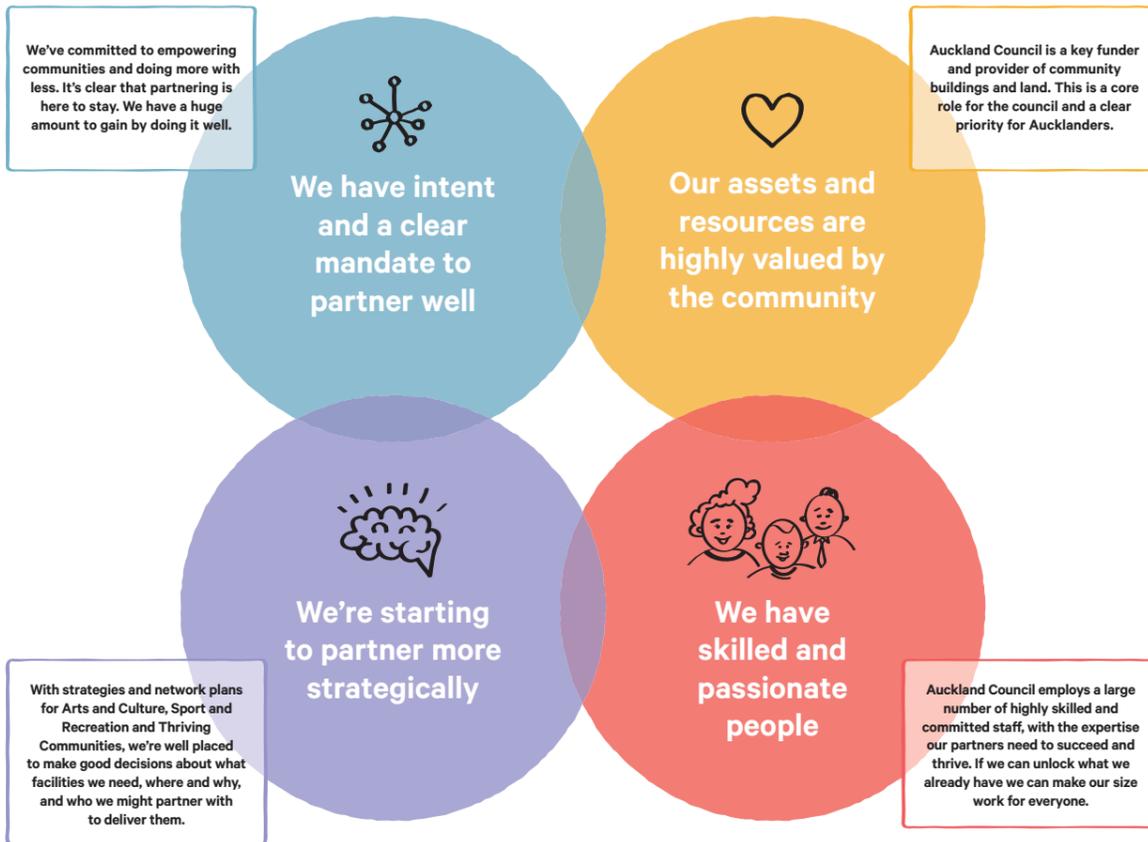


# 9

# A pathway to great partnering

## We're partnering from a strong base



## Opportunities for a combined policy and practice response, to



## Opportunities for policy development

**Facility partnership principles**

Develop principles to cover:

- Why and when Auckland Council will partner
- Key partnering competencies and behaviours
- A code of practice for facility partnerships
- Facility partnerships with Māori (to be informed by additional research)

**Partnering spectrum**

Describing different partnership 'forms' and arrangements, to include:

- Clear and consistent terms and definitions
- Governance and management models
- Advantages and disadvantages
- Key roles, responsibilities and capabilities
- Guidance for when to use

**Position statements**

Clear **position statements** on:

- **Financing** partnerships – budgetary and accounting mechanisms and considerations
- Allocation of **decision making** for entering and reviewing facility partnerships
- Options for partner **revenue generation** using council buildings and land (e.g. land held under the Reserves Act)
- Provision of **contestable grants** for facility development

**Other policy development**

**Process maps / decision trees** for entering into partnerships

High level framing for a **'partner-centric' approach** to supporting facility partnerships across different council business areas

Explore fit-for-purpose approaches to **measuring outcomes** / return on investment for facility partnerships

**Advice preparation guidelines**, including determining costs and value

## Opportunities for practice development

**Partnerships toolkit**

Explore development of a **partnerships toolkit** / online portal to include:

- Key **policy guidance** documents and tools
- **Pre-partnership** process maps, checklists, and decision-making criteria (with proactive and reactive partnership 'tracks')
- Fit-for purpose **processes / templates** accessible to all staff dealing with partners and partnership assets
- **Sector-specific** and **capital development-specific** information and guidance

**Virtual team and lead broker**

Explore moving to a **cross-council 'virtual team'** approach to working with partners, with a single nominated **'lead broker'**

Ensure lead brokers have **adequate time, training and support** to build relationships with partners (proportionate to scale), to:

- jointly **plan** for the future of the partnership
- help partners access critical **expertise**, and navigate council processes
- develop and monitor appropriate **outcome** measures to establish ROI / SROI
- **respond** to problems and opportunities when they arise
- provide a thorough **handover** to other staff

**Upfront discussions and agreement**

**Expand upfront partnership discussions and agreements** to include:

- shared **aims and values**, and the **expectations** of each partner
- partner **roles and responsibilities**
- detailed business planning and operational planning for facilities
- a **single set of outcome measures** / KPIs, for use in all agreements with council
- appropriate **review** periods

**Accessing specialist staff**

Clear process for **accessing specialist staff** with:

- commercial expertise to assess facility business plans
- legal / governance expertise

**Other practice improvements**

Development opportunities for staff involved with partnerships, aimed at **professionalising practice**

Establish equivalent market **property values / market rents** for leased land and buildings, to make this form of investment more visible