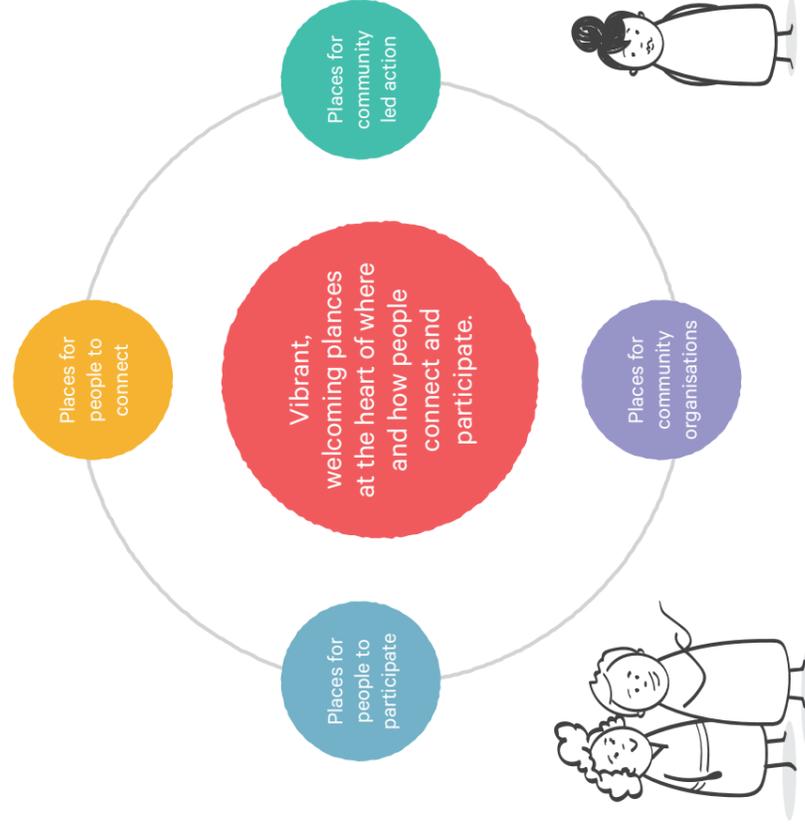


2

Introducing facility partnerships

Why do we support community facilities?

Our vision for community facilities: Vibrant, welcoming places at the heart of where and how people connect and participate.



What do we mean by 'facility'?

Arts centres	Community hubs	Marae	Field sports facilities (e.g. rugby, softball)
Galleries & museums	Community centres	Artificial turfs	High performance sports centers
Theatres & Performing arts facilities	Youth facilities	Specialised facilities (e.g. skate parks)	Multi-sport / recreation facilities
Studio and workshop spaces	Venues for hire	Water sports facilities	Large-scale outdoor facilities (e.g. equestrian, mountain biking)
Community houses	School halls	Indoor / outdoor courts	

What is a 'facility partnership'?

A mutually beneficial and collaborative arrangement between Auckland Council and an external organisation(s) to enable community access to a facility.

"Partnerships take many forms and are not just about dollars. The main criterion for a partnership is, that by working together, we will achieve more than if we each undertook to deliver something on our own." – **Strategic Partnerships team**

We've included facilities with these governance and management models:

Out of scope		'Partnership' Models	
Council-owned and operated Council ownership, funding, governance and management of a facility	Committee working with council The local board retains ownership, funding and strategic governance of the facility, but works with a community advisory or management committee	Community operated programmes and services in council buildings Community-led governance and management, mostly of small community hubs and houses, with support from council through a funding agreement with monitored KPIs.	Capital partnerships Council contributes funding towards construction of a facility to be owned by the partner (e.g. a school) in exchange for ongoing community access
Contract with service providers A contestably procured contract for services with an external facility operator, with reporting against contracted outputs	Contract with service providers Provision of term (rolling) grants to independent organisations operating from their own property, as a contribution towards facility overheads or programming		

Does holding a 'community lease' or 'licence to occupy' constitute a partnership?

We have only included leased buildings where they are delivering the same primary outcomes as in-scope facilities, or where a lessee receives another form of investment from Auckland Council (e.g. a capital grant or operating grant). Additional policy work related to the community lease portfolio is in our work programme for 2017, which will draw on the relevant findings of this project.

What about partnerships with Māori?

Māori understandings of partnership often differ to that of non-Māori. For many Māori, 'partnership' refers only to the unique relationship between Māori and the Crown, governed by the Treaty of Waitangi. As a result, many Māori prefer to talk about relationships rather than partnerships.

Auckland Council's relationships with Māori do include facility partnerships involving Māori organisations (e.g. the Nga Hau Maiangi partnership and the Manurewa Multi-Sport Facility partnership, two of the sample of ten we investigated).

However, although marae are specifically identified in the Community Facilities Network Plan as potential facility partners going forward, no existing partnerships of this type were identified through this work. There is an existing funding scheme and work programme focused on marae development / marae infrastructure, as outlined briefly below.

We intend to explore Māori perspectives on entering 'facility partnerships' with Auckland Council through the next phase of this project.

Marae Development Funding

Marae are a focal point for Māori social, economic and cultural development, and enabling Māori aspirations for thriving and self-sustaining marae is an Auckland Plan priority.

During 2013/14, Auckland Council commissioned a review of 31 marae (14, mātāwaka and 17 mana whenua) across Tāmaki Makaurau to gain greater visibility of all marae and their requirements to inform future investment.

Each marae received an individual needs assessment, to assist them to prioritise their specific needs and to use as a baseline for planning. The needs analysis also identified some of the wider aspirations of marae relating to arts, culture and heritage, healthy lifestyles and well-being, and economic prosperity.

The Long-term Plan 2015-2025, includes both OPEX (\$12.7m) and CAPEX (\$366m) funding to support the

Which partnership facilities are in scope?

Our scope includes those facilities currently identified within, and funded as part of, Auckland Council's regional network of arts, community, recreation and sport facilities.

We have not considered large-scale PPP projects, facility contracts let through commercial procurement processes (e.g. leisure centre operational contracts), grants allocated through the Marae Development Fund, or corporate partnerships as these currently fall under the remit of other parts of Auckland Council.

How do we invest in partnerships?

One-off grants	Term (rolling) grants
Capital grants	Buildings (community leases / licenses to occupy)
Ground leases	Maintenance and renewals
Loans and loan guarantees	Advice, expertise and support

What triggered this project?

Community Facilities Network Plan

The purpose of the Community Facilities Network Plan is to guide councils investment in the provision of community facilities for the next 10 to 20 years.

The accompanying action plan outlines the actions and projects which will be undertaken to achieve our vision for community facilities. Strategic Improvement Action 4 reads:

Action	Issue	Benefits
Develop best practice approaches for sustainable partnerships with community and private organisations in the provision of community facilities.	There is no consistent approach to identifying and supporting partnerships in the community facilities. Currently there is a range of legacy facility partnership policies.	Clear strategic framework for future partnerships in the development and operation of community facilities Improved financial and social outcomes

Sport Facilities Investment Plan

Auckland Council is also developing a coordinated approach to the investment in sports facilities, which will include consideration of partnering to deliver facilities. There are two aspects to the work:

- Develop a clear set of principles and priorities to guide Auckland Council's investment over the next 20 years.

- Work alongside the sector to progressively and collectively address gaps in supply across Auckland's sport facilities network and to respond to changes in participation.

Facility Partnership Funding Schemes

Four of the legacy councils – Auckland City, Waiakare, Manukau and North Shore City – operated contestable capital grants schemes known as 'Facility Partnerships'. These schemes enabled council to partner with community groups to part-fund the development or upgrade of community facilities to meet gaps in the network and increase accessibility. Many of the partnership facilities in scope for this project were funded in this way.

The four legacy schemes continued to operate through a local board cluster-governed interim programme until FY15, when they were disbanded and the budgets absorbed into the new Locally Driven Initiatives (LDI) Capex Fund on adoption of the Long-term Plan 2015-2025. The LDI Capex Fund will provide boards with some discretionary Capex to address local facility priorities, and can be spent on partnership projects.

development of marae infrastructure. Over the last two years (2013/14 and 2014/15) we have invested a total of \$15m through grants to 70 marae. For the 2015/16 year we are progressing investment proposals totalling \$650,000 with 5 marae, and the council is continuing to work with remaining marae to develop investment proposals for the 2016/17 year.

Why partner to deliver facilities?

"Council partners with many organisations to realise Auckland's potential. The aim of partnership working is to increase collaboration, innovation and investment into great outcomes for Auckland. Mutually beneficial partnerships increase trust in council and engage stakeholders in the future of our city."

- Strategic Partnerships team

Pool our resources and expertise

– partners bring different skills, knowledge, perspectives, connections

Reduce reliance on council as a funder

– partners can leverage investment from other sources

More stakeholders involved in the facility

= **more sustainable in the long term**

Facilities operated by partners can be **more responsive** to local needs

Can provide a focal point to **bring communities together**, and build pride, mana and resilience

Increases community capacity

to take on other goals or projects