

Facility Partnerships Policy

Summary of feedback on the draft policy

Change requests and responses



December 2018

Document summary and contents

SECTION 1: Summary of public feedback	p3
SECTION 2: Summary of local board feedback	p13
SECTION 3: Response to requests for change or clarification	p35

This paper provides a summary of local board and public feedback on the draft Facility Partnerships Policy, an overview of the activities undertaken during the consultation period, and our response to the policy changes and clarifications requested.

Key messages

- In June 2018 the Environment and Community Committee endorsed the draft Facility Partnerships Policy for consultation. From July to October 2018, staff sought formal feedback on the draft policy.
- **Section 1** summarises the public feedback, and the consultation activities undertaken. A total of 71 public submissions were received on the draft policy. Public feedback was positive overall. Most respondents agreed the proposed policy would help council to invest in the right partnerships and be a better partner to communities.
- **Section 2** summarises local board feedback. Local boards also supported the policy. Of 21 local boards, 16 passed resolutions supporting its adoption, and five resolved their qualified support. Twenty local boards provided additional feedback to the committee.
- Themes from public and local board feedback included overall support for:
 - providing for a range of facility partnership models with proportionate requirements
 - the proposed investment principles
 - the establishment of lead relationship brokers
 - using the Treaty of Waitangi principles to guide facility partnerships with Māori
 - enabling appropriate commercial activities in partnership facilities.
- Concerns identified through the feedback included:
 - how the investment principles will be applied
 - whether they will unfairly advantage some communities
 - how the higher levels of staff support signalled in the policy will be resourced
 - a lack of dedicated budget to increase facility partnerships investment.
- Overall, the feedback did not identify substantive issues with the draft policy itself.
- **Section 3** sets out the policy changes suggested through feedback and identifies how these have been or will be addressed.

Section 1

Public feedback



This section provides a summary of public feedback on the draft Facility Partnerships Policy, and an overview of the activities undertaken during the consultation period.

Key messages

- During July and August 2018 the public had the opportunity to provide feedback on the draft Facility Partnerships Policy.
- Seventy-one responses were received online, by email and at a series of public drop-in sessions run at community venues across Auckland.
- Public feedback was highly supportive of the draft policy overall. Those providing feedback generally saw the value of having a policy for this activity, and were positive about its intent. Responses to questions about specific aspects of the policy were also strongly affirmative.
- Concerns mainly focused on how the policy will be applied and how the new approach will work in practice, rather than the content of the policy itself.

Background

1. On 12 June 2018 the Environment and Community Committee of Auckland Council approved the draft of the new Facility Partnerships Policy for public consultation (ENV/2018/74).
2. During July and August 2018, Community and Social Policy staff undertook a series of engagement activities on the draft policy. The intention was to gauge support for the proposed approach, and enable the draft to be refined before final adoption.
3. Staff engaged with local boards, advisory panels, members of the public and existing and prospective facility partners to outline the proposed approach and invite feedback on the draft.
4. A total of 71 public submissions were received on the draft policy during the consultation period. Anonymised comments from survey respondents have been included in the document.

Consultation questions

5. Public feedback was welcomed on any aspect of the policy, but respondents were invited to answer eight specific questions that tested key aspects of the policy:
 - a) Do you think the draft policy clearly outlines the **purpose and benefits** of facility partnership?
 - b) Do you think the **Treaty Principles** is an appropriate way to guide facility partnerships with Māori?
 - c) Do you think the combination of Track, Type and Scale is a useful way to **differentiate partnerships** and ensure our processes and requirements are appropriate?
 - d) Do you think these are the right **principles to guide our investment** in facility partnerships?
 - e) Do you agree with the council's position on **commercial activities** as part of facility partnerships, as outlined on pp. 31-32? Are there any commercial activities that you think should not be allowed?

- f) Do you think the **Lead Relationship Broker** is the best approach to ensuring the council can support quality partnership relationships?
- g) Do you think the **'Agreement' and 'Facility' sections** provide a helpful overview of the technical aspects of facility partnerships? What else should be in these sections?
- h) Did you find the policy document **easy to read and navigate**? Do you have any comments on how to improve it?

Key findings

- 6. Public feedback was highly supportive of the draft Facility Partnerships Policy overall. The responses to all of the specific questions asked were strongly affirmative, and the majority of respondents were positive about the intent and proposed approach of the draft policy.
- 7. Those providing feedback generally saw the value of having a policy for this activity. Some expressed frustrations with the process of initiating or maintaining a facility partnership in the past. They hoped that the new policy would lead to better investment decisions, and ensure that partnerships work for both partners and council. People also hoped the new approach would make it easier for partners to navigate council, get good support from council staff, and cut down on bureaucracy.
- 8. Respondents were positive about many specific aspects of the policy, particularly the investment principles, the proposal to enable appropriate commercial activities in facilities, and the establishment of Lead Relationship Brokers. The Track, Type and Scale model was welcomed for its ability to encompass a wide range of facility partnerships, and the intention to ensure processes and expectations are proportionate to the circumstances.
- 9. Where some respondents expressed criticism or concerns about the policy, it was more often about how it would be applied in practice than about the policy content itself. Some people were uncertain that the policy would be implemented as intended across the council, in a supportive and empowering way. Others questioned if the policy adequately allowed for the messy reality of facility partnerships.
- 10. Using the Treaty principles to guide partnerships with Māori was welcomed by most, but this was acknowledged as a complex area. Other concerns identified included how the investment principles will be applied and 'traded off', and whether some communities will be advantaged by the new approach.
- 11. Respondents appreciated the effort to make the policy document visually appealing and more accessible. While a number noted the complexity of the document, respondents generally found it easy to navigate and understandable.

Analysis of feedback by question

Do you think the draft policy clearly outlines the purpose and benefits of facility partnerships?

Yes	Partially	No	Don't know	No response
46	15	3	5	2

12. Public feedback on this question was strongly positive. Of the 71 respondents 46 thought the policy clearly outlined the purpose and benefits of facility partnerships.
13. Respondents were positive about the clarity of the policy document and felt that it provided clear direction.
14. Three respondents did not agree that the policy clearly outlined purpose and benefits, and 15 thought it did so partially, while five were unsure. Comments included that facility partnerships need to work for both council and partners, but the policy tends to focus mostly on the council's role.
15. Others recommended that evaluation of success should go both ways, with partners able to evaluate the council's performance and hold staff accountable, as well as the other way around.

"This is a great way for both council and other organisations to provide well managed facilities effectively in the community."

"[The policy] covers a broad spectrum of possibilities and defines concepts that have not been published before."

Do you think applying the Treaty Principles is an appropriate way to guide facility partnerships with Māori?

Yes	Partially	No	Don't know	No response
38	11	12	9	1

16. A majority of the respondents (38) agreed that using the principles of the Treaty of Waitangi was an appropriate way to guide facility partnerships with Māori.
17. Some noted that the Treaty is central to New Zealand and that the principles had the capacity to empower everyone, not just Māori. One noted that the use of these principles ought to extend wider than facility partnerships, and across all council's relationships with Māori.
18. Twelve respondents disagreed that the principles were an appropriate guide, while 11 had mixed feelings. A number of these respondents objected to what they saw as they prioritisation of one ethnic group over others, and felt all communities in Auckland should be treated the same.

"I think that upholding Te Ao Maori principles as a guide for partnerships with community organisations is a great idea."

"Treaty principles are a useful starting point to guide facility partnerships with Maori. However, such principles are affected by multiple interpretations."

19. One noted that partnerships with Māori will not always be marae or iwi-based. Another pointed out that a Treaty-based partnership would not begin or end with a facility, and that council will need to be responsive to non-facility issues to uphold the relationship.

Do you think the combination of Track, Type and Scale is a useful way to differentiate partnerships and ensure our processes and requirements are appropriate?

Yes	Partially	No	Don't know	No response
43	13	5	8	2

"It's very clearly articulated and makes a lot of sense. I found the distinctions in the matrix for types of arrangements to be"

20. A significant majority of respondents (43) agreed that the Track, Type and Scale model was a useful way to differentiate partnerships and ensure that our processes and requirements are appropriate.
21. Among the reasons given for their agreement, respondents cited the model's ability to cover a range of partnerships, the potential flexibility to move between categories over time, and the importance of having processes and expectations that are proportionate to the circumstances.
22. Five respondents disagreed that the dimensions were useful, while 13 considered them partially useful. A typical concern was that partnership arrangements are inherently complex and changeable, and this model may not be practical to implement.

"There will be many blurry boundaries, so I'd worry about council developing a black and white mentality around categorisation. Partnerships generally require flexibility and willingness, not hard and fast rules."

Do you think these are the right principles to guide our investment in facility partnerships?

Yes	Partially	No	Don't know	No response
48	13	7	1	2

"Great clear way for me to understand. Sounds perfectly logical and a definite win for all involved."

23. A significant majority of respondents (48) considered that the principles set out in the draft policy were the right ones to guide our investment. The sustainability and equity principles were particularly popular among respondents.
24. Seven respondents disagreed about the appropriateness of the principles, almost all because they considered that the principles would favour particular groups, e.g. areas with higher populations, more established sports or more affluent communities.
25. Thirteen respondents had mixed views on the principles. These included concerns about whether or how the principles would be traded off against each other, whether all parts of the council (including CCOs) would be equally committed to the principles, and how equity would be defined in practice.

"Strategic investment is desirable; however [members of] communities that have more time/education/ less transient etc. [are] usually versed in providing the "correct" answers and outcomes... more affluent suburbs have better success"

Do you agree with the council’s position on commercial activities as part of facility partnerships, as outlined on pp. 31-32? Are there any commercial activities that you think should not be allowed?

Yes	Partially	No	Don’t know	No response
41	17	6	4	3

26. Forty-one respondents agreed with the council’s position that some appropriate commercial activity is reasonable in facilities.
27. Some noted that commercial activity could be complementary to the purpose of the facility, and in some cases those revenue streams would be necessary for a facility to be sustainable over time.
28. A number of respondents were not supportive of commercial activities that are potentially harmful to healthy living. Alcohol sales, gambling activities, loan sharks and sex work were specifically mentioned as activities that should not be supported in our facilities.
29. Some respondents pointed out that commercial operators would need to be willing to align their activities with the principles set out in the policy.
30. Six respondents disagreed with commercial activities in facilities. Some felt businesses had no place in community settings, and felt facilities ought to stick to ‘core services’. Others saw the proposal as council shifting responsibility for funding facilities to their partners and the community, or privatising community assets.
31. Seventeen respondents were in partial agreement, reinforcing the need for controls around the types of commercial activities to ensure that they would enhance and sustain the community purpose of the facility, and noting the importance of council doing proper due diligence in these cases. Some respondents felt community facilities shouldn’t be competing with the private sector.
32. A number of respondents pointed out the complexity of the planning rules affecting some sites, which may work against commercial activities in these facilities.

“It is going to be essential to have some commercial activity to allow [our] new facility to break even and encourage people through the doors... the days of single purpose fully volunteer run organisations are numbered.”

“My initial reaction was “no” but I think it’s articulated quite sensibly.”

“I am fully supportive of the position on commercial activity. However, I worry that [this] policy on its own will not effect the changes required. Layers of intersecting rules and regulations remain which restrict the financial viability of community owned facilities. I think council needs to review this whole

Do you think a Lead Relationship Broker is the best approach to ensuring the council can support quality partnership relationships?

Yes	Partially	No	Don’t know	No response
41	16	9	2	3

“Having one person who understands your facility and the community that uses it is key.”

33. The idea of appointing a lead relationship broker for each partnership was popular, with 41 respondents expressing agreement.
34. Many respondents agreed that establishing a broker position would make the council much easier for partners to navigate, given its size and complexity. Many saw the role as critical to the success of ongoing partnership relationships, helping to ensure consistency of advice across departments, and streamlining communications and paperwork.
35. Nine respondents didn't feel that the role would be useful. The most commonly expressed concern was that creating these roles meant more council staff would need to be hired, which was a waste of money, and/or that it would create additional layers of bureaucracy.
36. Sixteen respondents saw the potential of the role, but had some reservations. The most common reservation was uncertainty that the role would work in practice, and in particular if it would be properly resourced. Some respondents expressed a lack of trust in the council and questioned whether it could deliver on the intent of the role, and work in a way that genuinely supports community.
37. A number of respondents emphasised that the broker would need to have particular skills to be useful to partners, and ideally be supported by a wider team to ensure a partnership wasn't reliant on the support and abilities of a single person. This would also help to manage transitions if council staff leave, maintaining relationship continuity.

"[A lead broker is an] absolutely fantastic idea. We find that staff changes and a lack of knowledge of who to go to for help a HUGE CHALLENGE."

"[The proposed broker role] needs to be resourced to do it well. Depending on the type and scale of the partnership [this] could be a significant amount of work. There WILL be a temptation to just add the workload on top of existing staff responsibilities."

Do you think the 'Agreement' and 'Facility' sections provide a helpful overview of the technical aspects of facility partnerships? What else should be in these sections?

Yes	Partially	No	Don't know	No response
39	15	6	9	2

38. These sections of the policy were intended to provide an overview of some of the considerations relating to the partnership agreement or the facility itself that will have to be considered as part of a partnership.
39. Thirty-nine of the respondents agreed that it succeeded in doing this, while six disagreed.
40. Fifteen respondents partially agreed but had some reservations. Comments included that although these sections were an improvement they still failed to reflect the messy reality, that they were too complicated, and that council decisions always took too long.
41. One respondent felt the policy ought to further clarify the difference between owning and operating a facility, and give further attention to professionalising facility management.

"Community groups have to go to extraordinary lengths to demonstrate a need for a facility. This process is resource-intensive. Most groups do not have access to such resources, even those that appear well-funded."

Do you find the policy easy to navigate? Do you have any comments on how to improve it?

Very easy	Quite easy	Neither easy nor difficult	Quite difficult	Very difficult	Don't know
12	23	19	9	2	3

- 42. A majority of respondents (35) who expressed an opinion on the ease of the policy found it either easy or very easy to navigate.
- 43. For a significant number of respondents (19) the policy was neither easy nor difficult to navigate.
- 44. Those who found the policy difficult noted its complexity, and suggested there were areas where language could be simplified. While some specifically commended the font size and style, others found the size of the font too small.
- 45. There was a suggestion that more examples of current partnerships could make the policy easier to navigate and understand.

“We appreciate the efforts to make the document visually appealing, less intense and more accessible. The frequent use of images and tables rather than plain text aids understanding.”

Outline of public consultation activities

46. Information about the policy and the public consultation activities were distributed through the council's email databases of existing and prospective facility partners, community group networks and other interested parties, with encouragement to disseminate more widely.
47. The regional sports body Aktive Auckland distributed the consultation information to sports organisations and clubs on our behalf.
48. Staff attended meetings with the Ethnic People's, Rainbow Communities and Pacific Peoples advisory panels at their request, to provide a briefing on the policy and answer questions. Panels were also provided with the consultation information to circulate to their networks.
49. A story about the policy and the public consultation was published in Our Auckland in July.

Online submissions invited via 'Have Your Say'

50. Online submissions were invited on the draft policy on Auckland Council's Have Your Say website between 29 June and 17 August 2018.
51. We also received a small number of submissions via email.

Public drop-in sessions for face-to-face enquiries

52. The team offered six public drop-in sessions during July and August in community venues across south, central west, and north Auckland.
53. The public drop-in sessions provided people with an opportunity to come and view the policy in large format, take printed copies away and fill in feedback forms by hand if they wished.
54. Public consultation sessions were held as drop-ins rather than presentations to make it easier for people to get across the large amount of information, while zeroing in on the parts of the policy most of interest to them.
55. More importantly, the walkthroughs gave community organisations the chance to speak to one of the team about their individual situations, and what the policy might mean for them. This was definitely the main reason most attendees chose to come and visit, and people really valued the chance to have a chat with us in person.
56. Public drop-in sessions were held in:
 - Manukau
 - Pukekohe
 - Three Kings
 - Central Auckland
 - Kelston
 - Takapuna
 - Warkworth
57. Staff also ran a stall at the Diversity Forum in Manukau on July 24.

Characteristics of online respondents

58. Feedback was received from the majority of local board areas and was fairly evenly distributed across the city. The most responses were received from the Rodney (9), Franklin (8), Devonport-Takapuna (7), Waitemata (5) and Albert Eden (5) local board areas. No responses were received from the Great Barrier, Papakura, Puketāpapa and Whau local board areas.
59. We received 32 responses to the policy from men, 28 from women and two from gender diverse people. Nine respondents declined to give their gender.
60. Respondents to the draft policy were largely European. 50 of the 71 total responses were from people who identified as European. The next largest ethnic group who provided responses was Māori, at seven responses.
61. As a result, this feedback may not fully express the views of Māori, who the policy acknowledges have particular views and needs when it comes to partnering with the council, and it may also not give a complete picture of the views of other ethnic groups.
62. Feedback was received from a wide range of age groups (see table below). Those between the ages of 35 and 74 were the most likely to submit on the draft policy.

Age group	Responses
<15	0
15-24	2
25-34	7
35-44	13
45-54	11
55-64	14
65-74	15
75+	3
Blanks	6

Section 2

Local board feedback



This section provides a brief summary of local board feedback on the draft Facility Partnerships Policy, and a collation of all the formal feedback (resolutions) received.

Key messages

During September and October 2018 local boards had the opportunity to provide formal feedback on the draft Facility Partnerships Policy.

Local boards supported the draft policy overall. Of 21 local boards,

- 16 resolved to support or endorse the policy
- 3 resolved in support of ‘the overarching intent, purpose and objectives’ of the policy
- 2 local boards resolved partial support
- 18 boards provided additional feedback.

Key themes from local board feedback included overall support for the range of facility partnership models with proportionate requirements, the investment principles, the establishment of lead relationship brokers and enabling appropriate commercial activities in partnership facilities.

Concerns included how the investment principles will be applied, whether they will unfairly advantage some communities, and how the higher levels of staff support signalled in the policy will be resourced. Local boards also highlighted a lack of dedicated budget to increase facility partnerships investment and support.

Background

63. Local boards have a strong interest in facility partnerships and some decision-making delegations in this area, including:
 - determining local outcomes and advocating for local investment priorities
 - governing local and sub-regional facility partnership relationships and agreements
 - allocating local discretionary funding and community leases of council property.
64. Staff have engaged with local boards informally throughout policy development, including discovery work in 2016, early development of the approach in 2017, and testing in early 2018. Local board views and concerns helped shape the draft policy.
65. During July and August 2018, 18 local boards took up the offer of a workshop to hear an overview of the proposed policy approach and seek clarification on any areas of local interest or concern.
66. The draft policy was formally reported to local boards in September and October 2018 so they could review public feedback prior to providing their formal feedback.

Feedback sought from local boards

67. Local boards were invited to formally indicate their support for the proposed approach, and/or provide any additional feedback on the policy they would like the Committee to consider.
68. Feedback was welcomed on any aspect of the policy, but staff were particularly interested in local board views on the following parts of the draft, which are likely to have the most bearing on local board decision-making:
 - i) the **Tracks, Types and Scales** model (p.16-23) to differentiate partnerships and customise the partnership process
 - j) the draft **investment principles** (p.26) and **priorities** (p.33)
 - k) proposed **eligibility criteria** for investment (p.27-30)
 - l) the proposal to allow facility partnerships to generate revenue through appropriate **commercial activities** (p.31)
 - m) the focus on **quality relationships**, as outlined in the proposed partnering principles (p.35) and supported by allocation of a lead relationship broker (p.38).

Key findings

69. Local boards supported the draft policy overall. Of 21 local boards, 16 resolved to support or endorse the policy, three local boards resolved in support of 'the overarching intent, purpose and objectives' of the policy, and two local boards resolved partial support.
70. Twenty boards provided additional feedback which is summarised below, and collated in the following pages.

Key themes from local board feedback included support for:

1. Facility partnerships in principle, as a way to empower and benefit communities
2. Provision for a range of partnership models with requirements proportionate to their size and scale, ensuring smaller organisations are not over-burdened or shut out
3. Lead relationship brokers for all partnerships to coordinate council advice and support
4. Appropriate commercial activities in partnership facilities to support financial sustainability, where these complement its purpose and any surplus is reinvested into the facility
5. Valuing the community's contribution, including enabling 'in kind' investment
6. Investment in existing spaces in preference to building new facilities, as long as this doesn't penalise areas without existing facilities.

Local board feedback identified the following key concerns:

7. Local boards' limited ability to support facility partnerships from local resources, as local funding and community leases are already oversubscribed.
8. Whether additional budget will be allocated to implement the policy, and in particular how the lead relationship broker role and other staff support will be resourced.
9. How the policy will recognise local boards' governance role, including their decision-making over local discretionary funding.

10. Whether the policy will adequately consider and respond to the complexity of Auckland's culturally, economically and geographically diverse communities
11. Ensuring the process isn't overly difficult or complex, preventing smaller groups from participating.
12. Whether new requirements would be phased in and tailored to reduce the burden on existing partnerships.

Local board resolutions

MEETING: **Albert-Eden** Local Board Meeting of 24/10/2018

**AE/
2018/305** **Draft Facility Partnership Policy**

Emma Reed – Local Board Advisor, was in attendance to speak to this report

A document was provided. A copy has been placed on the official minutes and is available on the Auckland Council website as a minutes attachment.

Resolution number AE/2018/305

MOVED by Deputy Chairperson G Fryer, seconded by Member B Lee:

That the Albert-Eden Local Board:

- a) **endorse the adoption of the Draft Facility Partnerships Policy, and provide the tabled document detailing the board’s additional feedback on the proposed approach for the Environment and Community Committee’s consideration**

- b) **thank Emma Reed – Local Board Advisor, for her attendance.**

CARRIED

MEETING: **Devonport-Takapuna** Local Board Meeting of 16/10/2018

**DT/
2018/175** **Draft Facility Partnership Policy**

Resolution number DT/2018/175

MOVED by Chairperson G Wood, seconded by Deputy Chairperson G Gillon:

That the Devonport-Takapuna Local Board:

- a) **support the overarching intent, purpose and objectives of the Draft Facility Partnership Policy.**

- b) **provide the following feedback on the Draft Facility Partnership Policy:**
 - i) **support the proposed tracks, types and scales model as it will support local boards and staff with a mechanism to determine the right outcome for facility partnerships**
 - ii) **support the investment principles and priorities, as they provide clear direction on the desired outcomes**
 - iii) **support the proposal to allow partnerships to generate revenue through appropriate commercial activities to offset the operating**

costs of the facility, and under the condition that any surplus generated by commercial activities is reinvested into the facility, or for a community purposed approved by Auckland Council.

- c) note that local boards provide both financial and non-financial facility partnerships on a local and sub-regional basis to community groups and organisations who provide a range of community, arts and cultural and sport and recreation activities.
- d) note that facility partnerships undertaken by local boards:
 - i) are identified through a need raised by the community, and/or strategic documents such as local board plans.
 - ii) address local and sub-regional gaps in service/network provision
 - iii) address local and sub-regional gaps in service/network provision through non-council owned asset solutions
 - iv) provide community access to assets not owned by council
 - v) build and foster effective working relationships with their communities
- e) note concern that no budget has been identified to support the Draft Facility Partnership Policy, and this will raise expectations from community groups and organisations, which will subsequently put further strain on committed local board capital budgets.
- f) request the Environment and Community Committee, to direct staff as part of the 2019/2020 Annual Budget process identify a suitable budget to implement the Draft Facility Partnership Policy.
- g) request clarification on the governance role of local boards in relation to the statement the new approach introduces a more transparent and contestable selection process, as detailed in paragraph 21 of the report.

CARRIED

MEETING: **Franklin** Local Board Meeting of 23/10/2018

FR/ **Draft Facility Partnership Policy**
2018/153

Resolution number FR/2018/153

MOVED by Chairperson A Fulljames, seconded by Member N Kloeten:

That the Franklin Local Board:

- a) supports the adoption of the Draft Facility Partnerships Policy, and provide any additional feedback on the proposed approach for the Environment and Community Committee's consideration.
- b) supports the adoption of the draft Facility Partnership Policy and provides the following feedback on the proposed approach for the Environment and

Community Committee's consideration:

- i) strongly supports the policy's approach to enable communities and council to work together to deliver shared outcomes;
- ii) supports the approach enabling requirements for partnerships to be tailored to the scale, complexity and risk of each proposal;
- iii) strongly supports the proposed investment in existing spaces in preference to building new facilities;
- iv) recommends that council facilitate proactive partnerships with 'grass roots' community groups by ensuring that the tendering process is not overly restrictive or weighted against community involvement;
- v) supports the approach to valuing 'in kind' investment, particularly the recognition of volunteer effort and the empowerment of communities to contribute towards projects;
- vi) requests that the Environment and Community Committee adequately resource the work of community partnerships, by ensuring that adequate funding is allocated to cover the depreciation and consequential operational expenses needed to maintain and renew these facilities;
- vii) requests that staff provide an update as soon as practicable on the appointment of the proposed lead relationship brokers and how the effectiveness of this approach for partners will be monitored.

CARRIED

MEETING: **Great Barrier** Local Board Meeting of 16/10/2018

**GBI/2018/ Draft Facility Partnership Policy
120**

Resolution number GBI/2018/120

MOVED by Member S Daly, seconded by Member J Cleave

That the Great Barrier Local Board:

- a) support the adoption of the Draft Facility Partnerships Policy.
- b) delegate the Chairperson in discussion with other board members to provide its formal written feedback on the proposed approach for the Environment and Committee's consideration.

Aotea Great Barrier Local Board written feedback on the proposed approach for the Environment and Community Committee's consideration:

Whilst we support the adoption of the Draft Facility Partnership Policy, we would like the policy to reflect our unique situation on Aotea/Great Barrier Island in the sense that we are a remote island situated in the Hauraki Gulf. Due to our remote and rural nature, a higher level of staff support may be required for any implementation.

Our community is small and extremely self-sufficient. All our community and sports

facilities are community owned, off the grid and typically multi-purpose. This distinctiveness of our environment and community makes us difficult to measure against other areas in practice and hope this will be taken into account by the new approach.

CARRIED

MEETING: **Henderson-Massey** Local Board Meeting of 17/10/2018

**HM/
2018/162** **Draft Facility Partnership Policy**

Resolution number HM/2018/162

MOVED by Member B Brady, seconded by Member M Grey:

That the Henderson-Massey Local Board:

- a) **support the adoption of the Draft Facility Partnerships Policy on the proposed approach for the Environment and Community Committee's consideration.**

CARRIED

MEETING: **Hibiscus and Bays** Local Board Meeting of 17/10/2018

**HB/
2018/176** **Draft Facility Partnership Policy**

Resolution number HB/2018/176

MOVED by Deputy Chairperson J Fitzgerald, seconded by Member D Cooper:

That the Hibiscus and Bays Local Board:

- a) **support the adoption of the Draft Facility Partnerships Policy.**
- b) **provide the following feedback on the proposed approach for the Environment and Community Committee's consideration:**
 - i) **strongly supports the policy's approach to enable communities and council to work together to deliver shared outcomes.**
 - ii) **considers that partnerships are a key tool to deliver community facilities, particularly in areas which have strong and motivated communities, but are not the primary focus for council to provide new facilities.**

- iii) supports the approach allowing requirements for partnerships to be tailored to the scale, complexity and risk of each proposal, and anticipates that this will allow council to better work with communities on small scale projects which can get held up by council's current ad hoc approach and lack of support for these proposals.
- iv) recommends that council ensure that "proactive" partnerships can include 'grass roots' community groups by ensuring that the tendering process is not overly restrictive or weighted against community involvement
- v) notes the policy's investment principles favour investing in "existing spaces in preference to building new facilities" and request that these principles adequately consider communities where, often, there are no existing facilities to invest in, which may lead to some areas being unfairly penalised if the focus is on existing spaces
- vi) supports the approach to valuing "in kind" investment, and notes that it is important that communities be empowered to provide labour to construct facilities and that this labour receive a nominal value to adequately reflect the contribution of the community to the project.
- vii) requests that the Environment and Community Committee now shift focus into activating the policy as soon as possible, by:
 - a) developing practices and guidelines,
 - b) adequately resourcing the work of community partnerships, and,
 - c) ensuring there is sufficient funding set aside to adequately cover the depreciation and consequential operational expenses needed to maintain and renew these facilities
 - d) so that council can start to enter into partnerships with the community and deliver as many community outcomes as soon as a possible
- viii) requests that council staff provide an update as soon as practicable on the appointment of the proposed lead relationship brokers and how communities can initiate the conversations with them to partner with council

CARRIED

MEETING: **Howick** Local Board Meeting of 15/10/2018

**HW/2018/ Draft Facility Partnership Policy
179**

Resolution number HW/2018/179

MOVED by Chairperson D Collings, seconded by Member J Donald:

That the Howick Local Board:

a) support the adoption of the Draft Facility Partnerships Policy.

CARRIED**MEETING:** **Kaipātiki** Local Board Meeting of 17/10/2018**KT/
2018/189** **Draft Facility Partnership Policy**

Resolution number KT/2018/189

MOVED by Chairperson J Gillon, seconded by Deputy Chairperson D Grant:

That the Kaipātiki Local Board:

- ii) **support the overarching intent, purpose and objectives of the Draft Facility Partnership Policy.**
- iii) **provide the following feedback on the Draft Facility Partnership Policy:**
 - a) **the Kaipātiki Local Board support the proposed tracks, types and scales model as is it will support local boards and staff with a mechanism to determine the right outcome for facility partnerships**
 - b) **the Kaipātiki Local Board supports the investment principles and priorities, as they provide clear direction on the desired outcomes**
 - c) **the Kaipātiki Local Board supports the proposal to allow partnerships to generate revenue through appropriate commercial activities to offset the operating costs of the facility, under the condition that the activity is allowed for under any applicable Reserve Management Plan and Unitary Plan zoning, and that any surplus generated by commercial activities is reinvested into the facility, or for a community purpose approved by Auckland Council.**
- iv) **note that local boards provide both financial and non-financial facility partnerships on a local and sub-regional basis to community groups and organisations who provide a range of community, arts and cultural and sport and recreation activities.**
- v) **note that facility partnerships undertaken by local boards:**
 - a) **are identified through a need raised by the community, and / or strategic documents such as local board plans**
 - b) **address local and sub-regional gaps in service / network provision**
 - c) **address local and sub-regional gaps in service / network provision through non-council owned asset solutions**
 - d) **provide community access to assets not owned by council**
 - e) **build and foster effective working relationships with their communities**
- vi) **note that the current Locally Driven Initiatives (LDI) capital budget allocation significantly limits local boards' ability to provide more facility partnerships in their area.**

- vii) **express concern that no budget has been identified to support the Draft Facility Partnership Policy, as will raise expectations from community groups and organisations, which will subsequently put further strain on committed local board capital budgets.**
- viii) **request the Environment and Community Committee to direct staff to identify a suitable budget to implement the Draft Facility Partnership Policy as part of the 2019/2020 Annual Budget process.**
- ix) **request clarification on the governance role of local boards in relation to the statement that the new approach introduces a more transparent and contestable selection process, as detailed in paragraph 21 of the report.**

CARRIED

MEETING: **Māngere-Ōtāhuhu** Local Board Meeting of 17/10/2018

MO/ **Draft Facility Partnership Policy**
2018/177

Resolution number MO/2018/177

MOVED by Deputy Chairperson W Togiamua, seconded by Member N Bakulich:

That the Māngere-Ōtāhuhu Local Board:

- a) **support the adoption of the Draft Facility Partnerships Policy, and provide the following feedback on the proposed approach for the Environment and Community Committee’s consideration.**
 - i) **Support the overarching draft Facility Partnership policy as this aligns with the Māngere-Ōtāhuhu Local Board’s local board plan outcomes: Facilities that meets diverse needs, and, a place where everyone thrives and belongs.**
 - ii) **Request that this policy includes in the facility partnership lifecycle the local boards discretionary decision-making at the local level, and recognise location, design and use of local facilities is a local board decision.**
 - iii) **Request that a list of all current local facilities partnership agreements and any future partnership arrangements being discussed are also presented to the Māngere-Ōtāhuhu Local Board, as the local board have not received such a list.**
 - iv) **Support pursuing partnerships where there is genuine community benefit and achieve objectives to:**
 - a) **leverage external investment and community effort**
 - b) **empower communities, and help us respond to Auckland’s increasing diversity**
 - c) **optimise the existing facility network and reduce the need for new facilities.**
 - v) **Note: value and honour Te Ao Maori principles in contributing**

towards developing this policy, as a thriving Māori identity is Auckland's point of difference in the world.

Transition

- vi) Some partnership discussions have been over several years, and the issues involved in these types of discussions are usually around complex issues. The local board request clear easy to read operational guidelines to navigate these discussions.
- vii) Request the operational guidelines achieve transparency and promote best practice principles and should include:
 - a) Not making partnerships too bureaucratic and difficult when they are local and small in scale
 - b) Phasing in new requirements for existing partnerships in a way that does not place a burden on community group partners
 - c) Consider local and relevant solutions reflecting the diverse nature of local communities.
- viii) Support a clear 'road map' to how this policy may respond to the 'messy reality' of partnerships accompanied by a flexible operation guideline to progress these relationships.
- ix) Strongly support the lead relationship broker role for both new and existing facility partners to help work with council to achieve a seamless transition and provide ongoing support

Investments

- x) Revenue gathering such as user charges may be appropriate where it doesn't hinder what the community is trying to do. The Māngere-Ōtāhuhu Local Board is cautious about these types of partnership arrangements due to the high deprivation factor in the local area but understand these very much depend on the circumstances.
- xi) Support other ways to generate revenue, such as sponsorship and public private partnerships. External funding is preferred as it would allow local board's have more budget to invest into the other local projects.

CARRIED

MEETING: **Manurewa** Local Board Meeting of 18/10/2018

MR/ **Draft Facility Partnership Policy**
2018/185

Resolution number MR/2018/185

MOVED by Chairperson A Dalton, seconded by Member DP Pizzini:

That the Manurewa Local Board:

a) endorse the draft Facility Partnerships Policy with the following feedback:

- i) request consideration of the complexity within culturally and economically diverse communities when developing and applying regional policy and impacts on equity.**
- ii) question where the Council Controlled Organisations (CCOs) fit within the application of this policy.**
- iii) support commercial activities that are appropriate to the immediate community and complimentary to the purpose of the facility.**
- iv) support the Lead Relationship Broker Position and recommend they are funded via the Long-term Plan.**
- v) recommend local board grant funding is not considered available to fund the implementation of this policy (paragraph 39 of the report entitled Draft Facility Partnership Policy)**
- vi) acknowledge and support Māori feedback as detailed in Appendix C of the agenda report, pages 127 – 129**

CARRIED

MEETING: **Maungakiekie-Tāmaki** Local Board Meeting of 23/10/2018

**MT/
2018/164** **Draft Facility Partnership Policy**

Resolution number MT/2018/164

MOVED by Chairperson C Makoare, seconded by Member B Driver:

That the Maungakiekie-Tāmaki Local Board:

a) delegate feedback on the draft facility partnership policy to the Chair.

The Maungakiekie-Tāmaki Local Board support the adoption of the Draft Facility Partnerships Policy, and provide the following additional feedback on the proposed approach for the Environment and Community Committee’s consideration:

- 1. supports the approach of tailoring requirements to reflect the scale, complexity and risks of proposal so that pursuing partnerships over small local asset-based projects and initiatives do not become onerous for partners.*
- 2. recommends phasing in and tailoring requirements to reviews of existing partnerships so that current community partnerships that are working satisfactorily are not overly burdened or disadvantaged by any new requirements.*
- 3. the policy should guide but not restrict the discretionary decision-making of local boards over their locally driven initiatives capital funding, which can be used to deliver small local asset-based projects in partnership with*

community.

4. *the policy should guide but not restrict the discretionary decision-making of local boards to allocate grants to support community groups that require assistance from Council for the upkeep of facilities used by our community.*
5. *notes that whilst decisions on investment in new facilities are made by the Governing Body and council controlled organisations, decisions regarding location, design and use of local facilities rest with local boards. In this regard, how we work in partnership within the Auckland Council family is crucial and will need to be clearly outlined in any operational guidelines to be developed following this policy.*
6. *strongly support the establishment of the lead broker (as set out in the Relationship section) for both new and existing partnerships to help community partners work with Council.*

CARRIED

MEETING: **Ōrākei** Local Board Meeting of 18/10/2018

**OR/
2018/204** **Draft Facility Partnership Policy**

Resolution number OR/2018/204

MOVED by Deputy Chairman C Claridge, seconded by Member D Wong:

That the Ōrākei Local Board:

a) note the Draft Facility Partnerships Policy, and provide its feedback on the proposed approach for the Environment and Community Committee's consideration as follows:

- i) **support the use of facility partnerships and agree with the outlined purpose and benefits of such an arrangement.**
- ii) **support the use of Local Board Plan outcomes and priorities to inform investment.**
- iii) **support partnering with Māori and in particular Mana Whenua for the role they play in communities however, there are concerns that the Treaty Principles are interpreted differently by different people and this may lead to confusion and any facility partnership must be guided in the same way, no matter the partner.**
- iv) **support the Track, Type and Scale approach to differentiating partnerships, however, facility partnerships often do not fit a defined process and must allow for flexibility where appropriate.**
- v) **support the investment principles, in particular principle 3.**
- vi) **does not support investment principle 4, point 19, as the Board supports Council investing in facilities with joint ownership.**
- vii) **support appropriate, complementary commercial activities as part**

of a facility partnership. These must be carefully managed with an opportunity for council to review on a regular basis. Excess funds must be returned to the community in discussion with council or returned to the appropriate local board to invest in local projects at their discretion.

- viii) support the implementation of a Lead Relationship Broker and sees this as being key to a successful partnership for both external and internal stakeholders.
- ix) support Council staff working with communities to navigate the planning intricacies of a facility partnership.
- x) support local boards having flexibility to deliver local facility partnerships that may not align with policy guidelines that are responsive to their particular community needs.

CARRIED

MEETING: **Ōtara-Papatoetoe** Local Board Meeting of 16/10/2018

OP/ **Draft Facility Partnership Policy**
2018/201

Resolution number OP/2018/201

MOVED by Chairperson L Fuli, seconded by Member R Autagavaia:

That the Ōtara-Papatoetoe Local Board:

- a) support the adoption of the Draft Facility Partnerships Policy, and provide the following additional feedback on the proposed approach for the Environment and Community Committee's consideration:
 - i) supports the approach of tailoring requirements to reflect the scale, complexity and risks of proposal so that pursuing partnerships over small local asset-based projects and initiatives do not become onerous for partners
 - ii) recommends phasing in and tailoring requirements to reviews of existing partnerships so that current community partnerships that are working satisfactorily are not overly burdened or disadvantaged by any new requirements
 - iii) the policy should guide but not restrict the discretionary decision-making of local boards over their locally driven initiatives capital funding, which can be used to deliver small local asset based projects in partnership with community
 - iv) the policy should guide but not restrict the discretionary decision-making of local boards to allocate grants to support community groups that require assistance from Council for the upkeep of facilities used by our community.
 - v) notes that whilst decisions on investment in new facilities are made

by the Governing Body and council controlled organisations, decisions regarding location, design and use of local facilities rest with local boards. In this regard, how we work in partnership within the Auckland Council family is crucial and will need to be clearly outlined in any operational guidelines to be developed following this policy.

- vi) strongly support the establishment of the lead broker (as set out in the Relationship section) for both new and existing partnerships to help community partners work with Council.

CARRIED

MEETING: **Papakura** Local Board Meeting of 24/10/2018

**PPK/2018 Draft Facility Partnership Policy
/202**

Resolution number PPK/2018/202

MOVED by Member MV Turner, seconded by Member K Winn:

That the Papakura Local Board:

- a) support the adoption of the draft Facility Partnerships Policy
- b) request the Governing Body ensures the primary driver of community facility provision is to meet the current and future needs of all communities, ensuring that communities who are unable to attract partners to assist in the development of community facilities are not disadvantaged, nor the communities that are able to attract partners are not advantaged in the overall equitable provision of facilities across Auckland.

CARRIED

MEETING: **Puketāpapa** Local Board Meeting of 18/10/2018

**PKTPP/ Draft Facility Partnership Policy
2018/197**

Resolution number PKTPP/2018/197

MOVED by Deputy Chairperson J Fairey, seconded by Member S Kaushal:

That the Puketāpapa Local Board:

- a) support the draft Facility Partnerships Policy and provide feedback on the following key points to the Environment and Community Committee:
 - i) strong support for investing strategically, to address equity

issues, and to do so sustainably.

- ii) the importance of resourcing the policy to succeed and be consistently implemented, particularly in relation to sufficient staffing and support for lead relationship broker positions and changes in operational areas to support the new policy.
- iii) support the acknowledgement of decision-making role for local boards, including through joint local board committee structures where a facility will have a sub-regional impact.
- iv) emphasise the importance of effective contract/agreement management to ensure commitments such as agreed community use are delivered on by partners.

- b) delegate to member J Fairey to provide further feedback on the Draft Facility Partnership Policy by 30 October 2018.

No additional information was added to the resolution.

CARRIED

MEETING: **Rodney** Local Board Meeting of 18/10/2018

RD/ **Draft Facility Partnership Policy**
2018/1

Resolution number RD/2018/128

MOVED by Member B Bailey, seconded by Deputy Chairperson P Pirrie:

That the Rodney Local Board:

- a) support the adoption of the Draft Facility Partnerships Policy
- b) provide the following any additional feedback on the proposed approach for the Environment and Community Committee's consideration:
 - i) strongly supports the policy's approach to enable communities and council to work together to deliver shared outcomes
 - ii) considers that partnerships are a key tool to deliver community facilities, particularly in rural areas which often have very strong and motivated communities, but are not the primary focus for council to provide new facilities
 - iii) supports the approach allowing requirements for partnerships to be tailored to the scale, complexity and risk of each proposal, and anticipates that this will allow council to better work with communities on small scale projects which can get held up by council's current ad hoc approach and lack of support for these proposals
 - iv) recommends that council ensure that "proactive" partnerships can include 'grass roots' community groups by ensuring that the tendering process is not overly restrictive or weighted against

community involvement.

- v) notes the policy's investment principles favour investing in "existing spaces in preference to building new facilities" and request that these principles adequately consider rural communities where, often, there are no existing facilities to invest in, which may lead to rural areas being unfairly penalised if the focus is on existing spaces
- vi) supports the approach to valuing "in kind" investment, and notes that it is important that communities be empowered to provide labour to construct facilities and that this labour receive a nominal value to adequately reflect the contribution of the community to the project
- vii) requests that the Committee now shift focus into activating the policy as soon as possible, by
 - 1) developing practices and guidelines,
 - 2) adequately resourcing the work of community partnerships, and,
 - 3) ensuring there is sufficient funding set aside to adequately cover the depreciation and consequential operational expenses needed to maintain and renew these facilitiesso that council can start to enter into partnerships with the community and deliver as many community outcomes as soon as a possible.
- viii) requests that council staff provide an update as soon as practicable on the appointment of the proposed lead relationship brokers and how communities can initiate the conversations with them to partner with council.

CARRIED

MEETING: **Upper Harbour** Local Board Meeting of 18/10/2018

**UH/
2018/131** **Draft Facility Partnerships Policy**

Resolution number UH/2018/131

MOVED by Chairperson M Miles, seconded by Deputy Chairperson L Whyte:

That the Upper Harbour Local Board:

- a) support the adoption of the Draft Facility Partnerships Policy and encourage both policy and operational departments of council work together efficiently to give effect to the policy.
- b) request greater clarity as to how dedicated funding will be made available

to give effect to the policy and projects being developed for implementation.

- c) requests clarity as to how this policy will be used to operationalise the pre-existing Sports and Recreation Facilities and Investment Fund, such as the One Local Initiative Whenuapai Sports indoor court facility and the Windsor Park Trust Board proposal.
- d) request the Environment and Community Committee to direct staff to identify a suitable budget to implement the Draft Facility Partnership Policy as part of future Annual Budget and long-term plan processes.
- e) request clarification of the governance role of local boards in relation to the implementation of the Facility Partnership Policy.

CARRIED

MEETING: **Waiheke** Local Board Meeting of 25/10/2018

WHK/201 8/ 209 **Draft Facility Partnership Policy**

Resolution number WHK/2018/209

MOVED by Deputy Chairperson J Meeuwsen, seconded by Member B Upchurch:

That the Waiheke Local Board:

- a) provide the following feedback on the Draft Facility Partnership Policy.

Whilst the Waiheke Local Board supports the principles of the Draft Facility Partnership Policy, there needs to be recognition of Waiheke Island's unique situation and remote location. This includes sufficient flexibility and support to enable an empowered communities approach and council resource to develop robust governance structures for local facilities.

CARRIED

MEETING: **Waitākere Ranges** Local Board Meeting of 25/10/2018

WTK /2018/143 **Draft Facility Partnership Policy**

Resolution number WTK/2018/143

MOVED by Member S Tollestrup, seconded by Member K Turner:

That the Waitākere Ranges Local Board:

- a) support the adoption of the Draft Facility Partnerships Policy and provide any additional feedback on the proposed approach for the Environment and Community Committee's consideration:

- i) **strongly supports the establishment of the lead broker role (as set out in The Relationship section) for both new and existing partnerships to help community partners work with council.**
- ii) **supports the approach of tailoring requirements to reflect the scale, complexity and risks of proposal so that pursuing partnerships over small local asset-based projects and initiatives do not become onerous for partners.**
- iii) **recommends the phasing in and tailoring of requirements with each local board determining how the policy will transition into applying to existing partnership proposals that have been under discussion for some years. In the Waitākere Ranges Local Board area this includes the partnership proposal to establish a writers' residency at Shadbolt House, 35 Arapito Road, South Titirangi, the former home of author Maurice Shadbolt.**
- iv) **recommends phasing in and tailoring requirements to reviews of existing partnerships so that current community partnerships that are working satisfactorily are not overly burdened or disadvantaged by any new requirements.**
- v) **the policy should guide but not restrict the discretionary decision-making of local boards over their locally driven initiatives capital funding, which can be used to deliver small local asset based projects in partnership with community.**
- vi) **the policy should guide but not restrict the discretionary decision-making of local boards to allocate grants to support community groups that require assistance from Council for the upkeep of facilities used by our community.**
- vii) **notes that whilst decisions on investment in new facilities are made by the Governing Body and council controlled organisations, decisions regarding location, design and use of local facilities rest with local boards. In this regard, how we work in partnership within the Auckland Council family is crucial and will need to be clearly outlined in any operational guidelines to be developed following this policy.**

CARRIED

MEETING: **Waitematā** Local Board Meeting of 16/10/2018

WTM/201 8/ 155 **Draft Facility Partnership Policy**

Resolution number WTM/2018/155

MOVED by Chairperson P Coom, seconded by Deputy Chairperson S Chambers:

That the Waitematā Local Board:

- a) **endorse the proposed approach to the Draft Facility Partnerships Policy**
- b) **recommends the following feedback for the Environment and Community Committee's consideration:**

- i) acknowledge the importance of the policy and support its high quality intentions, content, development and easy to navigate presentation**
 - ii) recommends that the policy maximises the achievement of its stated benefits as highlighted in point 15 of the staff report, which we view in the following order of priority: community empowerment; appropriately responding to increasing diversity; enabling and utilising community effort; leveraging external investment; optimising the existing facility network; and reducing the need for new facilities**
 - iii) generally supports the Tracks, Types and Scales Model while advocating that it be simplified and less bureaucratic in application where possible**
 - iv) recommend that the stages of the facility partnership lifecycle could be further streamlined to either combine 3, 4 and 5, or two of these stages where possible, particularly for projects of less scale**
 - v) agree with the four investment principles which are based on outcomes, equity, value for Aucklanders and sustainability**
 - vi) urge adding an additional priority under Principle 2 – Investing equitably (page 33), which targets disadvantaged, impoverished and alienated communities**
 - vii) strongly disagree with the proposed exclusion of housing services (page 27) from potential facility partnerships because housing is a vital community need that Auckland Council and the community together can provide or facilitate cost effective locally appropriate solutions.**
 - viii) accept the utility and value of some commercial activity in the circumstances proposed in the draft policy (pages 32 and 33)**
 - ix) request that there is a clear ban on the sale or promotion of weapons of war; hate speech; gambling; loan sharks; pornography; or environmentally damaging, wasteful or climate change inducing activities**
 - x) in the case of facility partnerships that result in a community lease any commercial activities must be auxiliary and ancillary to the primary purpose of the community lease.**
 - xi) we support the proposed partnering principles and the proposal for every facility partnership to have a single staff member to lead the relationship with the key people in the partner organisation (Section 4. The relationship)**
 - xii) reject the sterile, commercial and bureaucratic name and concept of a “broker”. The title and role should instead reflect the concepts of whanaungatanga and of kaitiakitanga**
 - xiii) urge that the implementation of this policy be given substantially greater budgetary and staff resources as its effective implementation is crucial for community development and empowerment, positive community relationships with Council and more cost effective resourcing of facilities**
- c) delegate authority to member Richard Northey and member Denise Roche to finalise the local board’s feedback by 30 October 2018.**

No additional information was added to the resolution.

CARRIED

MEETING: **Whau** Local Board Meeting of 24/10/2018

**WH/2018/ Draft Facility Partnership Policy
113**

Resolution number WH/2018/113

MOVED by Member D Whittle, seconded by Member D Macdonald:

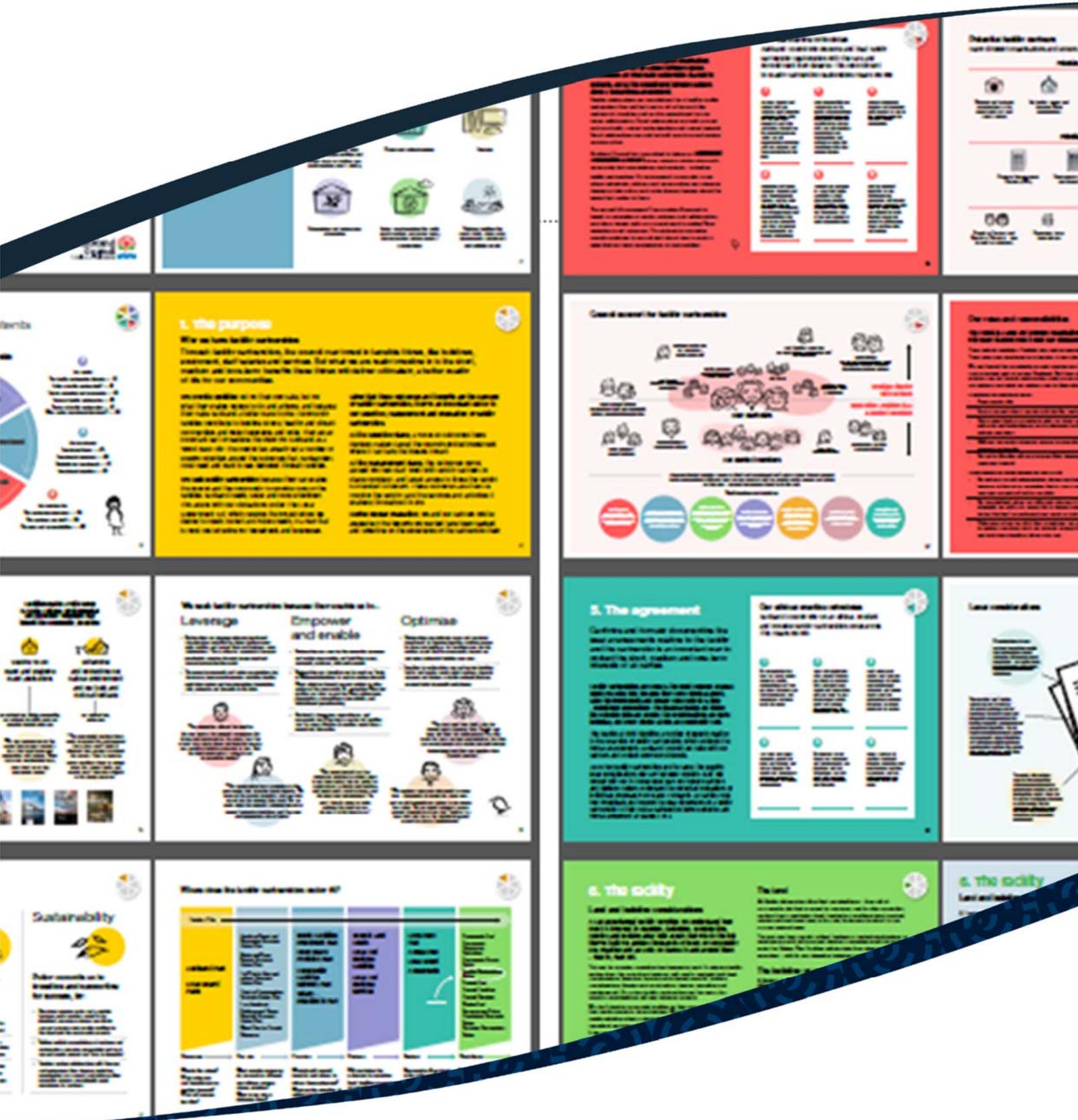
That the Whau Local Board:

a) support the adoption of the Draft Facility Partnerships Policy.

CARRIED

Section 3

Response to requests for changes or clarifications



This section sets out the policy changes or clarifications suggested through local board and public feedback and identifies how these have been (or will be) addressed.

Key messages

- Overall, the feedback received did not identify substantive issues with the draft policy itself.
- The majority of feedback related to operational matters, and this has been noted for the implementation planning phase.
- Most requests relating to the policy itself were for minor changes or clarifications to the policy text. Small changes have been made to wording or formatting where needed for clarity or to aid understanding.

PART ONE: Response to **local board** requests for change or clarification p37

PART TWO: Response to **public** requests for change or clarification. p43

PART ONE: Local board requests for change or clarification

#	Concern / suggestion	Page ref.	Response	Rationale
1	<p>The Treaty Principles are interpreted differently by different people and [their application to managing partnerships with Māori] may lead to confusion.</p> <p><i>Ōrākei Local Board</i></p>	11	No change Noted for next phase	<p>The Treaty Principles, as expressed by the Waitangi Tribunal and a range of Courts, help to bridge the two texts of the Treaty of Waitangi by focusing on its intent.</p> <p>Auckland Council acknowledges the Treaty as New Zealand’s founding document, and recognises the value of the Principles in clarifying how government and Māori can work together in the spirit of partnership.</p> <p>This is a complex area, and staff acknowledge there will continue to be individual interpretations of the Treaty and the Principles. However staff still consider the Principles provide the best available starting point for negotiating facility partnerships with Māori.</p>
2	<p>Request further clarification on the governance role of local boards, as part of a ‘more transparent and contestable selection process.’</p> <p><i>Devonport-Takapuna, Kaipātiki Upper Harbour and Maungakiekie-Tāmaki local boards</i></p> <p>Request that the policy includes local boards’ discretionary decision-making at the local level in the facility partnership lifecycle.</p> <p><i>Māngere-Ōtāhuhu Local Board</i></p>	14	No change Noted for next phase	<p>The facility partnerships lifecycle (p14) provides a high level outline of the overarching process. It allows for governing body and local board roles and responsibilities to vary to reflect the scale of the proposed partnership.</p> <p>Examples of how the new selection process is more transparent and contestable include:</p> <ul style="list-style-type: none"> • A clear but customisable pathway for all proposals, regardless of entry point (p14) • Clear investment principles, priorities and eligibility criteria to rank proposals (p27-35) • Scheduled opportunities for proposals to be assessed and compared (p18) with a decision to advance made by the appropriate governance entity (p25). <p>Operational guidelines will provide more detail about the lifecycle, including what will happen during each stage and at key decision points (Gates) in a range of situations. This will identify the designated decision-maker at each gate, reflecting local and regional roles and responsibilities in line with the existing allocation of decision-making.</p>

#	Concern / suggestion	Page ref.	Response	Rationale
3	<p>Advocate that the Tracks, Types and Scales model be simplified and less bureaucratic in application where possible.</p> <p>Recommend that the stages of the facility partnership lifestyle could be further streamlined to either combine 3, 4 and 5, or two of these stages where possible, particularly for projects of less scale.</p> <p><i>Waitematā Local Board</i></p> <p>Ensure that the [Proactive Track] tendering process is not overly restrictive or weighted against grassroots community involvement.</p> <p><i>Hibiscus and Bays, Rodney and Franklin local boards</i></p> <p>Ensure [the process isn't] made 'too bureaucratic and difficult when [partnerships] are local and small in scale'.</p> <p><i>Māngere-Ōtāhuhu Local Board</i></p>	14 17	<p>No change</p> <p>Noted for next phase</p> <p>Addressed by policy</p>	<p>Following adoption of the policy, operational guidance and business processes will be developed and tested with staff and partners prior to full implementation. If this work identifies a need to combine or streamline the stages in some situations, this can be achieved through the operational guidelines.</p> <p>On p22 the policy states that:</p> <p><i>“We won’t over-burden simple, low-cost, low-risk partnerships with excessive costs, processes and paperwork. But we will make sure that we fully investigate and monitor larger, higher risk and more complex partnerships that will receive significant public investment. This is about balancing our ‘empowering and enabling’ role with our obligations as a public entity.”</i></p> <p>If lower capability organisations require ongoing support to deliver a facility partnership successfully, this can be costed into proposals from Stage 3 onwards.</p>
4	<p>Request the policy ‘note decisions regarding location, design and use of local facilities rest with local boards’.</p> <p><i>Ōtara-Papatoetoe, Māngere-Ōtāhuhu and Waitākere Ranges local boards</i></p>	25	<p>Minor change made</p>	<p>Additional detail has been included about the roles and responsibilities of the governing body and local boards in relation to facility development.</p> <p>The policy gives effect to the Allocation of Decision-making in the Long-term Plan, and this has now been noted.</p>
5	<p>Request the policy note it is important that ‘communities be empowered to provide labour to construct facilities and that this labour receive a nominal value to adequately reflect the contribution of the community to the project’.</p> <p><i>Hibiscus and Bays, Rodney and Franklin local boards</i></p>	26	<p>No change</p> <p>Noted for next phase</p>	<p>On p26 the policy lists ‘volunteer labour’ as a form of in-kind investment partners may make in a facility partnership.</p> <p>The policy states:</p> <p><i>‘Where a partnership includes investment ‘in-kind’ ... we will [encourage and support our partners] to estimate the equivalent market value of the resource and include this in our calculations.’</i></p> <p>On p39, the policy also notes that:</p> <p><i>‘There will be limits to what... our partners can</i></p>

#	Concern / suggestion	Page ref.	Response	Rationale
				<p><i>do themselves'</i> to ensure we:</p> <ul style="list-style-type: none"> • <i>'Keep people safe</i> • <i>Ensure we and others comply with the law, and are seen to do so</i> [this includes compliance with relevant New Zealand construction standards and building regulations] • <i>Act in ways that are consistent with our duties as a local authority and kaitiaki...'</i> <p>Where the use of community labour is proposed during facility construction, staff will need to assess this on a case-by-case basis to ensure what is proposed complies with the law and protects public safety.</p>
6	<p>The board 'strongly disagrees with the proposed exclusion of housing services'.</p> <p><i>Waitematā Local Board</i></p>	28	No change	<p>The purpose of the Facility Partnerships Policy is to deliver <i>community facilities</i> for the use and benefit of all Aucklanders, rather than individual groups or their members.</p> <p>In addition to the Unitary Plan, the council has a number of other levers and mechanisms for intervening in the housing market, e.g. as a regulator, investor or provider. Specific policy work is also underway in the areas of affordable housing and homelessness.</p> <p>Note the policy does not exclude all investment in housing, but states that it must be in line with our responsibilities as a local authority.</p> <p>Facility partnerships that would primarily deliver housing, a central government responsibility, can only be supported '<i>where the council is a minority investor alongside the relevant central government agencies and we're satisfied that our investment will support enhanced community, Māori, arts, sport or recreation outcomes.</i>' (p28)</p>
7	<p>Ensure there is 'sufficient funding set aside to adequately cover the depreciation and consequential operational expenses needed to maintain and renew these facilities'.</p> <p><i>Hibiscus and Bays, Rodney and</i></p>	31	No change Addressed by policy	<p>A partnership facility's operating costs, including depreciation and consequential operational expenses, will be worked out in increasing detail during Stages 1-4 of the partnership lifecycle (p14).</p> <p>On p31 the policy states:</p> <p><i>'We will only invest in facilities that we are</i></p>

#	Concern / suggestion	Page ref.	Response	Rationale
	<i>Franklin local boards</i>			<p><i>confident will be financially viable and sustainable – i.e. have credible business models to meet establishment costs and ongoing operating costs (this can include any council investment).’</i></p> <p>If the council commits to covering these types of costs as part of its investment in the partnership, budget will need to be identified before the proposal progresses to Gate 4.</p>
8	<p>The board ‘does not support investment principle 4, point 19, as the Board supports Council investing in facilities with joint ownership.’</p> <p><i>Ōrākei Local Board</i></p>	31	Minor change	<p>This criterion was developed to provide for straightforward management and maintenance of facilities during their lifecycle. Legal advice has identified that the responsibility for built assets needs to clearly lie either with council or the partner organisation(s).</p> <p>Buildings held in split or joint ownership can be problematic for obtaining insurance, agreeing responsibility for maintenance and renewals, and establishing liability if there are any issues with the building or asset. Shared ownership can also complicate options for both sides at the conclusion of the partnership arrangement, or if one side wishes to negotiate an early exit.</p> <p>The legal advice is that there will always be lower risk ways to achieve the same outcome than agreeing to joint or split ownership.</p> <p>Additional text has been included in the policy for clarification.</p>
9	<p>Request that:</p> <ul style="list-style-type: none"> - ‘there is a clear ban on the sale or promotion of weapons of war; hate speech; gambling; loan sharks; pornography; or environmentally damaging, wasteful or climate change inducing activities.’ - ‘in the case of facility partnerships that result in a community lease any commercial activities must be auxiliary and ancillary to the primary purpose of the community lease. <p><i>Waitematā Local Board</i></p>	32	No change Addressed by policy	<p>On p32 the policy states:</p> <p><i>“Council will actively encourage community partners to explore appropriate revenue generation opportunities to help them meet their ongoing operating costs...”</i></p> <p><i>We must agree that the proposed commercial activity complements the purpose of the facility, and will increase public use and enjoyment of the facility and/or the surrounding site.”</i></p> <p>Under this provision, decision-makers can turn down requests for commercial activities within facilities that they consider fail this test.</p>

#	Concern / suggestion	Page ref.	Response	Rationale
				As the list of unacceptable activities may vary slightly between local boards or change over time, a general provision is considered more appropriate than a fixed list.
10	<p>The boards ‘support the proposal to allow partnerships to generate revenue through appropriate commercial activities to offset the operating costs of the facility, <u>under the condition</u> that the activity is allowed for under any applicable Reserve Management Plan and Unitary Plan zoning’.</p> <p><i>Devonport-Takapuna, Kaipātiki, Ōrākei and Manurewa local boards</i></p>	32	No change Addressed by policy	<p>On p32 the policy states: <i>“The zoning of the land must allow commercial activity of the type proposed, OR can be re-zoned to allow it, and the relevant decision-maker must support this change (investment in the partnership will remain contingent on this re-zoning).”</i></p>
11	<p>The board ‘urges adding an additional priority under Principle 2 – Investing equitably (page 34), which targets disadvantaged, impoverished and alienated communities.’</p> <p><i>Waitematā Local Board</i></p> <p>The board ‘notes the policy... favours investing in “existing spaces in preference to building new facilities”’, and that some communities ‘e.g. rural, where, often, there are no existing facilities to invest in [may be] unfairly penalised.’</p> <p><i>Hibiscus and Bays and Rodney local boards</i></p>	34	Minor change made	<p>Additional clarifying text has been included under Principle 2, which now reads (new text italicised):</p> <p><i>‘Target under-served populations, i.e. communities of place, interest or identity, which have the greatest unmet need for community facilities. For example, populations that are geographically isolated, highly diverse, or experiencing socio-economic disadvantage, and where there is insufficient provision by the council, community or market providers.’</i></p> <p>The council’s Community Facilities Network Plan and Sports Facilities Investment Plan identify network gaps and unmet community needs, and these inform our facility investment priorities. Facility partnerships are only one mechanism for addressing needs, and will be explored alongside market and direct delivery options (p18).</p>
12	<p>The board ‘rejects the sterile, commercial and bureaucratic name and concept of a “broker”. The title and role should instead reflect the concepts of whanaungatanga and of kaitiakitanga.’</p> <p><i>Waitematā Local Board</i></p>	39	No change Noted for next phase	<p>This feedback has not been received from other local boards or public respondents.</p> <p>The word ‘broker’ is widely used in other settings, including elsewhere within Auckland Council, and its meaning is well understood. It reflects the role’s intended focus on coordination, navigation and managing</p>

#	Concern / suggestion	Page ref.	Response	Rationale
				<p>transitions internally and externally.</p> <p>The role and its title or reference will be more clearly defined during the implementation of the policy.</p>
13	<p>Request clarification on whether the Council Controlled Organisations (CCOs) are in scope for this policy.</p> <p><i>Manurewa Local Board</i></p>	N/A	No change	Council Controlled Organisations (CCOs) are not in scope for this policy.
14	<p>Ensure the policy will 'guide but not restrict the discretionary decision-making of local boards over their [local funding]'.</p> <p><i>Ōtara-Papatoetoe and Waitākere Ranges local boards</i></p> <p>Recommend local board grant funding is not considered available to fund the implementation of this policy.</p> <p><i>Ōtara-Papatoetoe, Waitākere Ranges and Maungakiekie-Tāmaki local boards</i></p>	N/A	No change Addressed by policy	<p>Facility partnerships are a mechanism local boards can use at their discretion to meet local facility needs faster and/or more effectively.</p> <p>Partnership proposals for local facilities will require the support of their local board to progress, whether or not they seek investment from local board budgets.</p> <p>Local boards are under no obligation to use funding from local budgets to support a local facility partnership, but any funding they do provide will need to be allocated and managed in accordance with the policy.</p> <p>Implementation of the policy will be funded through existing budgets for delivery of community advice and support, technical advice and support and asset management.</p>
15	<p>Want to ensure that communities who are unable to attract partners... are not disadvantaged in the overall equitable provision of facilities'.</p> <p><i>Papakura Local Board</i></p>	N/A	No change	<p>The council's Community Facilities Network Plan and Sports Facilities Investment Plan identify the regional priorities for facility development which inform our investment.</p> <p>These regional priorities are based on guidelines embedded in the plans, not the availability of partners. Facility partnerships are one mechanism for delivering facilities alongside market and direct delivery options.</p>
16	<p>Request clear easy to read operational guidelines to navigate partnership discussions.</p> <p><i>Ōtara-Papatoetoe, Māngere-Ōtāhuhu and Waitākere Ranges local boards</i></p>	N/A	No change Noted for next phase	Operational guidelines will be prepared as part of the policy implementation phase in 2019.

PART TWO: Public requests for change or clarification

#	Suggestion	Page ref.	Response	Rationale
18	<p><i>Suggestions related to 'Facility Partnerships with Māori':</i></p> <ul style="list-style-type: none"> The policy shouldn't single out Māori for special attention or treatment. The policy should have a broader focus that recognises Auckland's multicultural society. The policy's intention to apply the Treaty principles may be difficult in practice, as this is a complex and contested area. 	10-12	No change Addressed in policy	<p>Auckland Council recognises Te Tiriti o Waitangi / the Treaty of Waitangi as the founding document of Aotearoa New Zealand, and as establishing an enduring partnership between Māori and the Crown.</p> <p>The policy does acknowledge and embrace Auckland as a multicultural society. However the council has committed to engage and work with Māori in ways that are consistent with a Treaty-based relationship. This goes above and beyond our obligations to other communities.</p> <p>The Treaty partnership is a complex area, and staff acknowledge there will continue to be individual interpretations of the Treaty and the Principles. However staff still consider the Principles provide the best available starting point for facility partnerships with Māori.</p>
19	<p><i>Suggestions related to categorisation of partnerships by Track, Type and Scale:</i></p> <ul style="list-style-type: none"> The policy's categorisation of partnerships is problematic because there will be 'blurry boundaries', and development may not be linear. Partnerships generally require flexibility and willingness to adapt. The policy should clarify where rural halls fit within the partnership Types. The policy should address 'readiness' for partnership – so that low capability organisations don't end up owning and operating large, costly facilities which they can't manage. 	17-24	No change Addressed in policy Noted for next phase	<p>The policy acknowledges partnerships are not 'one size fits all', by providing a flexible range of models that can adapt and change over time. Some categorisation is necessary so that the council can ensure its expectations and requirements are appropriate to different circumstances.</p> <p>The implementation phase will explore in more detail how the different model components are determined, applied and revised where needed. Operational guidance will be developed to support potential partners to apply the models to their own situation. Staff will also be available to discuss this with partners.</p> <p>A rural hall could be developed through any of the Types, based on who owns the land and whether a new building is required.</p> <p>The policy has been specifically developed to avoid partners taking on more than they can manage. The progressive lifecycle (p14) is designed to ensure that proposals don't progress unless the partners can feasibly</p>

#	Suggestion	Page ref.	Response	Rationale
				deliver their part of what is proposed.
20	<p><i>Suggestions related to the investment principles and criteria:</i></p> <ul style="list-style-type: none"> The policy should clarify the relative weighting of the investment principles, and/or how they will be traded off when in conflict. The policy should clarify whether the council will look at what facilities already exist in an area before investing in a partnership facility. The policy should allow capable, experienced providers to manage their own facility development and procurement, as this is more efficient. 	27-35	<p>No change</p> <p>Addressed in policy</p> <p>Noted for next phase</p>	<p>The policy does not weight the investment principles: all are important. We anticipate one or more principles will take priority in relation to individual investment decisions, with specific trade-offs and opportunity costs to consider in each case. Staff will advise decision-makers how well individual proposals address each principle and the aligned priorities.</p> <p>On p29 the policy states that:</p> <p><i>'We will only invest in facilities that address identified network gaps or unmet community needs. We will consider the broader picture of provision when assessing 'need', including the availability of non-council facilities that are accessible and affordable'.</i></p> <p>The policy also prioritises investment in existing facilities before building new ones (p30 and p34).</p> <p>By allocating partnerships a Scale (p23-24), the policy aims to enable more capable partners to operate more independently. The policy states that:</p> <p><i>'We will expect a level of influence over key decisions that is proportionate to our level of investment and risk in the partnership, and the capability of our partners'.</i></p> <p>However where the council contributes to capital works or the property is council-owned, procurement <i>must align</i> with the Procurement Policy to meet our obligations as a public entity (p30).</p>
	<p><i>Suggestions related to enabling commercial activities in partnership facilities:</i></p> <ul style="list-style-type: none"> If the council accepts a facility is needed but will rely on others to deliver it, the policy should require the council to financially support it. Some facilities can't realistically generate other revenue. 	32-33	<p>No change</p> <p>Addressed in policy</p>	<p>The council's Community Facilities Network Plan and Sports Facilities Investment Plan identify network gaps and unmet community needs, and these inform our facility investment priorities.</p> <p>Partnership opportunities will be explored alongside market and direct delivery options to address priority needs (p18).</p> <p>Where decision-makers want to pursue a facility partnership but investigations suggest</p>

#	Suggestion	Page ref.	Response	Rationale
	<ul style="list-style-type: none"> The policy should enable the council and/or community to block commercial activities that harm health and wellbeing or are not in the public interest. Layers of intersecting planning / zoning rules and regulations may block the policy's intention to enable commercial activities. The policy should require any commercial entities involved in partnerships to commit to the principles outlined in the policy. 			<p>the facility won't generate sustainable revenue, staff would need to identify council budget or another funding partner to subsidise the operating costs if the option is to progress.</p> <p>On p32 the policy states:</p> <p><i>We must agree that the proposed commercial activity complements the purpose of the facility, and will increase public use and enjoyment of the facility and/or the surrounding site."</i></p> <p>Under this provision, decision-makers can turn down requests for commercial activities within facilities that they consider fail this test. For 'borderline' cases, community feedback could be sought to inform these decisions.</p> <p>On p32 the policy also states:</p> <p><i>"The zoning of the land must allow commercial activity of the type proposed, OR can be re-zoned to allow it, and the relevant decision-maker must support this change (investment in the partnership will remain contingent on this re-zoning)."</i></p> <p>Any commercial partners will be expected to align their activities to the policy principles relevant to their involvement. This would be documented in the agreement or contract.</p>
	<p><i>Suggestions related to operationalisation of the policy:</i></p> <ul style="list-style-type: none"> Existing partnerships need clarification around how they will be impacted by the policy. The policy should address the issue that communities and groups with more time / experience / resources are more likely to be successful in putting together proposals and attracting investment partners. The policy should clarify what happens to a partnership if a facility is not performing as expected. Facility usage can 	N/A	<p>No change</p> <p>Addressed in policy</p> <p>Noted for next phase</p>	<p>The policy is to guide decision-making on entering new facility partnership arrangements. Existing partnerships will be gradually harmonised with the new policy over time. This will occur as existing arrangements end or come up for renewal, or earlier where there is a mutual desire and capacity to review the partnership. Staff will communicate with partners about any anticipated impacts.</p> <p>Facility partnerships aren't only aimed at communities with good resources and existing capability. On p7, the policy states that we seek partnerships because they are:</p> <p><i>'A way for the council to empower and enable communities... to build mana, prosperity,</i></p>

#	Suggestion	Page ref.	Response	Rationale
	<p>vary for a range of reasons and the council should work with facility partners through the tough patches.</p> <ul style="list-style-type: none"> In implementing the policy, the council should require professional management of partnership facilities, and look to share governance expertise across multiple facilities. 			<p><i>resilience, skills and capacity.'</i></p> <p>Where we agree the partnership will build community capacity, this will boost the likelihood of council investing (p35).</p> <p>The policy also allows the council to proactively approach potential partners, where a need has been identified and it makes sense to build on what is already there (or is emerging) in a community (p18).</p> <p>On p8, the policy commits us to:</p> <p><i>'Setting realistic expectations of partners and partnerships, ensuring we consider and cost support needs upfront.'</i></p> <p>Council support for smaller organisations could include helping them to identify and approach potential co-investors, working through the technical and legal aspects of a facility partnership proposal, and – once operating – helping them develop capability in areas like governance and financial management.</p> <p>The policy requires contractual agreements to be developed as part of the partnership lifecycle (Stages 4/5, p14), and these will include performance management expectations and arrangements.</p> <p>Performance management is an important way of ensuring both the council and partners are accountable for delivering quality facilities and value for money (p5, p40). The council already has significant experience in this area, but the best way to monitor and support performance in a partnership situation will be further explored during implementation.</p> <p>The policy also acknowledges that situations can change over time, and that effective partnerships are underpinned by a long-term, high-trust relationship. The policy commits us to working with community groups in this spirit of partnership (p36). Agreements help to ensure clarity, and that a proper process is followed if there are irresolvable issues.</p> <p>The policy states that:</p> <p><i>'Staff will help to build the capacity and</i></p>

#	Suggestion	Page ref.	Response	Rationale
				<p><i>capability of partners when needed'</i>, (p37) and <i>'We will seek to respond together to any challenges we encounter, with formal disputes processes only used as a last resort.'</i> (p35)</p> <p>Council staff and partners will also work together to identify the most effective governance and management structure in each case. This will be a focus during Stages 3/4 of the lifecycle (p14).</p> <p>Once the new approach has been fully operationalised, there will be opportunities to explore how the council can support the performance of all facility partnerships. This could include facilitating knowledge-sharing across the network.</p>
	<p><i>Specific suggestions related to implementing the proposal to establish lead relationship brokers:</i></p> <ul style="list-style-type: none"> • Brokers should not be established if this means increasing staff numbers. • Brokers already exist but are overcommitted. This could be a significant amount of work and needs to be properly resourced. • Brokers need to be empowered to direct the activities of other staff across the council. • Underlying systems should be simplified. If they are unduly complex, the broker will still struggle to support partners. • There needs to be a clear process if a partner is dissatisfied with the support from their broker. 	39	No change Noted for next phase	<p>Operationalising the lead relationship broker's responsibilities will be a key focus for implementation planning in 2019.</p> <p>The policy does not necessarily require new positions to be established or additional staff to be recruited. There are staff providing support for facility partners now, albeit in a more ad-hoc way. The accountabilities of the lead broker are primarily around improving coordination and navigation across council, and this may be more to do with reconfiguring workflow and clarifying responsibilities than recruiting new staff.</p> <p>However any resource implications of the lead broker commitment will become clearer once detailed planning is undertaken. This could include redesigning or streamlining underlying systems.</p> <p>Ensuring the broker works well for partners will be a key consideration in scoping the role and any supporting business processes. Partners will be invited to contribute to the design process and trial the approach before it is rolled out.</p>
	<p><i>Suggestions related to the design of the policy document:</i></p> <ul style="list-style-type: none"> • Font size should be increased 	N/A	Minor change Noted for next	Font size has been increased where possible. Large-print versions of the policy or key infographics (e.g. p42) will be available on request and this has been noted in the

#	Suggestion	Page ref.	Response	Rationale
	<p>on some pages for readability.</p> <ul style="list-style-type: none"> • Examples / case studies should be provided to aid understanding. • The policy should be distilled into a shorter summary document. 		phase	<p>document.</p> <p>Examples to aid understanding will be generated during the implementation phase, as part of the development of detailed operational guidance for partners.</p> <p>A high level summary of the policy document (<5 pages) will be developed following adoption, for publication in early 2019.</p>