

Attachment C: Detailed proposed changes

Improvement 1: Introduce an outcome evaluation framework to assist decision-making and monitoring

Cycle	Current practice	Issue	What will be different
Application	<p>Applicants are required to complete a Community Outcomes Plan that outlines the benefits expected from the lease and key performance measures</p> <p>As part of the application, applicants are also asked to provide current membership data</p>	<p>The quality of the Community Outcomes Plans varies greatly. There is often no clear link to the council's strategic priorities</p> <p>Lack of clarity around how Māori outcomes could be considered and measured</p> <p>No expectations set on:</p> <ul style="list-style-type: none"> • site utilisation • asset management • financial performance of the community groups 	<p>Add additional questions in the application form on:</p> <ul style="list-style-type: none"> • site utilisation • community outcomes (and alignment with the council's strategic priorities) • benefits for Māori • financial data • asset management
Assessment	<p>Council staff conduct assessment based on consultation feedback and information provided in the application form</p> <p>Some staff use an assessment matrix (a set of weighted criteria)</p>	<p>No standard assessment framework adopted</p> <p>The quality and coverage of the assessment vary greatly</p> <p>There are often gaps in information provided in the application forms which make robust assessment difficult</p>	<p>Adopt an standard assessment framework across Auckland which includes:</p> <ul style="list-style-type: none"> • an agreed set of assessment criteria • further analysis of: <ul style="list-style-type: none"> - costs and benefits (CBAX) - changes in service level - public/private benefits - strategic alignment - asset network provision
Decision-making	<p>Local boards make final decisions based on staff advice</p>	<p>Local boards often do not have sufficient information when making decisions</p>	<p>Improvements in the assessment stage will improve the quality of staff advice and inform local board decisions</p>
Monitoring	<p>Staff are expected to conduct annual reviews of the Community Outcomes Plan</p>	<p>Annual reviews are not always conducted</p> <p>The Community Outcomes Plans do not always set the right expectations or include meaningful performance measures that link to council's strategic priorities</p>	<p>Set the right expectations from the application stage and continue to monitor:</p> <ul style="list-style-type: none"> • site utilisation • financial data particularly revenue generated from the site • community outcomes and Māori benefits delivered • asset status

Improvement 2: Increase transparency, consistency, financial sustainability and equity of the leasing process

Principle	Current practice	Issue	What will be different
Equity	Not all new leases have an expression of interest (EOI) process	Feedback from stakeholders suggest some communities do not have sufficient information about community leases and hence, have missed out on opportunities to apply and access open spaces and community facilities	Clarify the process and requirements for consultation in the guidelines in consultation with local boards
Consistency and transparency	There is currently no standard decision-making framework or processes Local boards often do not have sufficient information during the decision-making process, such as the costs and benefits relating to each community lease and the underlying land value	Variance in staff advice Variance in local board decision-making	Ensure consistency of staff advice by standardising internal forms and processes for: <ul style="list-style-type: none"> • Expressions of Interest (EOI) • site visits and building assessments • internal and external consultation and engagement • lease assessments • annual reporting and reviews Introduce a standard outcome evaluation framework to assist decision-making (as presented in Improvement 1)
	There is no standard process to record key local board decisions such as: <ul style="list-style-type: none"> • whether to conduct an Expression of Interest (EOI) process to generate a pool of applicants for a new or vacant site • why the final applicant was selected and what community outcomes are expected 	Variance in reporting and documentation of key local board decisions	Standardise the reporting templates and documentation of key local board decisions
	There is variance around: <ul style="list-style-type: none"> • how commercial activities are defined across the council • how the different types of commercial activities by 	Variance in the approach to commercial activities	Review the council's approach to commercial activities, particularly regarding the sale of alcohol and gambling Clarify the approach to commercial activities in the

Principle	Current practice	Issue	What will be different
	<p>different types of community organisations should be treated</p> <ul style="list-style-type: none"> • how to conduct assessments under the Reserves Act 1977 and/or Local Government Act 2002 		<p>guidelines in consultation with local boards</p> <p>Review compliance with council's strategies and policies on alcohol use and gambling¹</p>
Financial sustainability	Auckland Council charges peppercorn rental (often at \$1) for community leases	<p>The council is unable to fund the administration costs of community leases (approximately \$3710 per annum) through the rent revenue</p> <p>This cost is currently funded by rates</p>	Review the mechanism for rental charge based on feedback from local boards, stakeholders and communities

¹ Auckland Council Whānau Internal Strategy to Minimise Alcohol-Related Harm 2016, Class 4 Gambling (Pokie) Venue Policy 2013 and New Zealand Racing Board (TAB) Venue Policy 2013