



Mayor Wayne Brown

# MAYORAL PROPOSAL

2024

Office of the  
Mayor of  
Auckland 

# AT A GLANCE

## How far we've come



*When I ran for Mayor in 2022, I did so on a platform of 5 key priorities.*

*Throughout my mayoralty, I've stayed focused on those priorities.*

1. Stop wasting money

2. Take back control of council controlled organisations

3. Fix Auckland's Infrastructure

4. Get Auckland moving

5. Make the most of the harbour and the environment

This means, improving the cost effectiveness of our activities providing both short-term savings and long-term financial reform; setting a path for better public transport, including an integrated transport plan, finishing large infrastructure projects to maximise the value of our existing infrastructure, and focusing on fewer, higher quality assets that deliver more to local communities.

As Mayor, I have been determined to get more from our most significant assets – including the Port of Auckland Limited (POAL) and the waterfront.

I have championed the use of technology and low-cost interventions like dynamic lanes, smart traffic lights and bus transponders to make the most of our transport network. These types of innovations

help to improve efficiency without having to build expensive new infrastructure.

Despite my advocacy, progress has been painfully slow. This means the public aren't seeing the benefits, only the problems. In my mind, it is symptomatic of the difficulty with the current council group structure and the CCO model.

Turning political direction into action is a cornerstone of our success, and ultimately the driver for public trust and confidence in what we do.

*Wayne Brown*



1. I'm pleased that as a group of governors, we've been able to work together to deliver better outcomes for Aucklanders. We've managed to stay focused on the things that matter most to the people who put us here.
2. In the first year of the term, we made it through a really difficult annual plan. The issues we faced, required us to respond to an ever-increasing budget hole that was compounded by the devastation of the Anniversary Weekend Floods and Cyclone Gabrielle.
3. After consulting with the public, we agreed to prioritise the needs of the community, and focus on investment that would support our region's physical resilience, while retaining the services people told us they wanted.
4. ***We made hard decisions, like the partial sale of airport shares, the deferral of some capital projects, and stopping wasteful spending.*** In doing so, we set ourselves on a pathway to financial sustainability.
5. Through the long-term plan, we managed to strike a good balance between being fiscally prudent without the need for big cuts or austerity.
6. We agreed to the fairer funding of local boards with an additional \$84 million of operating funding and \$56 million of capital funding over the first three years of the plan.
7. We introduced a \$50 fare cap for those who regularly use public transport, helping to alleviate the cost of travel.
8. We dealt with the funding challenge associated with water investment, successfully negotiating a new model for Watercare that would allow them balance sheet separation.
9. ***We agreed to the Auckland Future Fund, capitalised with the remainder of our shares in Auckland Airport, providing an additional stream of revenue every year from 2025.***
10. Most importantly, these decisions cement the groundwork for a more efficient council, determined to provide value for money for Aucklanders.
11. We now have one more opportunity to agree to a plan that makes a positive difference to the lives of the people we represent.

# FOREWORD

12. *While I'm happy with the progress we've made over the past two and a half years, there is still more to do.*

13. The LTP 2024-2034 provides a clear plan for the coming decade, however there is still a question on how we best deliver projects and services to our communities.
14. This annual plan provides us the opportunity to solve one of the final pieces of that puzzle.
15. At the beginning of this process, we provided direction to the council group that asked for advice on those issues. The biggest and most important being CCO reform.
16. Specifically, we asked whether our current CCO structure enables us to provide the value for money services Aucklanders deserve. We asked for options that explore how we can:
  - Improve democratic accountability over projects and services delivered to Aucklanders by CCO's;
  - Increase strategic alignment between council decision making and what CCO's do for Aucklanders;
  - Improve the effectiveness and efficiency of how council group operates.
17. CCOs absorb over half of Auckland Council's current annual operating budget of around \$6.4 billion and control two-thirds of the region's publicly owned assets, valued at almost \$47 billion, and funded in part by 40% of total rates.
18. After four CCO reviews, with multiple recommendations implemented, many of the identified challenges persist.
19. *This suggests we have more work to do.*

# THE PROPOSAL

## Our Finances



20. I have no intention of straying from the commitments we made to Aucklanders. While there are plenty of risks to manage, as outlined in the staff budget report, we must do everything we can to mitigate them within existing budgets. These risks will require diligent scrutiny and ongoing monitoring from staff throughout the year.

21. I want to acknowledge that one of those risks relates to our commitment to make our city more physically resilient. By offering support to those residents most affected by the devastating floods last year, we may be unable to invest as much as we would like in the Making Space for Water Programme. We will also see an increase to our costs that requires careful management.

22. *However, in doing so, we must not burden all ratepayers by adding that cost to their rates*

23. Previous councils have too easily turned to rates to solve financial issues of their own making. I am clear that we can and should always focus on finding efficiencies and cutting waste first.

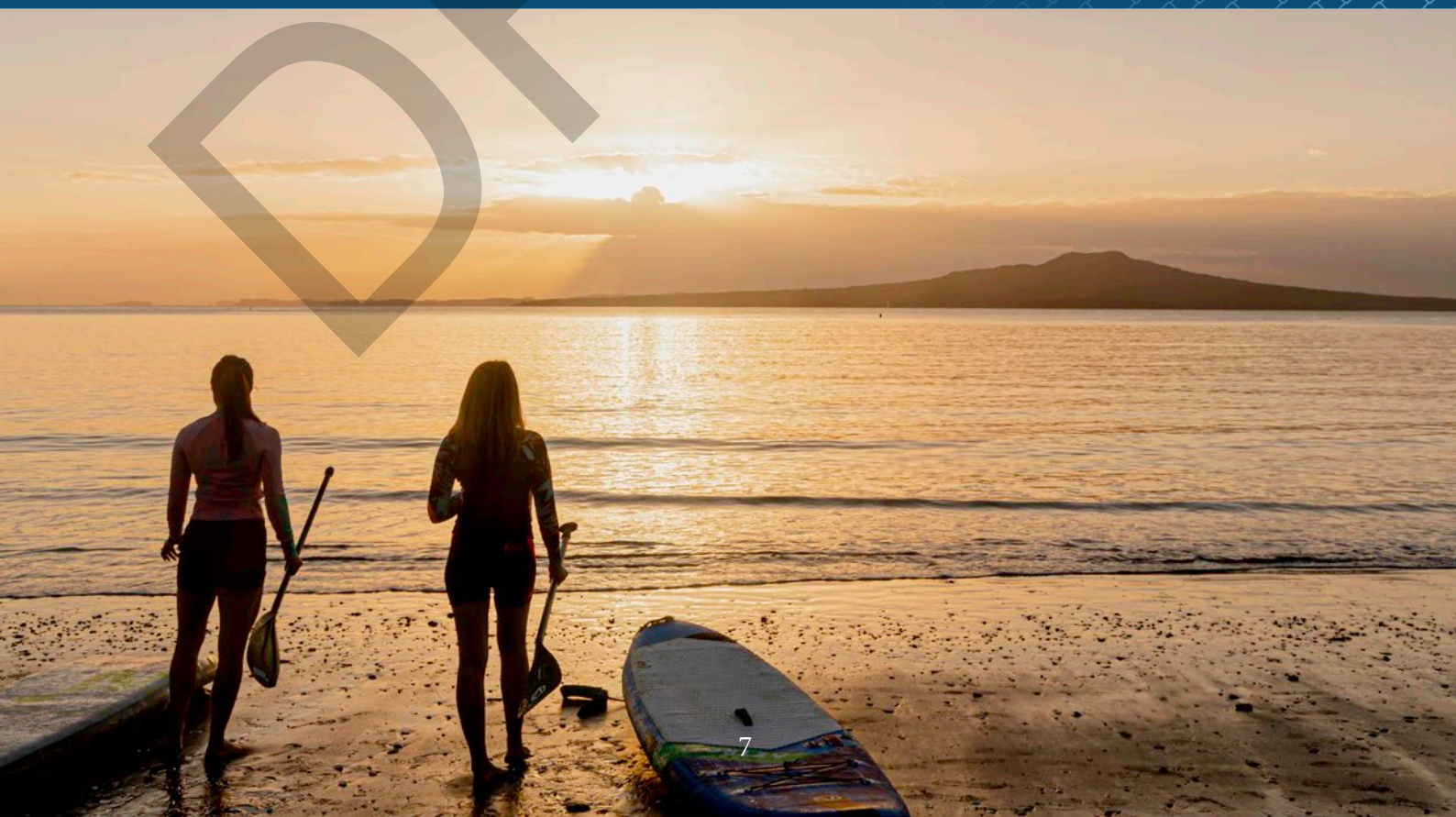
24. *In my view, our long-term plan is like a social contract with Aucklanders. It's important we stick to our end of the agreement by:*

Retaining the agreed rates increase for the average value residential property of 5.8%

Aiming for a group debt to revenue limit of 250% (excluding Watercare) while ensuring there is adequate headroom to respond to future shocks

Delivering the further \$47 million in savings on top of other savings targets

Continuing to invest in the services and activities Aucklanders care about with \$4 billion of capital investment.



## Funding destination marketing and major events

25. *In our long-term plan, we signalled that without a bed night visitor levy in place for FY26, we'd have a \$7 million budget shortfall in the funding of major events. This, of course, requires central government legislation.*
26. *Unfortunately, despite ongoing engagement with Wellington, they've yet to provide us a commitment or assurance this will happen, despite it costing them nothing.*
27. It's not a tax to residents and could also provide significant benefit to other cities around New Zealand. It's also not a cost to accommodation providers, but a cost passed on to visitors, as happens in most world class destinations. This is a no-brainer.
28. If we look at the other options presented to us, nothing is palatable or reasonable.
29. A targeted rate is impossible to implement in time and is deeply unpopular with the hospitality and accommodation sector. If we're going to learn from history, we should implement things that people actually want us to implement (and aren't willing to take us to court over).
30. Funding the shortfall by increasing rates above what was agreed to in the LTP would be a deeply unpopular option with Aucklanders. We went through extensive consultation with the public to agree on a rates pathway. We owe it to them to do everything we can to stick to our end of that agreement.
31. A bed night visitor levy would provide for a more appropriate source of funding. While we know that hosting events contributes economic and social benefit to Aucklanders, we must recognise that business sectors across the region generate significant income from this investment. A levy is not only fairer but is also supported by the businesses that benefit from it the most.
32. As we continue to advocate for a levy, I think it's important we ask Aucklanders what they think. Do they agree that a levy is the best and most appropriate source of funding for major events, and do they agree the investment is a priority.
33. We must be clear that if a levy is not secured, we will not be funding the budget gap with additional rates.
34. *The events that are potentially at risk are important, and we of course want to see appropriate funding retained. However, we must continue to make the case that asking ratepayers to pick up the bill isn't ok. Especially when we know the obvious solution sits with Wellington.*

# My CCO reform package



35. ***I acknowledge that CCOs have been delivering critical and important services to Aucklanders since amalgamation.***

They have been operating within the model that was created and are a product of the system they exist within.

36. My intention with this proposal isn't to assess or diminish the performance of individual CCOs but to consider whether the existing CCO model is fit-for-purpose.
37. Importantly, when we think about reform, we should aim for a future that supports our organisations and decision-makers to be in the best position to realise Auckland's growth potential and aspirations.
38. Previous reviews have made some headway with group operations. However, ongoing tinkering with the existing model hasn't resulted in the level of change that is required to see necessary improvements to the way we do things.
39. The problem statement that was included in our direction document for this annual plan asks whether we are best structured to deliver on the long-term plan and its broader vision for Auckland. It asks staff to provide options that would address the ongoing concerns we hear from our communities.
40. The staff advice attached to this proposal does that. It is clear that if we want to address the challenges embedded within the CCO model to deliver what Aucklanders expect, we must change the system itself. This means structural reform and cultural change.
41. What it doesn't mean is changing our levels of service or investment or using this as a mechanism to 'slash and burn'. We must deliver what we have set out to do through the LTP.
42. Instead, I propose we use this opportunity to commit to a better model, one that supports us to be visionary in our leadership, accountable to the people who put us here, and better custodians of ratepayer dollars.
43. ***Let's do something that could make real, positive change to the lives of Aucklanders.***




## CCO REFORM

# Scope and overview

44. *The CCOs identified as being in scope for reform are Auckland Transport, Eke Panuku and Tātaki Auckland Unlimited.*

## AUCKLAND TRANSPORT

45. Auckland Transport through its establishment, was given special protection under legislation as the sole provider of transport services, planning and delivery for Auckland.
46. It's important to recognise that we are the only region in New Zealand that doesn't democratically elect the people responsible for regional transport planning and strategy. Based on staff analysis, this also makes us an outlier internationally.
47. *While councillors get to appoint the board, AT's special legal status sets it apart from any other CCO. In reality, this makes it very difficult for us to effect change or determine the direction of transport planning for Auckland.*
48. As a result, over time, public trust and confidence has been eroded and the sense of democratic accountability has been lost.
49. In August 2023, the Transport & Infrastructure Committee gave me a mandate to advocate for legislative changes that will restore democratic control of Auckland's transport system.
50. I have made significant progress in my discussions with central government since then.
51. Earlier this year, the Minister for Auckland and Minister of Transport, Hon. Simeon Brown, publicly acknowledged the need for change, announcing that a work programme was underway to reform transport governance in Auckland.
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52. We agree that Aucklanders should be empowered, through their elected mayor and councillors, to make key decisions about the region's transport system.
53. We also share concerns that Auckland Transport needs reform and that its decision-making has not adequately reflected Aucklanders' views or responded effectively to their needs for moving efficiently around our city.

# EKE PANUKU

54. Eke Panuku was created in 2015 by merging Waterfront Development Auckland and Auckland Council Property Limited and is responsible for urban regeneration and property management.
55. While the delivery of these services via a CCO enables a focused, more long-term view, with commercial negotiations at arm's-length, it also lacks the capital and property to undertake large-scale projects.
56. In practice, this has meant a greater focus on delivering small-scale urban amenities rather than larger projects that could help council respond to the challenges and opportunities that come with growth.
57. While public realm works and placemaking are important, Panuku's role as a 'lead agency' coordinating between Auckland Council and other CCOs adds an unnecessary layer of complexity to the delivery of small-scale projects and has led to duplication, particularly in areas such as destination marketing, events, activations and more. This is particularly evident in the city centre.
58. Similarly, while the commercial focus of Eke Panuku has supported property management and the sale of assets, the model itself embeds inefficiencies with the approval process for disposals. This is also observed by staff in their advice.

# TĀTAKI

59. Tātaki Auckland Unlimited was created in 2020 by merging Auckland Tourism, Events and Economic Development and Regional Facilities as at the time it was seen these organisations had more similarities than differences. It is responsible for economic development, major events and destination marketing, as well as managing much-loved community assets such as the Auckland Zoo, Auckland Art Gallery, Maritime Museum and others.
60. The merger has resulted in improvements in the performance of cultural facilities, the introduction of a city-wide events calendar and financial improvement as savings were realised.
61. However, there is limited evidence the economic development function has benefited from the merger.
62. TAU's economic development focus has been on promoting Auckland as a destination for tourists, major events, and support for targeted industries (e.g. film, tech sector).
63. Auckland's international place in the world is important, and we are well-placed geographically, culturally and politically to make the most of this.
64. There is a fine line between public good and private benefit with targeted industry support and as such, would benefit from greater democratic accountability and scrutiny to determine the role it plays in Auckland's growth.
65. Having a dedicated CCO to deliver destination marketing and major events has been useful in attracting a small amount of private sector funding and partnerships. However, the lack of clarity of funding for these functions is impacting our ability to deliver what our stakeholders expect.
66. Limited progress has been made on integrating stadiums and cultural facilities, but headway has been made recently, supported by leadership from Tātaki and its arm's-length governance.



## Structural Change

67. *As outlined in the staff advice, any structural change should be consistent with the original intent of the Royal Commission and seek to narrow the focus of existing CCOs to delivery, as well as return strategy, planning and policy to council and our elected members. These principles have informed my approach to reform.*
68. The best chance we have to align council functions, eliminate duplication and provide an integrated approach to similar activities and expertise, is to bring urban regeneration and property management activity in-house. This would result in the disestablishment of Eke Panuku (option 3 in staff advice).
69. This move will provide for a greater governance role for local boards over local placemaking and public realm projects, enabling a more responsive and community-focused approach to neighbourhood development.
70. It is important that council builds its capability and focus on urban regeneration and our ability to plan and deliver placed-based activity that supports growth.
71. Eke Panuku is currently lead agency for the city centre. This proposed reform package should be seen as an opportunity for us to address long-standing confusion around the accountability and oversight of projects in the area.
72. Future implementation advice should consider how council can establish a more co-ordinated single entity decision-making approach to the city centre.
73. I also propose that council delivers the important functions of economic development, major events and destination activities. Tātaki would retain its trust structure and manage our regional facilities (option 3 in staff advice).



74. To support this, I expect council to reestablish economic policy capability to support our decision-making across all council activities. This will include the ability to assess the impact and cost effectiveness of the council group's policy interventions on productivity growth in the Auckland region.
75. I acknowledge staff concern over the allocation of major events funding, noting that if a bed night visitor levy was introduced the funding would be largely a non-rates source. In response, I expect further advice to be provided on the establishment of a major events funding board or panel that is tasked with making these decisions. However, any advice must be in line with the overall approach and intent of this reform package.
76. While my proposal for structural change is largely focused on bringing services in-house, I recognise that Auckland Council should also consider how it can provide the best outcomes for Auckland in the best and most efficient way possible.
77. In some instances, we can learn from staff and teams across council-controlled organisations. As part of any implementation plan and next steps, I expect work to be done to identify those areas and how these learnings can inform the way we organise ourselves going forward.

## **Non-structural change**

78. To support change and provide greater control and direction over remaining Council Controlled Organisations, I am proposing changes are made to council's director appointment policy and performance review processes. Changes should enable appointment of directors who have the right skillsets aligned with the delivery focus of each CCO and a more streamlined process for recruitment and appointment of those directors.
79. Cultural change must follow if reform is to be as successful as it should be. A programme of work should be included in any implementation plan that assists in building and supporting the environment necessary to manage positive change.
80. I am interested in exploring all other non-structural initiatives included in staff advice and expect further detail to be provided to the Governing Body early next year, to support the implementation of decisions.

# Auckland Transport



81. In my role as Mayor and in line with the direction provided by the Transport and Infrastructure Committee, I will continue to pursue legislative change through engagement with central government. I will keep you updated as discussions progress.

82. ***I support, in principle, a full reset bringing all transport policy, strategy and planning functions back to Auckland Council.***

I propose that Auckland Council, as a funder, take responsibility for providing back-office functions to AT. This should include communications and marketing, legal and finance services. I will seek advice from staff on how this can be implemented from 1 July 2025, with consideration given to budget decisions and funding conditions.

83. There are also other non-legislative changes we can and should get on with. As a first step, I propose we review existing delegations from Auckland Council to Auckland Transport, with a view to bringing these functions back in-house. These include rules around street trading, as well as the Harbourmaster function.

84. I would also like Auckland Council to take responsibility for all transport policy and strategic planning functions for which AT does not have a statutory role.

85. As discussed later in this proposal, Auckland Transport must fully participate in the Group Shared Services programme.



## **Outcomes:**

86. *With this CCO reform package, I expect Aucklanders will see significant improvements in three key areas:*

### ***Strategic alignment and integration***

- A simplified, better aligned and integrated council group, with a shared understanding and purpose.
- A coordinated and whole-of-organisation approach, rather than individual brands, structures, processes, and organisational cultures.
- Enhanced public sector leadership and capability. A unified, strengthened public service working towards shared goals for Auckland.
- Better integrated decision-making and planning, with policy and strategy for public transport, land use, infrastructure, and economic development sitting side-by-side within council.

### ***Democratic accountability and transparency***

- A more cohesive and aligned strategic direction for CCOs.
- Increased delegation to local boards to make local decisions in consultation with the iwi or hapu that holds mana whenua over that area.
- Quality advice and staff support that reflects what elected members need to make good decisions for Auckland.
- Better engagement between CCOs and stakeholders, including elected members, local boards, and mana whenua.
- Clearly defined roles and responsibilities, decision-making powers, and lines of accountability.
- Increased transparency with our reporting and monitoring.

### ***Better value and outcomes for Aucklanders***

- Minimising wasteful spending.
- Greater financial stewardship of public resources and long-term financial stability.
- Elimination of unnecessary duplication across CCOs and the council.
- More focused, simplified, and optimised service delivery.

# GROUP SHARED SERVICES

87. Through the LTP, the decision was made to move to a shared services model across all back-office support functions for the group (GSS), including common customer facing services.
88. Since then, this function has been established and is governed by a board with the chief executives from the group and an independent chair.
89. Progress has been made with the renegotiation of our SAP contract for the group's technology (worth \$42 million of benefits over 7 years), the successful consolidation of our corporate property footprint (\$17m of recurring cost savings), and the recently approved business case to consolidate HR and Payroll (saving \$31m over 10 years).
90. Despite this, legacy models still exist, and progress is too slow, eroding potential benefits.
91. To support CCO reform, I propose that
- the GSS programme speed up with the integration of all outlying services across the group that fall within the GSS mandate.
92. We must get on with this work to realise all the benefits and savings. This will also assist with a more coordinated and efficient approach to our service delivery.
93. I recommend that all eligible functions within Auckland Council and CCOs (including Watercare) are formally moved into GSS by 1 July 2025. For avoidance of doubt, this would mean that none of the functions currently being delivered in the GSS construct will exist anywhere else in the group other than within GSS.
94. Like CCO reform, I request the CEO provide us with further advice early in the New Year on the implementation approach that will be adopted.

# GROWTH

## Planning and Paying for it

95. Auckland plays a significant role in the national economy and if the country is to improve its productivity, it is essential that Auckland functions better. It is also vital that the way we grow is affordable, makes the most of what we have, and creates the right incentives for those who invest in it.
96. Auckland Council can partner with central government to enable Auckland to help itself. For example, enabling the introduction of time-of-use charging.
97. Elected members have direct influence over how Auckland grows and functions. This includes our decisions on land use regulation, urban planning, infrastructure prioritisation, and how we charge those who benefit. We need to ensure our plans and policy settings for growth across the council group are as good as they can be.
98. My proposals for CCO reform will finally bring most of the policy and planning for infrastructure, economic development, land use regulation and urban regeneration into council. By strengthening the skill and capabilities within the council in these critical areas, I believe we can unleash Auckland's productivity through integrated, co-ordinated and properly prioritised investment, rather than reacting to decisions made in isolation or in silos.
99. To support this, I expect that advice on growth-related decisions, as with all advice, takes an integrated council group approach, with options to provide choice, and the trade-offs are identified and weighed up. As a practical step, I would like a framework to help connect the growth-related decisions before them with the adopted growth approach.
100. It is reasonable to conclude that when growth is restricted in some locations, it gets displaced to other locations. We also know that, in general, the further out we extend our infrastructure networks the more expensive they are to build, maintain and operate. In response, I would like to see updated Auckland-specific evidence on these issues.
101. In terms of existing funding tools, I would also like advice on how council could better inform commercial decision makers about potential future charges for growth infrastructure that they may face, and the uncertainty involved. As an example, signalling through the use of ranges, in advance of setting a charge, could help ensure the private sector has as much information as early as possible about the potential price and uncertainty.



# OTHER ISSUES

## Procurement and effective spending

102. Improving how we procure and effectively spend ratepayers' money (particularly on capital projects) is another area where change is needed.
103. The council group delivers a wide range of services and assets, with \$39 billion of capital expenditure planned over the next 10 years.
104. To ensure Aucklanders get value from this expenditure, we need the right procurement policy to make sure we are doing the right things.
105. At times, council's level of investment doesn't respond to the problem being solved or the number of people who will benefit. Quite simply, low cost, basic designs will often do a better job than gold-plated solutions no-one asked for.
106. Effective delivery of capital works requires right sized and cost-effective solutions that deliver outcomes for Aucklanders who will ultimately benefit from the investment.
107. The world is changing, as is technology and the way the public use our services. I want us to consider whether things can be done in stages, to allow us to respond to technological and societal changes, without an unnecessary price tag. This doesn't mean piecemeal, it means planning.
108. Councils' investment in the city is one of its largest levers for economic growth. Doing this effectively will maximise the impact council can have for Auckland.
109. Suppliers find it hard to work with us and our processes too lengthy. Suppliers build this uncertainty into their pricing and things end up costing too much. Design and programming or sequencing decisions can also add to the cost which appears to be more expensive than in other jurisdictions.
110. The response from the council group must be coordinated, within appropriate financial settings, making use of business cases, stage gate reviews and cost benefit analysis.
111. Success should be measured not by how much money is spent but, on the value, or outputs of investment.
112. The chief executive has acknowledged these challenges and has established a small team to drive improvements in this area.
113. I support this approach which should be reported to the Revenue Expenditure and Value committee by March 2025.

114. I expect this work includes:

- The maturity of our asset management planning and improvements required to inform future expenditure decisions.
- The introduction of minimum viable solutions and greater consideration of who and how many people benefit from council expenditure.
- Review all of council group design standards.
- Advice on how to streamline the end-to-end procurement process across the group, including changes to the group procurement policy and strategy. For clarity, this is not focused on procurement departments which are a small part of the overall value chain.
- Advice on limiting the use of design consultants in the project initiation phases and whether consultant support could be in-sourced to council.
- Advice on how council organises planning, design, commissioning, procurement, supplier management and contract delivery to best deliver outcomes and value for money.
- Investigating opportunities to procure from local suppliers and the role of local boards.
- How the effectiveness of expenditure can be measured and monitored rather than the simple amount of budget spent.
- How the financial strategy and financial settings agreed in the long-term plan are being implemented; particularly in respect of business casing and cost benefit analysis.

115. Group shared services is covered elsewhere in this proposal, but I want to reinforce my expectation that as far as possible we procure as a single group to maximise the value of our scale.

116. This proposal applies to expenditure overseen by both the Governing Body and local boards. As we implement fairer funding for local boards, they should also continue to test the value for money of all their expenditure.

## Safety and security

117. Over the past year, there has been an enhanced focus on safety and security within the central city. I would like to thank our community partners, Māori Wardens, CPNZ, outreach partners, police and council wardens for the work they have done and continue to do supporting a safe, vibrant and prosperous central city.
118. The Regulatory and Safety Committee and the Central City Advisory Panel have developed the City Centre Community Safety Action Plan to implement safety improvements within the CBD, funded by the City Centre Targeted Rate. I believe these interventions have been successful, however other parts of Auckland now face similar challenges.
119. In response to ongoing concerns, funding has been provided through the LTP to give council compliance wardens a regional focus. Initial funding will be for eight wardens (in addition to the CBD team), who will move around the region where needed depending on trends in anti-social behaviour. I support efforts to secure further government funding to make the team even larger.
120. The creation of a mobile, uniformed, Regional Community Safety Team also enables support for increased proactive operations and patrols to tackle anti-social behaviour that also affects other departments across the wider council family.
121. Such operations could include monitoring the ongoing issue of vehicles on Muriwai, freedom camping in parks and reserves across the region and support for council events. All these issues have a role for compliance that require a proactive and planned approach.
122. Similarly, wardens could provide support after a significant police event, or be deployed for special events like Diwali or the lantern festival.
123. I acknowledge there have been a number of alarming incidents occurring on buses and trains and consider safety on public transport to be critical. I am pleased we are installing screens to protect drivers, enabled by \$2.5 million of LTP funding, but more work can be done. It is important we develop better alignment between transport officers and council wardens and continue to build a closer relationship with the police to avoid duplication.

## **Making decisions and next steps**

124. The decisions we will make in December focus on where key functions are best positioned within the council group. Making these decisions now enables reform proposals to be largely implemented by the beginning of the next financial year, which is a logical starting point for changes of this scale.
125. My CCO reform proposal assumes no changes to services or service levels. Subject to staff consultation once decisions are made, it also assumes that most staff will be offered similar roles within the council. Making decisions now gives our people more certainty.
126. If decisions are made to proceed with these proposals, further staff advice will be needed on the implementation of this reform.
127. Elected members and the public will have questions about specific implementation details. These questions are important issues which will be addressed after we decide the overarching structure and direction for reform.
128. Further planning will address the future organisational design, allocation of decision-making between local boards and the Governing Body, and integration of group shared services.
129. As we move forward with reform and implementation progresses, the CEO will provide regular updates to councillors, local board members and Houkura.

## **Engaging with Aucklanders**

130. I do not propose to publicly consult on my CCO reform package. Not only is it not required under legislation but is also largely an issue about how we organise ourselves internally.
131. To consult when it isn't necessary is to avoid making difficult decisions.
132. There is no intention to change what we deliver, our levels of service, or investment. Therefore, we should get on with the job and focus our efforts on how we can achieve reform in time for the new financial year.
133. I acknowledge that some flexibility is needed through consultation material to provide decision-makers with enough room to move, should we need it next year.
134. This includes the ability to look at a slower transition to the fairer funding approach, to help manage any cost escalation related to the management of local facilities for relevant local boards. However, the bottom line is that with increased decision-making and budgets comes responsibility.