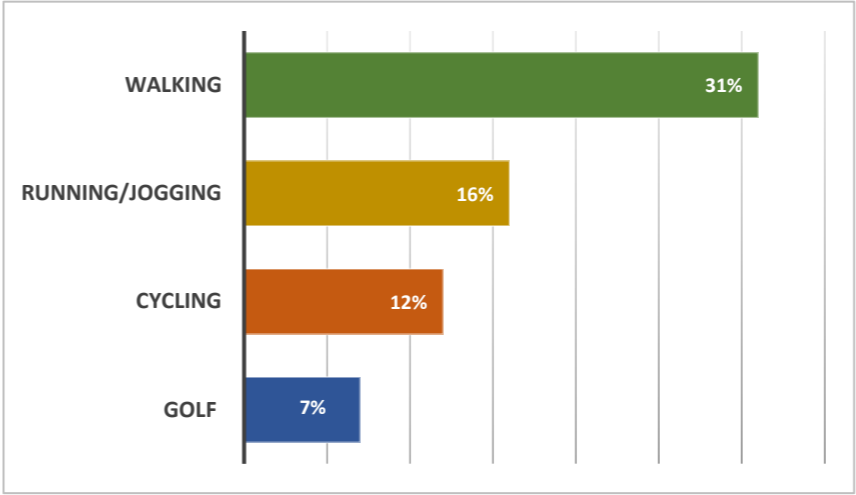
We want to increase sport and recreation opportunities for all Aucklanders.

By removing barriers and creating better access to publicly-owned land we can take a step towards eliminating disparity and disadvantage.

This can be achieved by equity-focused investment and providing play spaces, walking, jogging and cycling paths on publicly-owned golf land.

Some of this land can provide sport and recreation that better meets the needs of growing and changing communities.

Aucklanders participating in the last 12 months⁶



What do people think?

Auckland Council previously engaged with local boards, the public and key stakeholders, including our golf partners

Local boards and the public were generally supportive of increasing public access to golf courses to achieve better health and wellbeing outcomes for more Aucklanders. There was strong support for incorporating other sport and recreation activities such as walking and cycling trails. Other golf-based activities such as foot golf were suggested as well as bowls, orienteering and tennis.

Health and safety concerns were raised, but international experience has shown that they can be managed by careful planning of multifunctional courses and codes of practice.

Golf clubs suggested cafés, more family-friendly environments and events could increase social and community connections.

⁶ Sport NZ Insights-tool: Auckland Activity Trends - per cent participating as of 2020.

What will we invest in?

A broad golf service offering that appeals to a wider group of people (Key shift 3)

What is happening now?

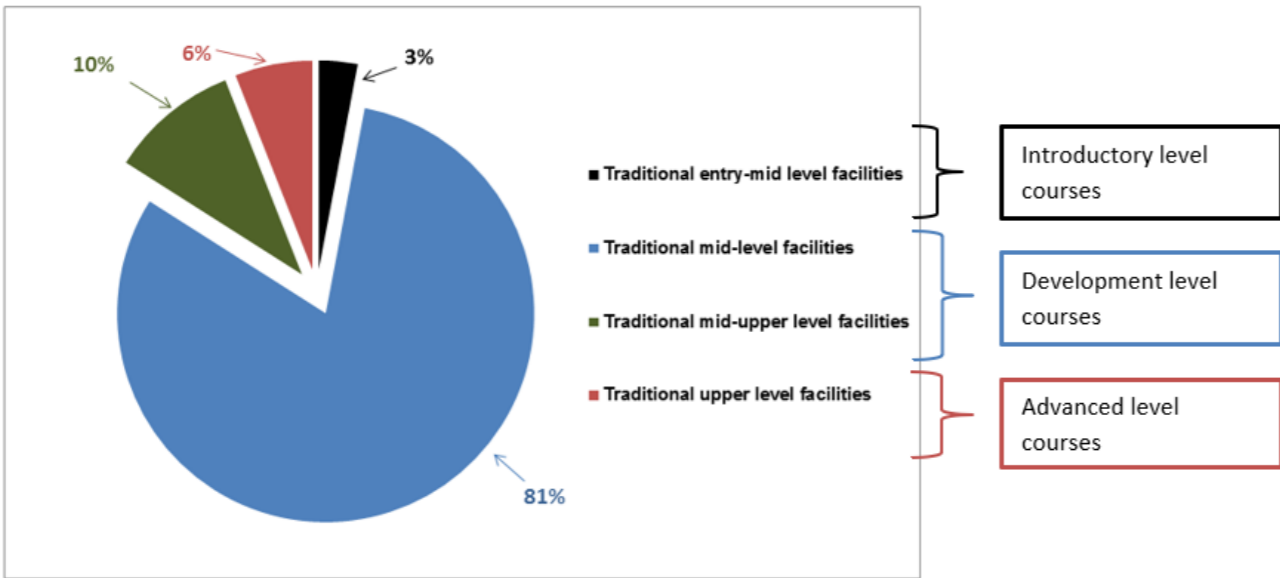
Over 100,000 Aucklanders play golf annually.

Participation by women, young people and non-Europeans is low.

There is little variety of service offering across Auckland golf courses.

Almost all of Auckland’s courses are traditional 18-hole development-level courses suitable for more experienced golfers, which are declining in number.

There are few places for people to get started in golf.



The changes we are making

We want to use our investment to increase equity and golf participation.

Increasing participation requires a service-led approach that meet the needs of our various groups of people.

We expect golf clubs to attract new people to the sport and retain existing players through a range of services that target specific audiences such as women and young people.

We will support a fit-for-purpose golf network, including mini golf, driving ranges and short and fast course formats that complement each other and the communities they serve.

Urban provision should provide opportunities for Aucklanders to participate in golf, balanced against competing demands for publicly-owned land.

What do people think?

Auckland Council previously engaged with local boards, the public and key stakeholders, including our golf partners

Feedback from the local boards, golf courses, and the public all supported a shift to introduce more ways to play golf at our existing courses.

Suggestions included more flexible membership packages as well as offering simpler and shorter courses for beginners. Respondents also pointed out that diversification would deliver better value for money and help ensure the long-term sustainability of golf clubs.

Local board, golf clubs and golf sector partners all acknowledged that golf is time-intensive and that 9-hole courses are an attractive alternative to the traditional 18-holes.

How does this align with the golf sector?

Golf for Life, a participant-focused strategy developed by Golf New Zealand, outlines a series of actions that golf clubs can do to attract and retain golfers across various life stages (as outlined in the image below).

The **Auckland Golf Facility Strategy** promotes a diverse facilities network that caters for beginner through to elite golfers.⁷

⁷ O'Connor Sinclair (2013). Op. cit.

Engaging women and young people will increase equity and golf participation

Women and young people are target population groups. Engaging them will deliver increased equity and participation outcomes.

“To engage and retain more participants in golf we need to understand the reasons people choose to participate at different life stages and recognise and respond to their needs.”⁸



Children

- Starting New at Golf (SNAG)
- mini golf
- play spaces on public land (Key shift 2)

Youth

- activation of council parks and open spaces
- short and fast golf formats
- mini golf
- interactive driving ranges

Young Adults

- introductory courses and memberships
- interactive driving ranges
- opportunities to socialise

Women

- introductory courses and memberships
- dedicated times
- short and team formats
- family-friendly environments
- opportunities to network
- early education or day care

⁸ GolfNZ (2020). Golf for Life <https://static.golf.co.nz/clubs/1000/uploads/insights/golf%20for%20life%20document.pdf>

Targeting newcomers would increase golf participation

Increased participation will come from more Aucklanders being engaged in golf. We can get more people playing golf by filling gaps in the network that encourage newcomers as well as existing players.

GOLF EXPERIENCE	GOLF FEATURES	GOLF PARTICIPANT	NETWORK RELATIONSHIPS
Mini golf	<ul style="list-style-type: none">A variety of fun hole layoutsAdaptive golf equipment and formatsMultiple driving baysTracer technologyIndoor practice facilitiesHigh-end technology2x9-hole short par 3 and 4 courses with multiple tee blocks, mainly purple, red and white teesPractice facilitiesCoaching and training programmes6 or 9-hole courses with multiple tee blocks and course designs to speed up play (e.g., limited sand traps, hazards or out-of-bounds and fairway contouring)18-hole courses of average difficulty with multiple tee blocks, including purple teesPractice facilitiesCoaching and training programmesClub house facilities18-hole courses with multiple tee blocks, including black teesCoaching and training programmes and pro shopPractice facilitiesClub house facilitiesIndoor simulatorsExtensive practice facilitiesAccess to strength and conditioning facilities and athlete support services	Most participant groups	
Starting New at Golf (SNAG)		New golfers	Strategic partnerships between golf clubs and schools
Driving ranges		Most participant groups	Affiliations with development golf courses to allow golfers to progress
Golf simulators		Most participant groups	
Introductory golf Creating an inclusive atmosphere that supports learning the fundamentals of golf		New golfers	Affiliations with development golf courses to allow golfers to progress
Short/Fast golf Catering to people with limited time and to provide for game-focused practice		Most participant groups	Affiliations with development golf courses to allow golfers to progress
Development golf Supporting skills development and competition		Experienced golfers	Affiliations with advanced golf courses to allow golfers to progress
Advanced golf Providing a high-quality course and experience		Experienced golfers	Host regional and national competitions Feed into high performance golf programmes
High performance golf Providing elite training facilities		Regional and national golf representatives	

A fit-for-purpose network supports participation and balances competing demands for urban land

Urban provision should provide golf experiences sought by most participant groups, including mini golf, driving ranges, short and fast course formats.

There could be a limited number of introductory and development courses, but this will need to be balanced against competing demands for publicly-owned land.

We would expect to find most 18-hole golf courses in rural areas.

What will we invest in?

Best practice in ecosystem management and biodiversity conservation (Key shift 4)

What is happening now?

The environmental management of publicly-owned golf land varies.

Remuera Golf Club was one of the first courses in New Zealand certified by the Golf Environment Organisation (GEO).⁹ Achievement of this international benchmark demonstrates best practice.

Most other golf clubs struggle.

Achievement of environmental outcomes often depends on the resources available and the capacity of golf course managers.

Many clubs rely on volunteers and may not have sufficient revenue to invest in sound environmental practices.

The changes we are making

We want to realise natural and environmental benefits from publicly-owned golf land.

A kaitiakitanga framework ensures golf courses employ best practice in ecosystem management and biodiversity conservation and are energy neutral and carbon positive.

Getting better environmental outcomes from the 535 hectares of open space currently allocated to golf is critical to Te Tāruke-ā-Tāwhiri: Auckland’s Climate Plan.



What do people think?

Auckland Council previously engaged with local boards, the public and key stakeholders, including our golf partners

Feedback showed that all parties want improved environmental outcomes. Most submissions saw investment in tree planting and maintenance as critical to achieving this along with programmes to protect indigenous species, pest management and opening-up waterways for birdlife.

These initiatives require resourcing and as such there was a lot of interest in developing a plan that would guide how golf clubs should manage environmental issues. There was also strong support for clubs to be regularly audited to ensure improved environmental outcomes.

How does this align with the golf sector?

OnCourse New Zealand, a Golf New Zealand initiative, helps improve clubs’ environmental sustainability and deliver community outcomes with a focus on natural resources and climate issues.

⁹ This international non-profit organisation promotes environmental sustainability and supports golf courses to achieve this objective.

We want to realise natural and environmental benefits from publicly-owned golf land

We can deliver natural and environmental benefits from our kaitiakitanga framework.

Publicly-owned golf land can serve as ecological and biodiversity corridors, which promote and protect native plants and animals.

Vegetation or woodlands process carbon to help slow the accumulation of greenhouse gases.

Grassed areas help reduce maximum temperature ranges in urban and suburban areas.¹⁰

Our publicly-owned land also acts as collection points for surface and run-off water, reducing flood risk.

However, our land and natural resources must be carefully managed to achieve these benefits.

We are establishing an environmental benchmark with individual target goals

All publicly-owned golf courses will need to demonstrate kaitiakitanga.

Using an assessment tool, designed by specialists accredited by the Golf Environment Organisation (GEO), we have set a minimum benchmark of 65 per cent, covering:

- ecology
- landscape and cultural heritage
- energy consumption and waste reduction
- water resource
- climate change
- pollution prevention.

Leaseholders will need to meet this minimum benchmark and work towards optimal levels performance for their course.

Individual target goals are based on land and ecological potential.

Achievement of these targets can then lead to certification by GEO.

This international benchmark reflects best practice.

Environmental Benchmark and Targets

Awhitu

Goal

82%

2017

64%

2021

49%



Chamberlain Park

Goal

84%

2017

67%

2021

50%



Clarks Beach

Goal

85%

2017

62%

2021

62%



Great Barrier Island

Goal

82%

2017

72%

2021

63%



Muriwai Links

Goal

91%

2017

62%

2021

70%



Omaha Beach

Goal

92%

2017

76%

2021

79%



Pupuke

Goal

92%

2017

66%

2021

72%



Waiheke

Goal

74%

2017

59%

2021

59%



Waitakere

Goal

84%

2017

57%

2021

57%



Waitemata

Goal

83%

2017

65%

2021

75%



Waiuku

Goal

72%

2017

64%

2021

65%



¹⁰ Grass helps reduce maximum temperature ranges by as much as 12° Beard C. (1996)

Section three

How we invest

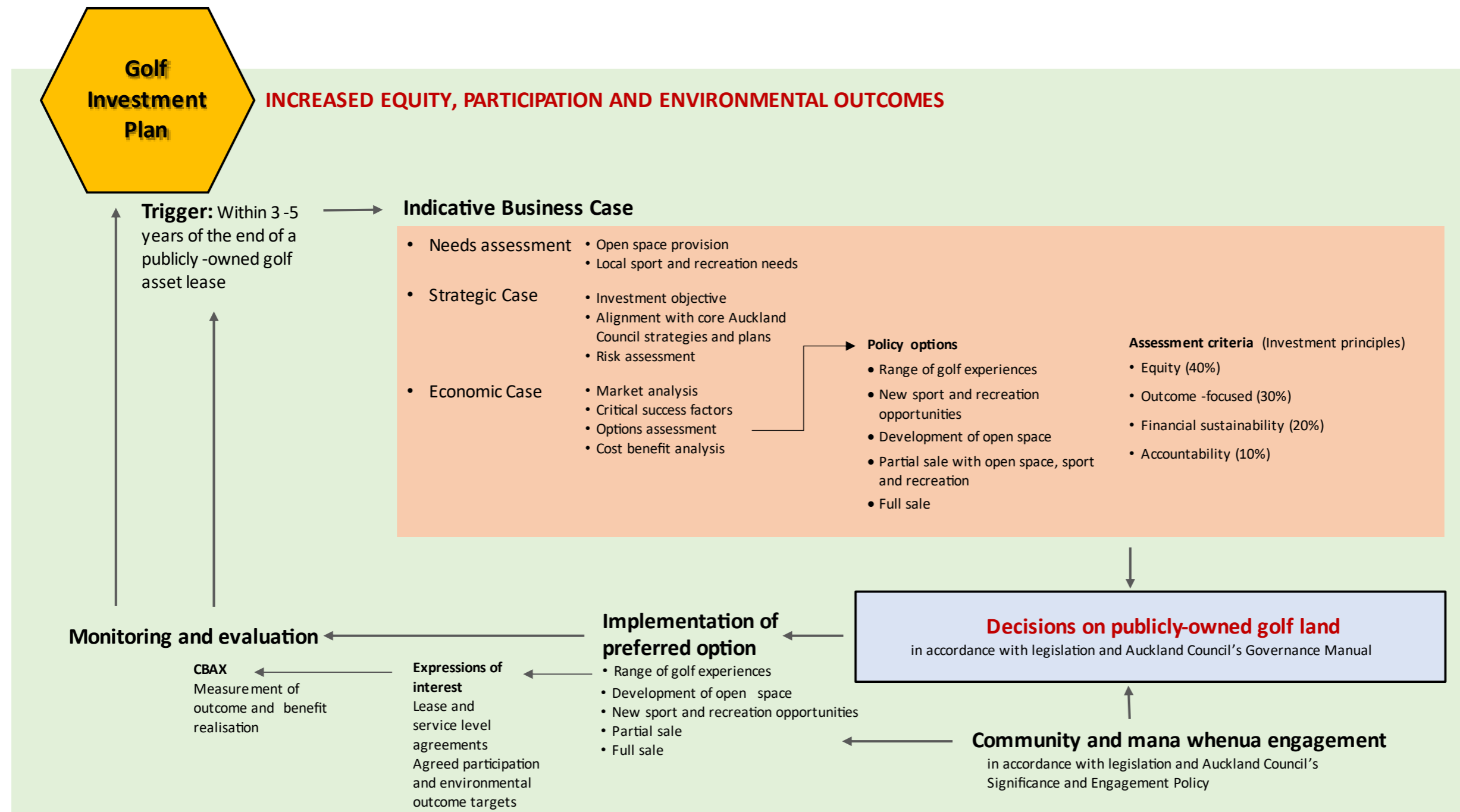
We will take a structured approach to decision-making supported by community engagement.

How will we implement the plan?

Decision-makers will consider a full range of options to increase benefits to all Aucklanders

Decision-makers will carefully consider any future investment of public-owned land.

Decisions will be informed by an indicative business case with a full range of policy options assessed against the investment objective and principles outlined in this plan.



Who are the decision-makers?

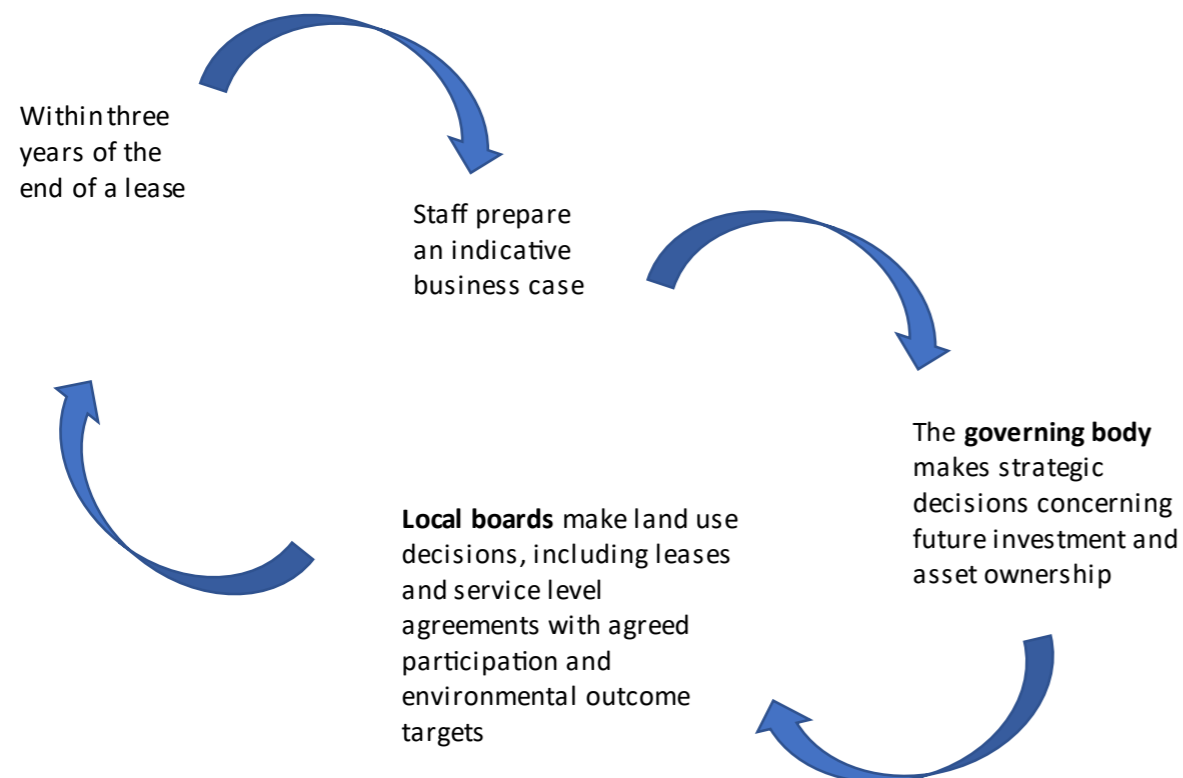
The governing body and local boards will work together to increase benefits to all Aucklanders

The governing body and local boards will work together to implement this regional policy in accordance with their allocated decision-making.

The governing body will make strategic decisions concerning asset ownership and future investment to increase sport and recreation opportunities for all Aucklanders.

Local boards may then make decisions on the use of publicly-owned land, including leases, and the development of open space to meet community needs.

Joint working groups can ensure close collaboration between the governing body and local board on the indicative business cases and their implementation.



Auckland Council has two complementary but distinct decision-making bodies with responsibilities for sports facilities investment:



The Governing Body

Focuses on region-wide strategic and investment decisions

Decides where and when the council will invest in the sports facilities and programmes network to address gaps and respond to growth.

Develops regional policies and strategies.

Sets budgets for major facility and programme investments or upgrades through the long-term plan process.

Governs regional facility partnership relationships, funding or lease agreements and performance reporting.



Local boards

Make most decisions on local parks, open spaces, sports facilities and activities

Set outcomes and priorities for local sport investment through local board plans.

Identify local sports facility and programmes needs and advocate for investment through the long-term plan process.

Govern local and sub-regional facility partnership relationships, funding or lease agreements and performance reporting.

May work together to support facilities that benefit several local board areas.

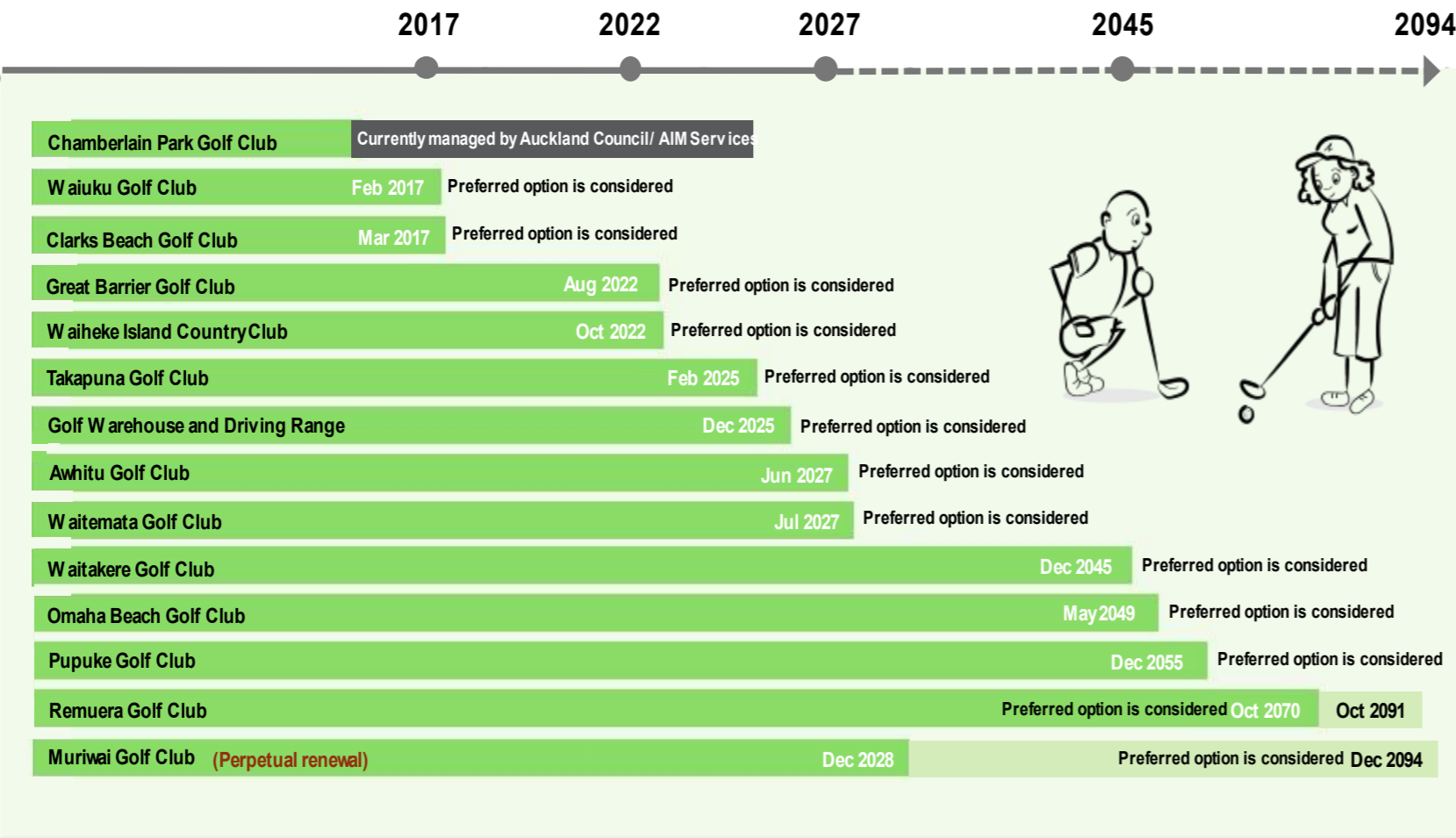
When do we expect to make decisions?

The timing of decisions will be driven by the expiration of current leases

Eight leases for golf courses on publicly-owned land come end before 2028.

Any future investment decisions will be on a case-by-case basis in accordance with this plan.

We can also achieve equity, participation and environmental outcomes by working alongside those with longer-term leases.



How will know that the plan is working?

Ongoing monitoring and evaluation is critical to our investment approach

Monitoring of key performance indicators will allow us to measure success and to draw upon evidence-based results when considering future investment.

Evaluation will assess how well we achieved our policy and investment objectives.

A continuous feedback loop of refinement and improvements ensures the ongoing delivery of benefits for all Aucklanders.

OUTCOME INDICATORS	<p>KPI 1: Increased participation in sport, recreation and golf, particularly among Asian and Pacific peoples, women and young people</p> <p>Source: Active NZ Survey/Sport NZ</p>	<p>KPI 2: Increased trust and confidence in Auckland Council</p> <p>Source: Citizen Insights Monitor</p>	<p>KPI 3: All council golf courses achieve and maintain Golf Environmental Organisation (GEO) certification</p> <p>Source: GEO</p>
OUTCOMES	<p>Participation and Belonging</p> <p>Improve health and wellbeing for all Aucklanders by reducing disparities in opportunities'</p>	<p>Accountability and Transparency</p> <p>Increased trust and confidence in Auckland Council</p>	<p>Environment and Cultural Heritage</p> <p>Use green infrastructure to deliver greater resilience and environmental outcomes</p>
OUTPUT INDICATORS	<p>KPI 4: New play spaces, walking and cycling trails and sport and recreation facilities</p> <p>Source: Community Services</p> <p>KPI 5: A fit-for purpose network leads to increased use</p> <p>Source: Auckland Council and GolfNZ data</p>	<p>KPI:6: Reporting against service level agreements and CBAX data shows increased community benefits</p> <p>Source: Community Services</p>	<p>KPI 7: All publicly-owned golf land meets the 65% benchmark</p> <p>Source: Periodic assessments</p>
	<p>ACTIVITY INDICATORS</p>	<p>KPI 8: Investment decisions guided by the investment framework</p> <p>Source: Democracy and Local Board Services</p> <p>KPI 9: Use of the Cost and Benefit Model (CBAX) to track the realisation of community benefits</p> <p>Source: Community Services</p>	
	<p>OUTPUTS</p>	<p>Lease and service level agreements</p> <p>Governing body and local board decisions</p> <p>Indicative Business Cases</p>	
	<p>INPUTS</p>	<p>Community and mana whenua views</p> <p>Publicly-owned land</p>	

We will use a range of existing data and will look at ways to get more up-to-date information, including participation data.



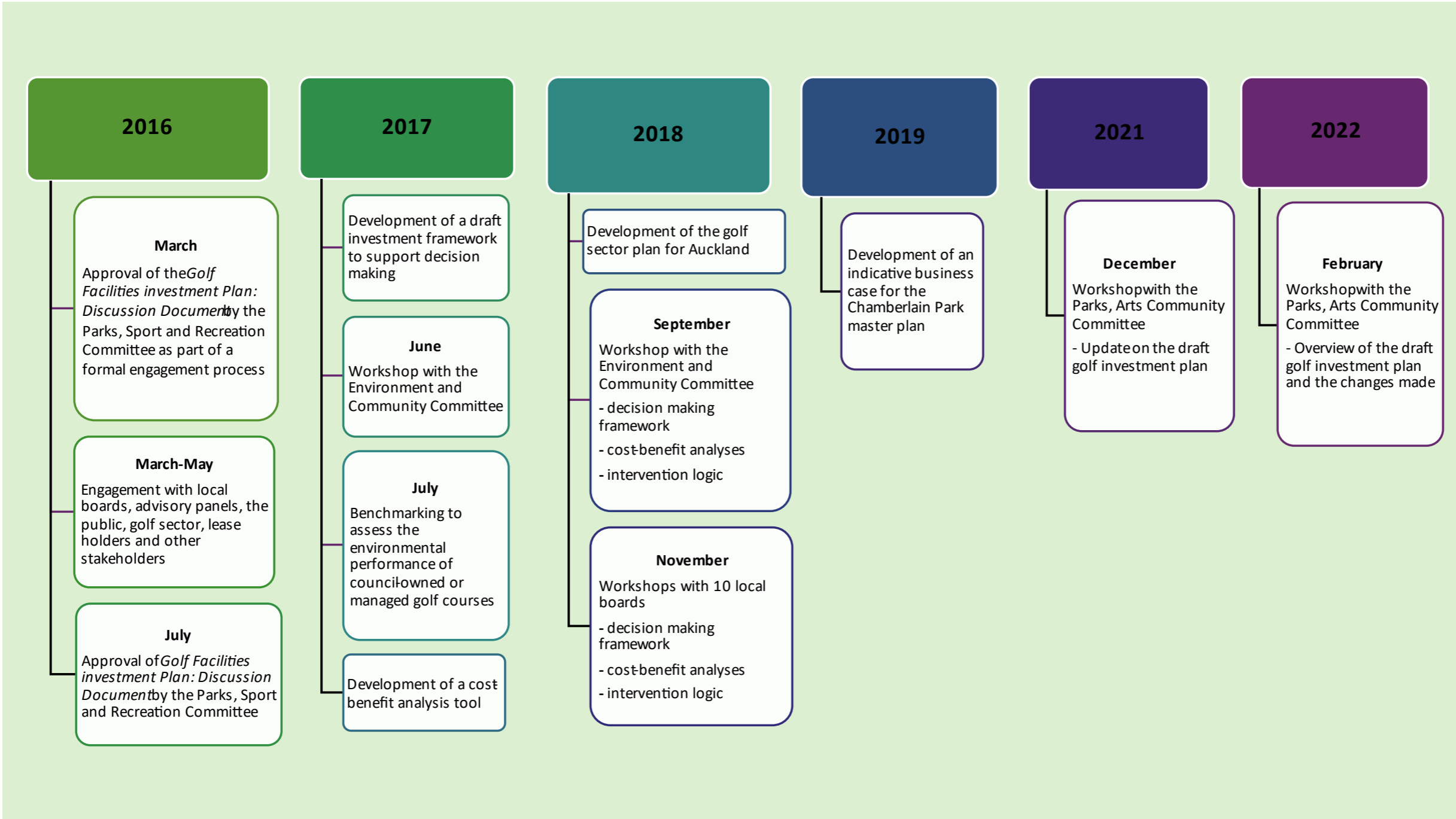
- Relevance:** Is our investment approach doing what we intended?
- Coherence:** How well does the public value approach fit?
- Effectiveness:** Are we achieving our investment objective?
- Efficiency:** How well are publicly-owned assets and resources being used?
- Impact:** What difference has our investment approach made?
- Sustainability:** Will the benefits last?

How was the plan developed?

We have built on research and community engagement

Development of this plan involved several key steps involving research, analysis and community engagement.

We have checked-in with stakeholders, including New Zealand Golf and participated in the development of a golf sector plan for Auckland.¹¹



¹¹ Golf New Zealand (2018). Enriching Auckland through golf